

## CEB Report Risk Register – Lambourn Road & Cardinal House New Build Project

**Risk Score**     **Impact Score:** 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic  
**Probability Score:** 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness				Current Risk		
		I	P			I	P		Q	Q	Q	Q	I	P	
1	NAHP Grant not received from Homes and Communities Agency – unable to build new properties. <i>(More housing, better housing for all)</i>	5	2	i. Council does not sign Grant Agreement.	a. Council's legal advisors identify liabilities and risks of non compliance with Grant conditions to Council and ensure that risks are understood and minimised.	5	1	<b>Reduce</b> Control Owner: Lindsay Cane Action i. Consultation with HCA legal advisors on 04.12.09 to ensure full understanding of Grant conditions.	Grant agreement signed by 14.01.2010 to enable draw down of grant in February 2010.	1 ☹ ☹ ☺	2 ☹ ☺ ☺	3 ☹ ☺ ☺	4 ☹ ☺ ☺	0	0
2	NAHP Grant not received from Homes and Communities Agency – unable to build new properties. <i>(More housing, better housing for all)</i>	3	3	Council does not satisfy Grant conditions;		3	2	i. Keep HCA aware of situation with no.6 and advise that construction will be phased to ensure compliance with Grant conditions.	HCA fully informed and Grant approved					0	0
3	NAHP Grant not received from Homes and Communities Agency – unable to build new properties. <i>(More housing, better housing for all)</i>	3	3	Vacant possession of site not achieved at start of contract at Lambourn Road due to owner occupier of no.6.	Negotiate agreement with owner occupier.	3	2	i. Complete negotiations with no.6 to ensure transfer of interest to the Council in due course. ii.Adjust contract to allow for working around No. 6 and moving into new built	Contract continues and fulfils project objective.					0	0



	date in February 2010. <i>(More housing, better housing for all)</i>				<ul style="list-style-type: none"> <li>• Alarms</li> <li>• Turning off of services and heating</li> </ul>			Carry out frequent periodic inspections of screening							
8	Scheme fails to meet deadlines and NAHP Grant not paid in full.	4	3	Contractor does not complete construction phase within HCA timescales.	<ol style="list-style-type: none"> <li>Seek to minimise risk through robust project management and monitoring to ensure delivery within timescales and criteria set in Grant Agreement.</li> <li>Use of NEC3 form of contract to manage programme events and take mitigating action.</li> <li>Have design programme meeting before contract starts with contractor /designer etc. to high light any possible risks and investigate method of reduction or negation.</li> <li>Delay damages set at escalating rate beyond cut off date of 31<sup>st</sup> March 2011 to cover any grant loss.( delay in start of this</li> </ol>	4	2	<p><b>Reduce</b> Mitigating control; Control Owner: Adrian Treloar</p> <ol style="list-style-type: none"> <li>Ensure robust management of project plan and NEC3 contract, including regular contract monitoring and review meetings.</li> <li>Selection of contractor with experience of NEC3 contract.</li> <li>Provide training for contractors in NEC3 contracts.</li> <li>Consider using acceleration clause of NEC to keep on track to before 31<sup>st</sup> march 2011</li> </ol>						4	3

					contract may promote non acceptance of this clause) e. Float time set into project plan to allow for unforeseen circumstances. This is now reduced due to delays in contract acceptance											
	Scheme fails to meet deadlines and NAHP Grant not paid in full.	5	3	Contractor does not complete construction phase within HCA timescales. And contract extended to beyond 31 <sup>st</sup> March 2011	All as above except "damages"  Plus	4	3	All as above  Use acceleration clause to shorten contract. Although this has a cost and is not always possible							4	3
9	Scheme fails to meet deadlines and NAHP Grant not paid in full.			Insolvency of main contractor	Full financial assessment before selection of tender list			Financial check before contracts signed Constant awareness during project management. Ensure Contract payments are for full due amount BUT no more.								
10		4	3	Insolvency of specialist subcontractor or supplier	a. Ensure early warning process of contract adhered too.	4	2	Investigate alternative solutions for key components at early stage and if necessary							4	2

					b. Be fully conversant with programme and key order dates			change to most secure								
11		4	1	Lambourn Rd- Main drain serving the development has to be replaced.	a. Work through Thames Water for satisfactory conclusion	4	1	Design changed to meet requirements	Thames Water have now accepted scheme						0	0
	Scheme fails to meet conditions for the NAHP Grant and Grant not paid	4	2	Design Risk- Failure to achieve Sustainability Code 4.	a. Ensure design guide fully complies b. Work though design period ensuring design continually complies c. Ensure design verified for code compliance d. Ensure design contract covers code	4	1	Ensure Contractor fully aware of code requirements and that it also provides clarification and comments	Scheme certified						3	1
	Scheme fails to meet deadlines and NAHP Grant not paid in full.	3	2	Refusal of resident of No. 6 Lambourn to accept the completed replacement property.	a. Have agreed procedure for hand over.	3	2	i. Keep owner fully involved and informed in construction of new property. i. Provide every assistance in ensuring move goes smoothly and all arrangements are made  Take care to ensure all due consideration is taken of needs of owner in living on site before and after changeover of properties	Smooth move between properties with no delays						3	1



Scheme fails to meet deadlines and NAHP Grant not paid in full.	5	3	Lambourn Rd- Construction phase unearths items of archaeological interest requiring further investigation	<ul style="list-style-type: none"> <li>a. Initial desk top survey</li> <li>b. Follow up exploration digs</li> <li>c.</li> </ul>	5	1	Carried out no archaeology found							5	0
NAHP Grant Withdrawn	3	1	Change of National Government and moratorium on spending	<ul style="list-style-type: none"> <li>a. Remote possibility assume that it negate grants dates</li> </ul>										5	1
Costs of projects exceed budgeted amounts	3	1	unforeseen large variations due to unforeseen difficulties in construction or in supply chain lead to increase costs or difficulty in meeting completion dates	<ul style="list-style-type: none"> <li>a. Have contract that puts most of risk onto Contractor for how NEC3 option A</li> <li>b. Carry out extensive surveys before contract awarded</li> <li>c. Reasonable contingency to be included.</li> <li>d. Hold regular early warning meetings ensure they are productive.</li> </ul>	2	1	<ul style="list-style-type: none"> <li>i. Have design programme/ value engineering meeting before contract starts with contractor /designer etc. to high light any possible risks and investigate method of reduction or negation.</li> </ul>							2	1