Group:	Project Team
Scheme	Newlands Primary School
Date of Assessment:	May 2009
Risk Register Owner:	Client - R.Hards
Date of Next Review	At conclusion of RIBA Stage B

Risk	Reason for Risk	Impact - Possible Outcome Description	Risk Owner(s)	Current Control Measures (Actions)	Current Rating	Additional Mitigation Action	Residual Rating	
Budget Increase	Inflation	Potential increased costs. Budgetry pressure leads to potential increase in change and subsequent delays.	All	Transparency over budget, and early notification of package / specification cost	High	1. Early notification of value engineering proposals based on whole life considerations. 2. Full information to be sent out on packages to reduce queries. 3. Ensure all client	Medium	
	Availability and cost of materials	Potential increased costs. Budgetry pressure leads to potential increase in change and subsequent delays.	All	Transparency over budget, and early notification of package / specification cost	High	-	Medium	
	Cost certainty based around IESE process	Programme delays due to value engineering and change management	All	Transparency over budget, and early notification of package / specification cost	High		Medium	
Delays in Procurement	Ability of SCC to meet dates	Delay to programme	Client	Communication of project meeting minutes. Current risk registers. Internal communication	High	 Process map to be produced. 2. Highlight internal and external approvals required. 3. Identify points of contact for all activities / departments. Ensure all relevant personnel are on circulation of project schedule. 5. Ensure all relevant personnel attend Project Board meetings 	Highlight internal and external approvals required. 3. Identify points of contact for all activities / departments. 4. Ensure all relevant personnel are on	iviedium
	Legal agreeement	Delay to programme	Client	Communication of project meeting minutes. Current risk registers. Internal communication	High		Medium	
	IESE process	Delay to programme	Client	Communication of project meeting minutes. Current risk registers. Internal communication	High		Medium	
	Procurement of Utilities	Late issue of orders lead to a potential contract delay	Client / Capita		High	1. Contractor to manage 2. BT procurement not deemed so critical - Mansell to procure. 3. Team approach required to project reporting.	Low	
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Political interest	Stakeholder engagement	Potential for changes in client requirements. Political pressures. Potential increase in costs and delay	All	Standard managerial processes		NDS. PRIMARY REBUILD: PROJECT INITIATION 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	Low
	Political interest	Potential for changes in client requirements. Political pressures. Potential increase in costs and delay	Client	Standard managerial processes	Medium	allows. 4. Robust change control measures to be maintained, based on 'Frozen Design'	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
Client resources Poor performance Capita resources Poor performance Contractor resources Poor performance Sub-Contractor 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
Contrac Sub-co Ability t	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

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	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
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ite issues	Underground services located on site	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 gound 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 investgation 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	 Stakeholder engagement and management of project expectations / aspirations. 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
landover Process	Definition of 'enagging' items	Quality suffers. Disagreements on	AII	Constant programmo roview		1 Pro Handovor process to be	
Tanuuver FIUCess	Definition of 'snagging' items	whether completion has been reached. Potential delay to handover, or client forced to accept inferior product. Knock on affect on whole life costing.		Constant programme review	High	 Pre- Handover process to be agreed. 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	NDS PRIMARY REBUILD: PROJECT INITIATIO	Medium
Quality Sub-contractor work	Programme pressures lead to loss of quality control. Potential delays through handover process. Potential increased lifecycle costs			Medium	1. Programme to be reviewed regularly at site progress meetings. 2. Early notification of issues. 3. Pre- Handover process to be agreed.		
	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			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