



Communication	Stakeholder engagement	Potential for changes in client requirements. Political pressures. Potential increase in costs and delay	All	Standard managerial processes	Medium	1. Process map to identify key interfaces and define involvement of personnel / Depts. 2. Produce communication plan to ensure comprehensive engagement. 3. Site visits to be arranged for key stakeholder groups where programme allows. 4. Robust change control measures to be maintained, based on 'Frozen Design'	Low
	Political interest	Potential for changes in client requirements. Political pressures. Potential increase in costs and delay	Client	Standard managerial processes	Medium		Low
	Change of Head Teacher	Potential for changes in client requirements. Political pressures. Potential increase in costs and delay	Client	Standard managerial processes	Medium		Low
Inadequate Resources	Poor performance due to lack of Client resources	Potential for late issue of information, leading to delays on site.	Client	Standard managerial processes	High	1. Board meetings should review departmental resources. 2. Contractor to issue RFI schedule so that resources can be reviewed. 3. Programme to be kept up to date and circulated to aid resource reviews. 4. All parties to review leave commitments and ensure cover is available. To be reviewed monthly.	Low
	Poor performance due to lack of Capita resources	Potential for late issue of information, leading to delays on site.	Capita	Standard managerial processes	High		Low
	Poor performance due to lack of Contractor resources	Potential for late issue of information, leading to delays on site.	Contractor	Standard managerial processes	High		Low
	Poor performance due to lack of Sub-Contractor resources	Potential for late issue of information, leading to delays on site.	Contractor	Standard managerial processes	High		Low
	Changes in personnel within Project Team	Loss of intellectual knowledge leading to potential delays	All	Standard managerial processes	Medium		Medium
Planning issues	Engagement of all client department - highways, etc ?	Potential for delays and increased costs	Capita	Extensive engagement with planners. Conditions understood and being actioned	Medium	To be kept under review at Progress and Board Meetings. Early engagement essential where issues arise.	Medium
Contractor issues	Inability to get labour	Potential for delays and increased costs	Contractor	Sound procurement strategy, and established management procedures	Medium	1. Management processes to be fully utilised. 2. Early notification of any issues through established communication routes	Medium
	Contractor insolvency	Potential for delays and increased costs	Contractor	Sound procurement strategy, and established management procedures	Medium		Medium
	Sub-contractor insolvency	Potential for delays and increased costs	Contractor	Sound procurement strategy, and established management procedures	Medium		Medium
	Ability to get materials	Potential for delays and increased costs	Contractor	Sound procurement strategy, and established management procedures	Medium		Medium
	Contractor performance	Potential for delays and increased costs	Contractor	Sound procurement strategy, and established management procedures	Medium		Medium

	Adequacy of design	Design changes lead to delays on site and increased costs	Capita		High	1. Early contractor involvement. 2. Design review at early stage. 3. RFI schedule to be issued and reviewed regularly	Medium
	Certification & compliance	Potential for delays and increased costs	Contractor		Medium	1. Regular review on site. 2. Utilisation of Clerk of Works	Medium
Site issues	Underground services located on site	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium	Early notification of any site issues through established communication plan	Medium
	Ecology surveys required	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium		Medium
	Poor ground conditions	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium		Medium
	Adverse weather	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium		Medium
	Greater contamination found on site	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium		Medium
	Archaeology exposed	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium		Medium
	Health and Safety	Accidents on site lead to HSE investigation and potential delays on site	Contractor	Employ all relevant H&S protocols and constantly monitor on site	Medium	Additional audits to ensure compliance	Medium
	Vandalism	Increased costs, and potential delay on site leading to later completion	All	All relevant surveys completed	Medium	Community engagement could be used to ensure residents see scheme as a benefit to the community in general	Medium
Legislation and brief	Adequacy of brief	Potential changes, leading to increased costs and delays on site	Client / Capita		Medium	1. Stakeholder engagement and management of project expectations / aspirations. 2. Maximum change control, Minimum variations.	Medium
	Change in legislation	Potential changes, leading to increased costs and delays on site	Client / Capita		Medium		Medium
	Change in client personnel / requirements	Potential changes, leading to increased costs and delays on site	Client / Capita		Medium		Medium
Handover Process	Definition of 'snagging' items	Quality suffers. Disagreements on whether completion has been reached. Potential delay to handover, or client forced to accept inferior product. Knock on affect on whole life costing.	All	Constant programme review	High	1. Pre- Handover process to be agreed. 2. Handover and Transition programmes to be considered and reviewed.	Medium

	Political pressure to take possession	Quality suffers. Disagreements on whether completion has been reached. Potential delay to handover, or client forced to accept inferior product. Knock on affect on whole life costing.	All	Constant programme review	High		Medium
Quality	Sub-contractor work	Programme pressures lead to loss of quality control. Potential delays through handover process. Potential increased lifecycle costs	All		Medium	1. Programme to be reviewed regularly at site progress meetings. 2. Early notification of issues. 3. Pre- Handover process to be agreed.	Medium
	Higher maintenance costs	Programme pressures lead to loss of quality control. Potential delays through handover process. Potential increased lifecycle costs	All		Medium		Medium
	Employment of Clerk of Works	Lack of on site presence leads to potential loss of quality control. Potential delays through handover process. Potential increased lifecycle costs	Client		High	Engage a Clerk of Works to ensure quality standards are maintained	Medium
Contingency Planning	School not available for occupation in July 2012	Political ramifications. Extensive delay to decant of existing school. Increased costs	Client	Place on corporate risk register	High	1. Ensure that a contingency plan is in place and reviewed at regular intervals. 2. Extensive review of programme and progress on site through Board and Site Progress Meetings 3. Incorporate all suggested mitigation actions.	Medium