

Southborough Risk Log 27/02/15

	Type	Description	Impact 1 Minor 2 Moderate 3 Significant 4 Serious 5 Major	Probability 1 V. unlikely 2 Unlikely 3 Possible 4 Likely 5 V. likely	Score (IXP) & Rating (Low/ Med/ High)	Responses to the risk (Consider Prevention /Reduction/ Acceptance /Contingency/ Transference as well as existing controls)	Revised Impact	Revised Probability	Revised score & rating	Planned Outcome	Owner	R A G
1	Political / Reputational	Project delayed due to councils not being able to agree a way forward	5	4	20 High	Project is looking to sign the three councils up to a Call Option and Memorandum of Understanding so that the partners are locked in and must work with each other to deliver a viable and acceptable outcome	3	3	9 Medium	Project delivered on time	Project team	A
2	Project / finance	Project stalls as councils do not wish to invest capital / revenue costs up front to progress the project	5	4	20 High	Seeking early agreement on the up front investments and have contingency methods in place should one partner refuse or is unable to inject further funds.	3	3	9 Medium	Project fully funded	Project team	A
3	Political / Reputational	Two options are being put forward refurb / new build. The latter is very contentious and highly political	5	5	25 High	Full and thorough evaluation of both options will be presented to the project board and a thorough public consultation will be done to ensure that the chosen option can be validated	4	4	16 High	Acceptable option delivered	Project Board	R
4	Political / Project	Councils fail to agree and or sign up to Call Options and Memorandum of Understanding	3	3	9 Medium	Sign the documents prior to the elections or should that fail look to work with the councils to bring forward a development agreement. Councils agree to terminate the project and KCC and TWBC dispose of assets with small refurb of RVH considered by STC	3	2	6 Low	Councils agree a way forward	Project team	G
5	Project / Finance	Cost overrun due to requirement for additional works.	5	3	15 Medium	- Design and build contract could ensure that a greater level of risk was taken on by the contractor - Value engineering as necessary to ensure the final scheme is viable - Fix cost to be agreed on IT and FF&E prior to build - Any additional cost items to be	2	2	4 Low	Project delivered on budget	Project team	G

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						highlighted immediately and escalated - Clear scope and approval process for additional items - STC have the capability to input further capital should they require it						
6	Political/ Reputation	Political and reputation damage to councils if modernisation is delayed	4	4	16 High	Councils are determined to enter into a legally binding position to move the project forward	3	2	6 Low	Project delivered on time	Project team	G
7	Service	Disruption to customers due to modernisation	3	4	12 Medium	- Library service will continue to function from its current off site location and will transfer once the project is complete - Football club will be phased with the new pavilion brought forward before the demolition on their current facilities - Theatre groups may or may not be phased subject to what option is brought forward and or whether the RVH can be re-opened - Town Council is looking to re-locate to other premises in the interim build period	2	2	4 Low	Minimise disruption to customers	Project Team	G
8	Legislative/ Financial	Asbestos issue in building greater than that identified leading to possible time delays	3	4	12 Medium	- Intrusive and destructive asbestos survey done on the RVH and only small quantities have been identified	1	1	1 Low	Asbestos issues do not cause delays	Project team	G
10	Project	Lack of co-ordination of services, contractors and ICT.	4	4	16 High	- Need to scope works and plan timescales carefully -Regular planning meetings to ensure issues discussed. - Project plan and timescales regularly reviewed	2	2	4 Low	Partners work to one plan with clear governance structure	Project team	G
11	Procurement / Project	Procurement route and the need to go out for both housing and community buildings fails to deliver best value	3	3	9 Medium	- Re-run tendering - Seek independent cost plan to determine value for money	2	2	4 Low	Ensure best value for money is achieved	Project team	G

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12	Planning	Planning application denied	4	3	12 Medium	- Seek initial planning view from TWBC planners prior to sign off - Revise proposals to meet planning requirements - Minimise planning requirements	2	1	2 Low	Minimise planning risk	Project team	G
13	Partners	Problems in agreeing future service delivery model, costs and partners	5	2	10 Medium	- STC has confirmed a not for profit organisation is the best way forward - Asset collaboration opportunities bring economies of scale - Early dialogue will ensure baselines can be agreed	2	3	6 Low	Smooth transition of service delivery into a shared asset	Libraries, STC, third party not for profit org	G
14	Procurement / Operations	Problems in procuring a not for profit organisation to take on the management of the operations	5	2	10 Medium	- Seek advice on new regulations for putting facilities out to a trust - Work with potential partners to form an acceptable operational model that would be attractive to the market	2	3	6 Low	Service delivery model agreed and operational	Project team	G
16	Project	Partners fail to agree design or level of investment	3	3	9 Medium	- Engage partners early to agree design and investment	2	1	2 Low	Agreement on design and investment	Partners	G
18	Environmental	Weather disrupts building works	3	3	9 Medium	- Work with consultants to ensure timeline of work is coordinated at the best time of the year to minimise impact to the project	1	3	3 Low	Limited disruption	Project team	G
19	Ecological	Animal species disrupt the project or add significant costs	3	3	9 Medium	Ensure all surveys are completed early and all mitigation measures put in place to ensure work can begin when required	2	2	4 Low	Ecological impact minimised	Project team	G
20	Archaeological	Archaeology is found on site and adds significant cost and time delays to the project	3	3	9 Medium	Ensure all desk top surveys are complete and agree an archaeological assessment with KCC at the earliest to ensure contingencies are put aside should they be required	2	2	4 Low	Archaeological risk minimised	Project team	G
21	Project	Contractor not able to deliver on time	5	3	15 Medium	Employer's agent to monitor monthly progress and where timeline is slipping ensure contractor rectifies this	2	3	6 Low	Project runs to agreed timeline	Project team	G
22	Technological	ICT unable to deliver on time	3	2	6 Low	- Ensure ICT are engaged in the project and in determining its timeline from the outset	3	2	6 Low	Correct procedure in place	IT team	G

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23	Project	Post construction defects or problems with the works are identified	4	4	16 High	- Identify possible defects early on and resolve within initial contract timeline - Ensure robust defects liability period within the contract to ensure contractor rectifies these at their cost.	2	3	6 Low	Project delivered with no defects	Project team	G
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