

RISK	Likelihood (Probability)	Severity (Potential Impact)	<u>CONTROLS – How will risk be minimised?</u>
Mixed messages: branding, corporate culture, lack of consistency, fragmented messages, assumptions.	High	High	Communication with partners and marketing strategy
Community: physical impact on local community	Low	Low	Marketing strategy
Conflicts of interest, scrutiny by funders obstructing the “big picture”	Medium	High	Communication strategy
Changes to key project personnel	Medium	High	Strong Project Board and transparent processes
Personality Clashes on project team	Medium	High	Strong Project Board and transparent processes
Cash flow delays	Low	Low	Comply with funders claim requirements
Contingency insufficient	Medium	High	Regular cost reports from Architect. Value engineering as necessary.
Over spend	Low	High	Contingency planning in case of overspend . Regular budget reports to project board.
Slippage of capital works impacting on agreed outputs timetable	High	Medium	Regular monitoring of physical progress. Standard BCA ‘Project Review’ process undertaken.
Agreed outputs not achieved	Medium	Medium	Monitoring and reporting of outputs to BCA. ‘Project Review’ process undertaken with BCA.
Withdrawal of grant funding if agreed outputs not achieved	Low	High	Communication/reporting to BCA. ‘Project Review’ process undertaken with BCA. Review service outputs if necessary.
Tension in design process.	Medium	Medium	Resolution of issues arising from cost and other factors/design compromise at Board level.
Insufficient cost control	Low	High	Regular Budget reports to Project Board
Planning conditions, reserved matters, traffic impact assessment, section 106 works-time impact	Medium	Medium	Planning permission applied for at early stage.
Tender price and building cost inflation	Medium	High	Monitor trends and review budgets. Encourage contractor commitment
Methodology and buildability problems	Medium	High	Adequate site supervision. Establish quality control procedures with contractors

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Ground conditions	Medium	High	Adequate site supervision and cost site surveys. Establish agreed quality control procedures with contractors
Delays in preliminary work (vacant possession etc)	Low	Medium	Build in contingency time into project plan
Archaeological finds, delay	Low	Medium	Build in contingency time into project plan
Service diversions	Medium	Medium	Build in contingency time into project plan
Artificial time pressure	Medium	High	Build in contingency time into project plan
Changes to Brief	Low	High	Regular project meetings and communications strategy
Death/Serious injury/unknown Health and Safety	Low	High	Slippage in timescale planned into project brief
Unsuitable procurement route for project	Low	High	Take professional advice and report agreed options to Cabinet.
Quality of contractor	Low	High	Project team to monitor contractor performance regularly
Vandalism/arson/site/works/protection problems	High	Low	Adequate insurance and security measures
Shortage of trained labour and/or materials	Medium	Medium	Project team to monitor contractor performance regularly
Strikes/industrial action	Low	Medium	Slippage in timescale planned into project brief
Cost plan wrong	Low	High	Monitor trends and review budgets monthly
Extension of time	High	High	Adequate slippage time to build into programme
Claims	Medium	Low	Minimise changes to project specification once agreed by partners. Use adjudication procedures early in claim process
Delayed payment of contractors and consultants	Low	Medium	Adequate financial monitoring and project management
Insolvency of contractors	Low	High	Implement formal vetting of contractors at tender stage. Use market knowledge of project team. Payment on time to contractors
Procurement regulations, tendering procedures	Medium	Medium	Build into timescale of project plan

