

Impact				LIKELIHOOD	X	=	DEGREE OF RISK
Rating	Programme (P)	Budget (B)	Safety/Health/Environmental (SME)				
5	Client/Business stakeholder interests severely damaged	Budget overrun which impacts on clients' programme of works	Multiple fatality Major environmental incident involving threats to public U&C/alt or safety	6 Almost Certain (>95%)	X	=	<p>Detailed description of Risk Matrix: The matrix shows risk levels based on Impact (1-5) and Likelihood (1-5). - Impact 1: All likelihoods are Green (Low Risk). - Impact 2: Likelihoods 1-2 are Green, 3-5 are Yellow (Medium Risk). - Impact 3: Likelihoods 1-2 are Green, 3 is Yellow, 4-5 are Red (High Risk). - Impact 4: Likelihoods 1-2 are Yellow, 3-5 are Red. - Impact 5: All likelihoods are Red.</p>
4	Programme overrun resulting in penalties and additional audits	Significant and non-recoverable impacts in budget spend	Worker/Public fatality Environmental incident leading to breach Control fatality and compensation costs	4 Possible (51-90%)			
3	Minor and recoverable programme overrun that impacts critical path	Minor and recoverable budgetary fluctuations	Major injury to worker or third party Operation likely to cause damage, complaint or nuisance	3 Possible (11-51%)			
2	Minor delays not impacting on critical path	Minor budgetary fluctuations within allowance given by client	Minor injury to worker or third party Environmental impact requiring management response to recover	2 Unlikely (1-11%)			
1	Negligible impact	Negligible impact	Negligible impact	1 Negligible (<10%)			

Project Number: **5168511**

Project Location: **Civic Hub Building**

Date Issued: **12/12/2019**

Current Milestone: **5**

Issue Number: **15**

Design Team Partners Ref: **Project**

Item No.	Risk	Risk Owner	Consequence	Calculation of risk					Degree of Risk (max)	Risk mitigation / Control measure / comments	Min. cost £	Max cost £	Weighted cost £	Close-out date
				Impact			x Likelihood							
				P	B	SME								
1	Delay to land purchase	CCC	Additional costs due to delay	4	4	1	4	16	U&C and CCC to conclude HoTs and complete land transfer (contamination, remediation specification etc)	0	100,000	45,000	M55/M56	
2	Obstructions in ground/poor ground conditions not reasonably established during pre-construction phase.	RGC/CCC	Cost and programme implications	4	3	4	3	12	RGC to undertake ground investigations to mitigate risk as far as practical and are to continue to monitor this when activities commence on site.	50,000	300,000	160,000	MS6	
3	Hazardous materials/contaminated land discovered during site activities and following land purchase which impact on cost/programme.	RGC/CCC	Cost and programme implications	3	4	4	3	12	Potential for contamination issues on site to be established as part of design stage geotechnical investigations as far as practical. RGC to then monitor works on site and establish any issues as early as possible.	20,000	300,000	170,000	MS6	
4	Delivery of temporary and permanent utility connections (electricity, gas, water, drainage)	RGC/CCC	Cost and programme implications	3	4	3	3	12	RGC has agreed the temporary and permanent services requirements with U&C. U&C have suggested that there should be no delay to temporary or permanent services connections. RGC are to liaise with U&C throughout the construction process to monitor programme and timings associated with temp and perm utility connections.	10,000	100,000	50,000	MS6	
5	ICT/FFE Specification impact on agreed design proposals, programme and overall project cost (layouts, ventilation etc)	CCCRGC	Cost and programme implications	4	3	1	3	12	Team to continually review ICT/FFE specifications throughout MS6. A furniture specialist has been appointed by CCC and an AV specialist may be appointed in the MS6. Any amendments will need to be firmed up early MS6.	50,000	100,000	55,000	MS6	
6	Client Brief changes are required post contract (eg Changing Place requirement and potential for solar carpark array to be construction in tandem with construction works) and impact on programme and cause abortive works	CCC	Cost and programme implications	4	3	1	3	12	CCC to confirm any required changes as early in MS6 as practical	50,000	200,000	75,000	MS6	
7	Client Brief enhancements are confirmed post contract eg finishes delay the programme	CCC	Cost and programme implications	4	3	1	3	12	CCC to confirm any required changes as early in the process as practical	0	100,000	55,000	MS6	
8	FFE Scope creep / overspend	CCC	Cost implications	3	3	1	3	9	CCC to scope and budget FFE deliverables in MS4 and then monitor/firm up during MS6	10,000	50,000	20,000	MS6	
9	ICT Scope creep / overspend	CCC	Cost implications	3	3	1	3	9	RGC are to establish the extent of the IT scope as far as practical pre-contract. Any outstanding items (such as AV details) will need to be finalised during early MS6.	10,000	100,000	33,000	MS6	
10	Late completion of temporary and permanent access road by U&C	CCC	Potential delay and additional cost	3	2	3	3	9	Project team to continue to engage with U&C during construction phase and agree site logistics programme	20,000	100,000	55,000	MS6	
11	EU Referendum results affect purchase of goods	RGC	Impact on design and cost	3	3	1	3	9	RGC to establish key components early and progress associated procurement as early as practical in MS6.	20,000	200,000	66,000	MS6	
12	Unforeseen activities require funding that were not included within the original business case – such as removal of records, disposal of furniture, data centre relocation etc	CCC	Increased project costs and delay	3	3	1	3	9	CCC to firm up detailed move programme and scope of works early in MS6	0	100,000	30,550	MS6	
13	Works adjacent to Civic Hub site disrupt project	CCCRGC	Delay and additional cost	4	3	3	2	8	U&C are firming up their programme and the detail of any works surrounding the Civic Building site, close liaison to continue.	20,000	100,000	48,000	MS6	
14	On-site remediation by U&C is not undertaken sufficiently or does not complete on time to allow start on-site to commence	GGG	Delay to programme and additional cost	4	4	4	4	16	Resolution of remediation compliance to be concluded between U&C and CCC. RGC has concluded M&4 design assuming this to mitigate design delay				MS6	
15	Potential for unexplained ordinance to be discovered on-site plus the risk that a Watching Brief during construction may be imposed on the project	RGC	Increased project costs and delay	3	4	4	3	12	RGC has completed U&G surveys to establish potential risk and working to establish that the site will be categorised as low risk following completion of the ground works in the interim a watching brief has been included on the contract					
16	Planning delays relating to Transport, Ecology, Archaeology and Drainage etc result in delay in planning process	RGC/CCC	Delay and additional cost	4	3	3	3	12	RGC managing third-party/stakeholder for input in to planning application. CCC contribution to TA information for 5 spoke and Hub proposal and Green Travel Plan Requirements ongoing.				MS4	
17	Delay in the agreement of design parameters for the building with planners lead to significant difficulties in progressing design and planning process	RGC	Design stage delayed or abortive work undertaken	4	3	3	3	12	Early engagement with relevant project stakeholders planning application will address these as far as practical				MS4	
18	Scope creep/change included within the construction project leading to increase in M&G costs	CCCRGC/FG	Increased project costs and delay	3	3	4	3	9	RGC conducted technical workshops throughout the M&4 stage to mitigate any changes to the design during construction. Any amendments need to be initiated early MS6 (Changing Places Facility).				MS4	
19	GGG's insurers require design enhancements	RGC	Delay and additional cost	3	3	4	2	8	RGC to undertake early dialogue with Travelers.				MS4	
20	Political changes impact on viability of the project	CCC	project delayed	4	3	3	3	12	CCC to secure appropriate governance/sign off for scheme				MS4	
21	Delayed access to site for RGC to carry out their site investigations due to works required by U&C to strip the site of existing services	RGC	Design and additional cost	4	3	4	4	16	Site investigations have been undertaken by RGC and M&4 design has been developed to reflect this. Additional investigations/testing may be required following assessments with the level of remediation and comparison to the site				MS4	
22	Design proposal exceed project budget during design milestones	RGC	Delays to programme	3	3	3	3	9	RGC to consistently review design progression against project budget				MS4	
23	Aspirations/expectations of client and user and stakeholders differ from design team understanding	RGC	Delay and additional cost	3	3	4	3	9	Thorough interrogation of brief during M&4 to be undertaken. Include potential additional costs for different attenuation system, knee rail fencing, canters composite curtain walling				MS4	
24	On-site archaeological investigations delay progress	CCC	Increased cost and project delays	4	3	4	2	8	RGC are to liaise with Andy Thomas (CCC U&C) to determine the scope of further investigations and agree programme for site works if required.				MS4	
25	Design proposal exceed project budget during design milestones	RGC	Delays to programme	3	3	3	3	9	RGC to consistently review design progression against project budget				MS4	
26	Attenuation on site beyond expectations is required to meet drainage design/flow rate requirements	RGC	Additional cost	3	3	4	4	12	Site wide standards have been established in M&3 - key detail solution for 5000m3 incorporated. However, given site water table results are in delay (concrete to site), these could result in a n underground storage tank being required				MS4	
27	Widening scope of planning application	RGC	Delay and additional cost	3	3	4	2	8	RGC to confirm scope of planning application and limit extent of additional surveys/reports where possible				MS4	
28	Developer information relating to P&I	CCCRGC	Additional cost due to delay	3	3	3	3	9	U&C are to share the required information with RGC to allow the design to progress.				MS3	
29	Scope creep - changes in Proposed Brief and Data Centre	GGG												