Client: West Suffolk Council

Project: Western Way Development

Risk Register

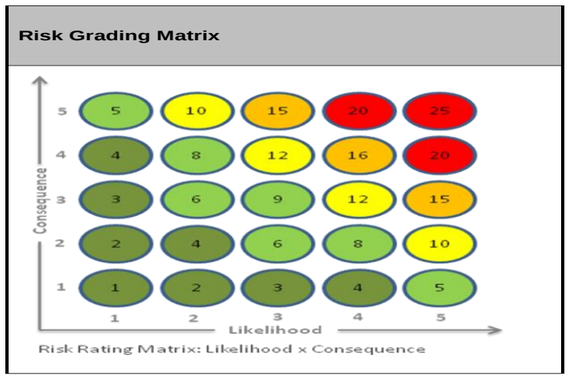
Appendix 4

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**
MS	**Morgan Sindall**

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
					Value	Severity				Value	Severity	
1	FBC	Service partners do not sign up to project in anticipated timescales or with sufficient commitment.	3	5	15	H	Engage with partners. Project team to ensure a viable secondary scheme is in place to have the ability to react to changing demand / stakeholder leases.	1	4	4	L	PM/ WSC
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.	3	5	15	H	WSC
3	FBC/ Pre Con	Delay to programme causes uplift to inflation costs.	3	5	15	H	Maintain pace of programme. Allow suitable provision for inflation in cost plan and other mitigation measures.	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	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
6	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

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7	Pre Con	Potential transport issues put pressure on existing infrastructure.	3	5	15	H	WWD has contributed to 6th Form junction scheme. Detailed transport study was completed as part of planning submission. Robust travel plan.	2	4	8	L	DT
8	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 and Property team investigating/securing land ownership or right of access. Leases to be reviewed. Neighbouring landowner, SCC & College are being engaged with (with agreement in principle in place) and formal agreements now being sought with relevant land owners. SCC and WSC are core partners.	2	5	10	M	WSC
9	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
10	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. Strong client/contractor communications and progress monitoring. Transparent LADs in place.	2	4	8	L	PM
11	FBC/ Pre Con /Con	Cost overrun before and after contract signed.	3	5	15	H	**Pre-contract:** Break-even requirement part of final business case approval. Regular cost reviews during design stages. Phasing and fall-back options developed. Gateway reviews to test ongoing viability against worst-case funding scenario of WSC borrowing, entire cost to be funded from income/savings before any contract entered into. **Post-contract**: Sound contract management processes.	3	5	15	H	PM
12	Con	Inability to attract prospective occupiers/ users.	2	3	6	L	Suffolk Archive - dependent on SCC sign off of business case. Pre-school - dependent on being underwritten by SCC through a head lease, and s106 funding. Flexible core design in terms of uses and phasing. Engage with public partners throughout process (with partnership agreements to specify minimum demand). Early marketing if required.	2	3	6	L	WSC
13	Con	Building Constraints including condition of existing frame / slab.	3	4	12	M	Reviews / surveys carried out to date do not raise any signifcant concerns. Early engagement with contractor has taken place to understand their view on inheriting frame. Sufficient contingency planned into cost plan.	2	4	8	L	MS

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14	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 support achieved for some project development costs prior to December 2021 which assists viability. Potential for some s106 contributions for leisure and health aspects from nearby housing growth sites. Continual monitoring of further funding opportunities particularly re renewables.	3	2	6	L	WSC
15	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. This supports case for investing in renewables.	2	4	8	L	DT
16	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
17	FBC/ Pre Con	Failure to choose a project team / contractor with the correct ethos.	3	5	15	H	Pagabo framework has pre-screened contractors who have been reviewed and chosen on the basis they will approach projects with the correct ethos. Robust selection process during 1st stage tender.	1	5	5	L	PM / DT
18	FBC	Wider market forces (transition from EU, Covid-19, supply-chain pressures) leading to cost impact on items or labour and/or commercial demand for space in WWD.	3	4	12	M	Contractor/supply chain input will be key to ensuring we avoid specifying products where there is a shortage. Keep office demand under review (commercial offices now not planned in phase 1)	3	4	12	M	PM / WSC
19	FBC	Poor communications / collaboration with contractor.	2	3	6	L	Establish good protocols and team ethos to maintain positivity. Project Execution Plan to be agreed by team. Contractor to be engaged directly in joint communications and to agree protocol from start of contract.	1	3	3	L	PM
20	FBC/ Pre Con	Building Information Management (BIM) protocol - info exchange and level of detail agreed by Client.	3	3	9	L	Tender pack to include BIM execution plan and BIM Employers Information requirements document	2	3	6	L	DT
21	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	MS
22	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
23	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.	3	4	12	M	PM
24	Con	Delays to programme: Extent of asbestos removal greater than anticipated or Increased demolition cost.	3	4	12	M	Refurbishment and Demolition survey to be carried out by Main Contractor as part of enabling works package.	2	3	6	L	MS
25	Con	Delay to programme: Nesting birds prevent demolition and/or withdrawal of key partners due to missing key dates.	3	4	12	M	Ensure phasing of programme allows for roof removal outside nesting season. Ensure partners understand obligations re new project timetable.	1	3	3	L	MS

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26	Con	Impact of the construction process on surrounding neighbours.	4	3	12	M	Working in close proximity to residential areas, the existing leisure centre, West Suffolk House, surrounding businesses and schools/college and the Skate Park, contractor to ensure that any increased traffic, noise and air pollution is reduced and managed as necessary. Considerate Contractor proposals to be assessed at tender.	2	2	4	L	MS
27	Pre Con	Cost Increase: Increase to utility quotes	3	4	12	M	Seek updated quotes and place orders early on to secure price and derisk.	2	3	6	L	DT
28	Con	Delays to Programme: delays in putting in place easement or wayleave agreements for utility orders	4	4	16	H	Start process early on. Join up legal representatives from each Party as early as possible. Hold regular update meetings to track progress. Identified on strategic programme.	2	4	8	L	PM/ Contractor/ WSC
29	Pre Con	Delays to Programme: delay in agreeing S278 legal agreement	4	4	16	H	Get design signed off early on. Join up legal representatives from each Party as early as possible. Hold regular update meetings to track progress. Identified on strategic programme and significant duration built in.	3	4	12	M	DT/ WSC
30	Pre Con	Early BREEAM credits missed meaning cost increase to recover Very Good rating on other credits	2	4	8	L	Pre Assessment completed early on. RIBA 2 reports commissioned & complete.	2	4	8	L	DT
31	Pre Con	Changes to scope during Tender/ PCSA period leads to programme delay and Contractor claim for additional costs	5	4	20	H	Implement a design freeze to fix the final Stage 2 General Areas based on the revised brief and then apply a change control process to manage the implications of any changes.	5	2	10	M	PM
32	Pre Con	Claim for compensatory payment from neighouring business when relocating substation	4	3	12	M	Seek early agreement once Contractor's site logistics approach is understood.	4	3	12	M	WSC
33	Pre Con	Renewables scheme does not achieve required revenue improvement over baseline option	4	5	20	H	Further engagement with supply chain will take place in next stage to further de-risk.	2	5	10	M	DT/MS
34	Pre Con	Aspects of brief not 100% acheivable as project design develops	3	4	12	M	Design team to run a derogation schedule and highlight any non conformities as early as possible so they can be reviewed and agreed to manage expectations and mitigate any issues when in occupation.	3	3	9	L	DT
35	Con	Programme delay and cost increase; Discovery of any ground contamination from fuel tanks	3	4	12	M	Undertake site surveys and investigation to assess contamination risk. Carryout tank removal and decontamiation works as enabling works package.	2	4	8	L	MS
36	Pre Con	Planning Authority not agreeing with changes to approved scheme	3	5	15	H	Early engagement with planners (already carried out informally for phased proposals in design pack). Don't submit S73 until after Contractors have bought into changes/ VE savings and statutory consultees consulted	2	5	10	M	DT/PM

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37	Pre Con	Full car parking / junction improvements being required earlier than expected in phasing plan	3	4	12	M	Transport engineer engaged in modelling for phase 1 so that budget can be adapted as needed. Final sign off/ agreement with County Highways	3	4	12	M	DT
38	Pre Con	Capital project design doesn't minimise future running and maintenance costs	2	5	10	M	Design team to develop a design which is economic to run i.e. has low energy costs, doesn't require disproportionate maintenance (including grounds maintenance) and can be run by as few staff as possible in terms of FM. Life cycle costs to be assessed.	1	5	5	L	DT
39	Pre Con	Fire zoning and cause and effect for Fire Alarm system doesn't adequately manage the complexities of different occupiers being located on one site. This results in sub optimal operational procedures.	3	4	12	M	Early engagment with users on 'cause and effect' requirements. Design to be developed with double knock requirement so we mitigate situations where an activation in one zone results in other zones immediately having to evacuate.	1	4	4	L	DT