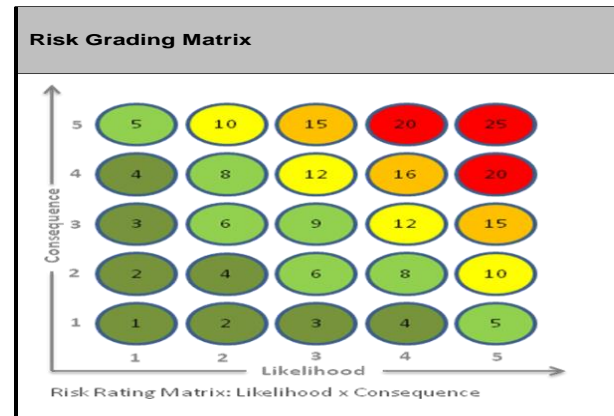


**Introduction**

The purpose of the Risk Assessment procedure is to encourage the identification and awareness of potential risks to the project. The risks being identified and treated by this procedure are those that will impact, (usually adversely) on the project. The project will adopt a scale of 1 to 5 to measure likelihood and consequence; the most significant risks will be identified by multiplying likelihood by consequence:

Definitions	Estimating Risk		
	Likelihood	Consequence	Ratings
Risk = the likelihood of an event occurring in combination with the consequence of that event	1 = very unlikely	1 = insignificant	1 > 4 = very low
Likelihood = how likely is it that a particular event will occur (also known as chance or probability)	2 = unlikely	2 = minor	5 > 9 = low
Consequence = the likely foreseeable impact of event occurring	3 = fairly likely	3 = moderate	10 > 14 = medium
Risk rating = Likelihood (L) x Consequence (C)	4 = likely	4 = major	15 > 19 = high
Residual Risk = is the estimated risk that remains after any Mitigation Actions and controls have been implemented	5 = very likely	5 = very serious	20 > 25 = very high



- Key
- DT Design Team
  - PM Project Manager
  - WSC West Suffolk Council

**RISK IDENTITY AND ASSESSMENT**

S/N	When	POTENTIAL RISKS	LIKELIHOOD (L) Graded 1 to 5	CONSEQUENCE (C) Graded 1 to 5	Risk Rating		Mitigation action	LIKELIHOOD (L) Graded 1 to 5	CONSEQUENCE (C) Graded 1 to 5	Residual Risk Rating (after Mitigation)		Risk Owner / Action	Status/Comments
					Value	Severity				Value	Severity		
					1	FBC				Service partners do not sign up to project in anticipated timescales or with sufficient commitment.	4		
2	Pre Con	Interest rate rises increase cost of borrowing.	3	5	15	H	Keep under close review. Review borrowing rates to ensure best rates are achieved. Maintain pace on project to lock in current rates. Use higher than current rate in model as contingency.	3	5	15	H	WSC	
3	FBC/ Pre Con	Delay to programme causes uplift to inflation costs.	3	5	15	H	FBC has been adopted and planning permission has been obtained. Maintain pace of programme. Allow suitable provision for inflation in cost plan.	3	5	15	H	WSC/ PM/ DT	
4	FBC	Scheme does not contribute to Council's agenda to tackle climate change.	2	5	10	M	Ensure environmental credentials are planned in during design stages and allowances are made in cost plan and travel plan. Seek funding.	1	5	5	L	WSC / DT	
5	Pre Con	Partners pull out of project after planning or construction stages.	3	5	15	H	Continue to engage partners during pre-construction stages. Agreements are in place to cover abortive costs. Consider a phased build approach of partner elements if necessary.	3	4	12	M	WSC	
6	FBC	Opportunities missed for public sector scheme.	2	3	6	L	Wide engagement of partners, including LEP, and wide consultation with stakeholders to inform content and design of scheme.	1	2	2	L	WSC	
7	FBC	Building footprint cannot accommodate all of the identified public sector user requirements.	2	4	8	L	Design team to undertake detailed Stakeholder Briefings (with area requirement schedule) to manage expectations. Retain flexible and future-proofed design.	1	4	4	L	DT	
8	Pre Con	Financial viability of development.	5	5	25	H	Continue to generate value engineering opportunities and additional revenue throughout design process. Income / borrowing assumptions to be kept under continual review. Seek funding.	3	4	12	M	PM / DT	
9	Pre Con	Potential transport issues put pressure on existing infrastructure.	3	5	15	H	WWD fed into 6th Form scheme. Detailed transport study was completed as part of planning submission. Robust travel plan.	2	4	8	L	DT	
10	Pre Con	NHS logistics cannot relocate before 2020, or later.	2	5	10	M	Unipart have relocated to new site.	4	5	5	L	PM/WSC	Closed out.
14	Pre Con	Delay or difficulties achieving planning permission	3	4	12	M	Ongoing meetings with LPA / Design Team and Pre-Apps	2	4	8	L	PM/DT	Closed out.

## RISK IDENTITY AND ASSESSMENT

S/N	When	POTENTIAL RISKS	LIKELIHOOD (L) Graded 1 to 5	CONSEQUENCE (C) Graded 1 to 5	Risk Rating		Mitigation action	LIKELIHOOD (L) Graded 1 to 5	CONSEQUENCE (C) Graded 1 to 5	Residual Risk Rating (after Mitigation)		Risk Owner / Action	Status/Comments
					Value	Severity				Value	Severity		
12	Pre Con	Legal constraints including 3rd Party constraints (i.e. rights of way, easements, covenants, land ownerships) on site prevent/delay proposed development.	3	5	15	H	Client Legal team attending weekly meetings and investigating/securing land ownership or right of access. Leases to be reviewed. SCC & College are being engaged with and agreements being sought with relevant land owners. SCC and WSC core partners.	2	5	10	M	WSC	
13	Pre Con	Delay to West Suffolk Operational Hub could delay start on site.	4	5	5	L	ongoing communication between the projects.	4	5	5	L	PM	Closed out.
14	FBC	Car parking demand exceeds supply.	2	3	6	L	Car parking numbers were submitted and approved as part of planning submission. To be reviewed depending on design development. Draft travel plan submitted as part of planning submission. Robust detailed travel plan to be agreed during next stage.	2	3	6	L	DT	
15	Con	Programme duration is extended.	3	4	12	M	Early engagement with supply chain. Robust project governance. Flexible procurement approach to allow partners to catch up.	2	4	8	L	PM	
16	Con	Cost overrun.	3	5	15	H	Regular cost reviews during next design stages. Phasing and fall-back options developed. Seek external funding to allow for high range cost estimates to be affordable.	2	5	10	M	DT	
17	Con	Inability to attract prospective occupiers/ users.	2	3	6	L	Review demand including offices against post Covid-19 demand. Flexible core design in terms of uses and phasing. Engage with public partners throughout process. Early marketing.	2	3	6	L	WSC	
18	Con	Building Constraints including condition of existing frame / slab.	3	4	12	M	Further reviews / surveys to be carried out. Early engagement with contractors has taken place to understand their view on inheriting frame. Sufficient contingency planned into cost plan.	2	4	8	L	DT	
19	FBC/ Pre Con /Con	Failure to secure external funding.	4	5	20	H	FBC base case to always show the scheme has potential to be viable without funding; external funding required for added value and scheme robustness. Early engagement with funders/funding bids. Planning consent obtained demonstrating deliverability.	3	5	15	H	WSC	
20	Pre Con	Infrastructure - availability of UKPN network capacity and dependence on renewables funding.	4	4	16	H	Capacity from UKPN secured. Design team designing scheme which is not reliant on large upgrade to UKPN capacity. Review against updated proposals. Demonstrate case for investing in renewables.	2	4	8	L	DT	
21	Pre Con	Failure to obtain value from Pre-construction services agreement (PCSA) as part of two stage tender process.	3	3	9	L	Correct PCSA, KPI and contractor choice. Early engagement of construction team at this stage. Support from framework provider.	2	3	6	L	PM / DT	
22	FBC/ Pre Con	Failure to choose a project team / contractor with the correct ethos.	3	5	15	H	Procurement Report to be reviewed at FBC stage. Suitable frameworks, which have pre-screened contractors, have been reviewed and chosen. Robust selection process and project governance.	2	4	8	L	PM / DT	
23	FBC	Brexit - cost impact on items or labour sourced from the EU, public sector funding and/or commercial demand for space in WWD.	3	4	12	M	Review at business case finalisation stage to identify mitigation if required. Consider updated procurement law. Council to engage in county-wide Brexit planning with partners and government to mitigate impact.	2	4	8	L	PM / WSC	
24	FBC	Poor communications / collaboration with contractor.	2	3	6	L	Establish good protocols and team ethos to maintain positivity.	1	3	3	L	PM	
25	FBC/ Pre Con	Building Information Management (BIM) protocol - info exchange and level of detail agreed by Client.	3	3	9	L	Document Building Information Modelling Execution Plan (BEP)/ Protocol during business case finalisation stage.	2	3	6	L	DT	
26	Con	Insolvencies within supply chain.	4	3	12	M	Contractor to manage / report during construction. Use of national level contractors to mitigate risk on main project.	3	3	9	L	PM / Contractor	
27	FBC/ Pre Con	Reputational damage.	3	4	12	M	Proper internal and external communication and consultation. Robust FBC focused on financial viability.	2	4	8	L	DT / WSC / PM	
28	FBC/ Pre Con	3rd Party Constraints / lack of cooperation which would prevent viable FBC e.g. Land Ownership	3	4	12	M	Agreement being sought with relevant land owners. SCC and WSC core partners.	2	4	8	L	WSC	merge with risk 12

RISK IDENTITY AND ASSESSMENT													
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					Value	Severity				Value	Severity		
29	FBC	Councillors cannot support the capital investment required and/or there is evidence that the required funding could create a possible deficit for the Council.	3	5	15	H	Continue regular communication with councillors including briefings at key stages (including June 2021 update report). Seek additional grant funding. Alternative delivery options developed as part of the business case. Communication Plan. Acknowledgement that if the programme isn't deemed viable it will be stopped.	2	5	10	M	WSC	
30	FBC/ Pre Con	External market impacts financial viability and delivery. Economic downturn. Capital cost exceeds anticipated income. Reduced market demands.	3	4	12	M	Financial modelling to be undertaken at key stages. Seeking grant funding as soon as possible. Obtain expert advice where required. Regular briefings to councillors, leadership team and public sector partners. Acknowledgement that if the programme isn't deemed viable it will be stopped and reviewed when market recovers.	2	4	8	L	DT / WSC	
31	FBC/ Pre Con	Delays to programme: Poor governance arrangements, decision making process, lack of forward planning.	3	4	12	M	Detailed programme with anticipated dates continually reviewed and communicated to ensure on schedule. Programme reviewed at weekly meetings.	2	4	8	L	PM	
32	FBC	Student Accommodation Business Case not viable or delivered	3	4	12	M	<del>Carter Jonas Report reviewing guarantee / model for student accommodation business case. Take forward as separate project subject to under-writing of voids.</del>	2	3	6	L	WSC	Closed out.
33	FBC/ Pre Con	Delays to programme: Proposed procurement option is found to be inappropriate and deemed not value for money.	2	4	8	L	Procurement Report and Review has taken place for FBC. Use of frameworks reduces the risk of delay. Strong project governance and fall-back options available.	1	3	3	L	PM / DT	
34	Pre Con	Additional unknown costs.	2	4	8	L	Contingency or method to generate further income to cover unknown costs. Continued dialogue with planning, highways and utilities.	2	4	8	L	DT / WSC	
35	Con	Delays to programme: Extent of asbestos removal greater than anticipated or Increased demolition cost.	3	4	12	M	Refurbishment and Demolition survey carried out and allowance for removal has been included in Cost Plan.	2	3	6	L	DT	
36	Con	Delay to programme: Nesting birds prevent demolition and/or withdrawal of key partners due to missing key date.	3	4	12	M	Ensure phasing of programme allows for roof removal outside nesting season. Ensure partners understand obligations re project timetable.	1	3	3	L	PM	
37	FBC	Leisure centre site not large enough for facilities required.	3	4	12	M	Continues discussions had with leisure provider, Sport England and Swim England in order to confirm facility mix required. Flexible pool hall design and ability to extend dry-side facilities externally and further into PSV frame incorporated into design.	2	3	6	L	DT	
38	FBC	Unregistered piece of land on Beetons Way (only a risk if requirement for a secondary entrance to the car park from Beeton's Way in phase 1).	4	3	12	M	Council have submitted a registry claim and also other options to secure title and/or right of access. Other preferred options to gain access to car park.	2	3	6	L	WSC	
39	FBC	Opportunity cost of future projects by borrowing for WWD and Leisure Centre now.	4	3	12	M	Strong strategic case for WWD. Ensure that scheme is able to service debt associated with its business case. Monitor overall borrowing cost exposure as part of the capital strategy and treasury management activities. Alternative borrowing methods continue to be explored.	3	3	9	L	WSC	
40	Con	Impact of the construction process on surrounding neighbours.	4	3	12	M	Working in close proximity to residential areas, the existing leisure centre, surrounding businesses and the Skate Park, contractor to ensure that any increased traffic, noise and air pollution is reduced and managed as necessary.	2	2	4	L	Contractor	