

Project	Woodside Development
Risk Log Owner	Abid Khalil
Date	18/02/19

Ref	Risk description	ORIGINAL RISK ASSESSMENT			Action agreed to respond / mitigate / control	CURRENT RISK ASSESSMENT			Action Taken	Commercial Liability/Ownership	Mitigation Control
		Likelihood 1-4	Severity 1-4	Risk Score		Likelihood 1-4	Severity 1-4	Risk Score			
<i>Project prefix and number</i>	<i>Description of the risk - should be able to be preceded with the phrase "There is a risk that..."</i>	<i>Original pre-mitigation impact of the risk (1-4 score)</i>	<i>Original pre-controls likelihood of the risk (1-4 score)</i>	<i>Original pre-mitigation / controls score of the risk (IxL)</i>	<i>Proposed action and decisions required upon initial identification of the risk</i>	<i>Current impact of the risk (1-4 score)</i>	<i>Current likelihood of the risk (1-4 score)</i>	<i>Current score of the risk (IxL)</i>	<i>Chronological list of actions taken to mitigate / control the risk and changes made to the risk rating</i>		

1.0 COMMERCIAL

1.1	There is a risk that public, stakeholders and members not fully engaged. Loss of public connection and ownership of project.	3	3	9	Stakeholder engagement with all stakeholders and interested parties. Ensure timely release of notices and media comms. Ensure appropriate level of community involvement and positive messages.	2	3	6	Continued engagement and stakeholder engagement thorough periodic meetings and media releases. Medium term launch of a dedicated project portal to provide current information on project schemes, time plans, FAQ's etc.		
1.2	There is a risk that stage funding is not forthcoming	4	3	12	Detailed cost control and analysis to keep track of cost of project - assessment of grant application and funding available and targetting most likely to be successful.	3	3	9	Core funding of £9.154M was approved by Cabinet in February 2019		
1.3	There is a risk that increased revenue costs to the project and economies of scale not realised.	3	3	9	Detailed cost plan developed for capital and revenue. Supported by the establishment of a sub team for the duration of the project.	3	3	9	Business Plan to be developed with all revenue aspects fully costed in advance of detailed sign off by PMB.		
1.4	There is a risk that programme issues; project overruns with public & stakeholder frustration with delay to project	3	3	9	Consultant team engaged up to planning stage and reprocurd for delivery stage ensuring all design disciplines are coordinated	3	3	9			
1.5	Tender returns are substantially over-budget. Works are restricted with public & stakeholder disappointment original project concept is not delivered	3	3	9	Thorough tender package produced at Stage 4 with adequate information to avoid delays and confusion. Quantity surveyor included in the design team and reviews Stage 4 designs. Regular cost updates and design reviewed held monthly. Detailed BoQ produced as part of tender package. VE options explored if over budget and items that can be deleted.	3	3	9			
1.6	There is a risk that the Café does not attract a leaseholder or operator and no longer becomes viable	2	4	8	Café advertised widely and nationally as an opportunity Rent expectations set at acceptable level with realism. Café designed to be used with alternative uses in mind eg. community facility, educational use etc.	2	4	8			
1.7	There is a risk of failure to procure experienced project management skills	2	2	4	Specification has dedicated section and specific requirement for a PM and is part of the requirement and and evaluation process	2	2	4			

1.8	Lease negotiations with encumbant stakeholders stall and become challenged	2	4	8	Careful and timely engagement. On going timely communication. Legal advice as and when required	2	4	8		
1.9	Delayed appointment of consultant team	2	4	8	Ensure tender documents are comprehensive.	2	4	8		
1.10	Delays to design project by unknowns / legalities related to indoor bowls club.	3	2	6	Updates as often as possible with team dealing with indoor bowls process	3	2	6		
1.11	Sensitive issues regarding indoor bowls.	2	3	6	Consultants have been briefed on WBC message and sensitivities of project. PM has requested any uncertainty with areas that can be discussed / publicised consultants to refer back to ASAP.	2	3	6		
1.12	There is a risk of delay in awarding the main contractor contract	2	3	6	Maintain programme and look ahead/prepare for key decision dates and milestones	1	3	3		
2.0 PROJECT MANAGEMENT/ORGANISATION										
2.1	Changes in personnel	2	3	6	Mitigate effect of individual absence through team work and coordination. Ensure procurement strategy covers this risk.	2	3	6		
2.2	Design team poor performance	2	4	8	Procurement strategy, team approach, regular meetings will identify and rectify poor performance of individuals. Identify key design elements.	2	4	8		
2.3	Delay in responding to queries	2	3	6	Programme key decision dates. Maintain progress to programme	2	3	6		
3.0 FINANCIAL										
3.1	There is a risk that the project costs are in excess of stage approvals		2	4	8	Limit unforeseen items except those essential to meet statutory requirements	1	4	4	
3.2	There is a risk that the contractor has financial problems		2	4	8	Financial checks prior to tender. Effective evaluation of tenders to ensure financial capability. Monitoring of project milestones. Regular reviews with contractor. Performance bond and PCG. Care not to over certify interim payments.	1	4	4	
3.3	There is a risk that the sub contractor has financial problems		3	4	12	Financial assessment by main contractor prior to appointment. Care not to over certify interim payments.	2	4	8	
4.0 SURVEYS/UNKNOWNNS										
4.1	There is a risk that ground conditions and contamination cause delays	3	4	12	Early detailed surveys. Pre application process adopted. Robust contingency provision	2	4	8		
4.2	There is a risk that contact is made with underground services during construction	2	3	6	Early detailed surveys. Robust contingency provision. Risk to be highlighted in pre construction H&S Plan. Contractor to be responsible for on site checks during construction.	1	3	3	Risk to be highlighted in pre construction H&S Plan. Contractor to be responsible for on site checks during construction.	

5.0 DESIGN DEVELOPMENT											
5.1	There is a risk that products specifications are not sufficiently robust resulting in principle contractor using materials & products that are poor quality.	2	4	8	Ensure product specifications are of a sufficiently high standard.	2	4	8		Principle Designer	Reasonable Skill, Care & Attention Applies
5.2	Site and building dimensions are inaccurate	3	3	9	Early site and building surveys	2	3	6			
5.3	Accuracy of record information	2	4	8	Early site and building surveys	1	4	4			
5.4	Retained building conditions are unknown	4	4	16	Early conditions surveys	3	4	12			
5.5	Building structural integrity suspect	2	4	8	Full structural survey and investigations to be completed at an early stage	1	4	4			
5.6											
6.0 PLANNING/BUILDING REGULATIONS											
6.1	There is a risk that planning permission is not granted for the project	3	4	12	Early engagement with EA and planning officers. Scoping FRA carried out and ongoing consultation with EA Regular meetings/reviews during the pre app period	2	4	8			
6.2	Reports required in support of planning	3	4	12	Pre application programme created. Keep to programme and coordinate all information	2	4	8			
6.3	Delay in issue of final Planning submission	3	3	9	Keep to programme and coordinate all information	2	3	6			
6.4	Delay in Building Control Approval including DDA and Fire regs	2	3	6	Design Team to liaise with approval inspectors throughout design process	2	3	6			
6.5	There is a risk of failure of the design team to discharge planning conditions	2	4	8	Design team will consult with Planning ahead in advance of application for discharge of conditions	2	4	8		Principle Designer	Reasonable Skill, Care & Attention Applies
7.0 CONSTRUCTION PHASE											
7.1	There is a risk of trespass by children and on site vandalism.	3	4	12	Risk to be highlighted in PCI and ongoing security of the site.	2	4	8	No further actions Consider on site manned security during final 10 weeks of construction phase	Principle Contractor	
7.2	There is a risk of delays from utility companies in relation to water and electricity and telecoms connections	3	4	12	Risk highlighted in PCI and M&E Engineer owns and ensures all permissions and requirements are fulfilled at the outset	2	4	8		WBC - If Procured by WBC	Early procurement and engagement with stats
7.1	There is a risk that the accountability of the employers agent and PM / PS is not fully understood and in particular that the QS appointed by the employers agent is not robust enough with regards to protecting the council's liabilities in relation to cost control	2	3	6	Cost control requirements clearly defined in the scope of requirements and the QS appointed and approved by the client team (done) with B&P representative part of the project board.	2	2	4			

21	There is a risk that contaminated land is discovered during construction	3	4	12	A discovery strategy has been prepared by WDE. A plan for material management, monitoring and remediation will be prepared. Responsibility for implementing to rest with main contractor.	1	4	4	The identified risk is that of encountering contaminated materials during the construction phase. To manage this risk a discovery strategy and verification plan have been prepared. Information will be issued to the main contractor to enable them to identify and report potential contaminated materials and to coordinate with the project environmental consultant who will be responsible for managing the area of contamination and to oversee remediation procedures. The process is designed to comply with a Planning condition and will be approved by the EA.	WBC	Contingency
22	There is a risk of the existing ground becoming unstable during construction	3	2	6	Suitable shoring / battering back techniques etc. to be undertaken by PC during construction	1	2	2		WBC	Contingency
23	There is a risk of exposure to contaminants during groundworks	2	1	2	Though this initial report was in the context of using the land as an allotment, the contractor should review this report and if necessary outline their proposals for managing the contamination within their CPP / RAMS.	1	1	1	Clarification provided by WDE on 04/10/17: In regards to your site at Wiggshall Road, our Site Assessment Report from 2013 compares laboratory data to Generic Assessment Criteria (GACs) based on the land use becoming allotments. As the proposed land use is changing to Public Open Space (Park), then different GACs may be able to be adopted, as found published in the Land Quality Management (LQM) and Suitable for Use Levels (S4UL) guidelines. I have listed below the contaminants which failed GACs based on allotments against the GACs for Public Open Space (Park): Benzo(a)anthracene - 49 mg/kg (passes) Chrysene - 93 mg/kg (passes) Benzo(b)fluoranthene - 13 mg/kg (passes) Benzo(a)pyrene - 11 mg/kg (passes) Indeno(1,2,3-cd)pyrene - 150 mg/kg (passes) Arsenic - 170 mg/kg (passes) Cadmium - 532 mg/kg (passes) Lead - 1400 mg/kg (fails - minor exceedance)	WBC	Contingency
24	There is a risk of construction machinery making contact with overhead services during groundworks	2	4	8	Risk to be highlighted within Pre-Construction Information. PC to contact line owner to advise the accurate height of cables and whether the controls specified in HSE Guidance Note GS6: Avoiding danger from overhead power lines (Fourth edition) should be applied (goalposts etc). This will depend on the max reach of plant and theoretical minimum clearance distance from nearest conductor.	1	4	4		Principle Contractor	
25	There is a risk of Leptospirosis / Weils disease from infected species.	1	3	3	Risks to be highlighted within the PCI - particular risk due to nearby stream.	1	3	3		Principle Contractor	
26	There is a risk of fire in the Café building during construction	2	4	8	Design team to consider HSG168 Fire Safety in Construction, during the design stages.	1	4	4		Principle Contractor	
27	There is a health and safety risk associated with lifting operations during construction	2	4	8	Principal Contractor to manage lifting onsite Lifting strategy to be included in the CPP	1	4	4		Principle Contractor	
28	There is a risk of poor traffic management by the principle contractor during construction phase.	2	4	8	Risks to be highlighted within the PCI. PC to include a traffic management plan within their Construction Phase Plan for review prior to works commencing.	1	4	4		Principle Contractor	
29	There is a risk of the site flooding during construction works	2	4	8	The PC will own this risk. Information to be provided in the Pre construction information pack.	2	4	8		Principle Contractor	

30	There is a risk there is an H&S incident during construction works	3	4	12	The PC will own this risk. H&S on site will be made a No 1 priority. PM will vet their construction phase H&S plan, method statements and risk assessment. PM and CDM Coordinator will carry out periodic on site H&S audits.	2	4	8		Principle Contractor	
31	There is a risk of injury to members of the public if works are not properly segregated or fenced off and access not managed.	3	4	12	The PC will own this risk and will be required to prepare a detailed proposal for site safety and management of the works as part of their construction phase H&S Plan. The Plan will approved by WBC. PM and CDM Coordinator will carry out periodic on site H&S audits.	2	4	8		Principle Contractor	
32	There is a risk that local residents are disturbed or inconvenienced by the works	2	3	6	Ensure that PC has addressed this risk in their construction phase h&S plan. Letter drop to local houses/businesses to communicate programme, hours of work, contact details in case of issues etc.	2	3	6		Principle Contractor	
33	There is a risk that poor change control processes lead to delays and increased costs	2	4	8	Agree change control process at the outset and ensure this is adhered to by all parties. Ensure that all verbal instructions are formalised with written instructions. Ensure that cost tolerance control are adhered to and variations outside agreed tolerances are escalated and approved appropriately.	2	4	8		Contract Administrator	Reasonable Skill, Care & Attention Applies
34	There is a risk of potential conflict between principle contractor and WBC nominated contractor (Freestyle)	2	4	8	Ensure contractor access and contract splits are adequately thought through. Facilitate on going communications between different contractors and programmed works	2	4	8		Contract Administrator	Reasonable Skill, Care & Attention Applies
35	There is a risk that closure of the Sustran Cycle route causes disruption/confusion to users	2	2	4	Ensure that closures are communicated widely and well in advance of the works to reduce confusion.	2	2	4		WBC	
POST HANDOVER/OPERATIONAL											
36	There is a risk of an upsurge in maintenance costs due to litter and graffiti with demands on the Veolia Contract	4	3	12	Management and Maintenance Plan produced in partnership with Veolia - costed and variations agreed.	2	3	6	Management and Maintenance Plan drafted by December 2017 and submitted to Planning . Agreed and costed by Veolia	WBC	
37	There is a risk of site security issues such as break ins may occur. This includes the risk of occupation by travelling community.	4	4	16	CCTV provision for park and building, lighting, staff visibility, signage, intruder alarm on building and Secured by Design	2	4	8	CCTV and alarm system provision agreed with Tim Woolridge	WBC	
38	There is a risk that users of the skate park will incur greater risk of injury through use	4	2	8	Signage and disclaimers "use at own risk"	3	2	6	Management function	Users	
39	There is a risk that the handover to WBC Facilities, Veolia and café lease holder is handled ineffectively.	3	3	9	Involvement of all parties early on, PM and PS to dedicate time to formal handover to parties and to be built into project timescales.	2	3	6		WBC	
40	There is a risk that the management of the building with roles and responsibilities not understood between WBC B&P/FM and the new leaseholder. The lease type is to be clearly defined	2	2	4	Involvement of all parties early on, PM and PS to dedicate time to formal handover to parties and to be built into project timescales. Lease type defined and discussions with legal	1	2	1		WBC	
41	There is a risk that the Councils in house B&P Team are not engaged as part of the design and implementation process.	2	2	4	Involvement of all parties early on, and ensure part of the design process	1	2	1	Martin Square is a member of the Project Board	WBC	

42	There is a health and safety risk of personnel falling from the top of the Café roof.	2	4	8	Access and cleaning strategy Maintenance Strategy	2	4	8		WBC	Risk Assessment/Method Statement for all works
43	There is a risk of defects arising in newly constructed elements of the park	2	4	8	Ensure that designs are checked thoroughly through formal design reviews. All post installation risks are identified. Snagging is carried out thoroughly and snags remediated by the contractors as soon as possible.	2	4	8		Contractor - If during defect liability period	