

Project Risk Register

Nos.	Raised by	Date Raised	Probability	Impact	Gross Risk Score	Proximity	Description	Mitigation	Owner	Target Date	Revised Probability	Revised Impact	Residual Risk Score	Status	Date last rev'd by board
East Oxford Community Centre - RISK REGISTER (DRAFT - 16 MAY 2019)															
		2019													
1		May	2	3	6		Dev Board/CEB approval not given May/ June 2019 - for design team consultancy contract award	Pre- brief key members in advance. Ensure case for contract award is robust.	Project Sponsor/ PM (Proj.Manager)	June	2	3	6		
2		May	2	3	6		Complex Project - team roles and responsibilities ambiguous. Inefficiency, delayed decision making, and issues missed.	Ensure external and internal roles & responsibilities clearly defined. Same for project governance and decisions/authorisation.	Project Sponsor	May/June	2	3	6		
3		May	3	3	9		Community Centre Brief (CCB) not fixed in time to allow planning application in October 2019	Agree with Design Team when this CCB must be fixed to allow planning application by October 2019.	Communities Team/ Consultant	July / Aug	3	3	9		
4		May	3	4	12		Community engagement process becomes protracted, departs from programme.	Agree Engagement Plan as a priority- actions/ dates/ roles. Agree dates for User/Client Spec 'fix', and design 'fix'.	Communities Team / PM	June	2	4	8		
5		May	3	4	12		Planning process raises issues which impact on development capacity of sites, impacts achievable sqm, values and costs.	Consultant team to prepare schemes for early pre app discussions and an iterative viability process	PM / Consultant	July / August	2	2	4		
6		May	3	3	9		Detailed due diligence (suveys) raise issues impacting on cost e.g. Archaeo, heritage, asbestos etc. Prioritise surveys with limited time windows e.g. ecology,	Comprehensive programme of suveys as early as feasible (and appropriate) and understand impact on project.	PM / Consultant	Ongoing	3	3	9		
7		May	3	3	9		Programme is very ambitious in view of project complexity e.g. need for wide community engagement, political and local sensitivity, and need to fix build brief urgently.	Review programme regularly to ensure speed does not compromise successful outcome. Appoint design team with relevant expertise and resources. Mobilise internal project team structure (resource & expertise) to match.	Project Sponsor / PM	Ongoing	2	2	4		
8		May	2	3	6		Community (or private partner) put forward alternative proposal / funding proposal which delays programme whilst considered.	Extract any community proposal/ views as as priority. Resolve how any proposal impacts project/deliverability, agree any change in strategy and move on.	Communities Team / PM	June - July	2	3	6		
9		May	3	3	9		Legal issues - title/ leases.	Title report produced by OCC legal. Actions to be followed up.	OCC Legal	Ongoing	3	3	9		
10		May	3	4	12		Legal - tenants occupation (leases/licences). E.g, Film Oxford - unsatisfactory occupational terms/ risks.	Risk reviewed regularly with OCC legal team. To be continued. No action agreed due to Film Oxford in principle support to relocate to a new EOCC facility.	OCC Legal/PM	Ongoing	3	3	9		
11		May	3	4	12		Decant strategy not agreed (plan for each tenant) in time to adhere to programme. Any cost of securing/ rental payments for temporary premises or alterations required not currently in budget.	Determine decant strategy for each tenant by Sept 2019, including any budgetary needs and identify premises/ alterations/timing implementation plan.	Communities Team / PM	Aug / Sept	2	3	6		
12		May	3	3	9		Residential site values change - e.g. market conditions, build inflation, policy change	Regular viability reviews throughout project. Contingency allowances where appropriate.	PM	Ongoing	2	3	6		
13		May	3	4	12		Corporate priorities change, or funding re-allocated if programme delayed substantially		Project Sponsor	Ongoing	2	4	8		
14		May	3	4	12		Any changes to Community Centre design sought after design fix / or after build contract award - will be very costly and incur delay.	Ensure all project team and stakeholders sign up to a definitive 'design fix'. Provisions for any changes within contracts.	PM / Users	Sept	3	3	9		
15		May	3	3	9		PR - negative public press if delay incurred, lack of information, or engagement process not robust	Engagement and comms plan to be addressed as a priority. And stakeholder groups categorised.	PM/ Communities team/ Comms team	Ongoing	2	2	4		
16		May	3	2	6		Project evolves away from Consultant Brief/Contract - incurs additional professional fees and delay.	Ensure Consultant Contract is appropriately scoped against fees to minimise any additional fee claims. Acknowledge that substantial change in Client Brief will incur additional cost/delay	Project Sponsor / PM	June & Ongoing	3	2	6		
17		May	2	4	8		Commitment (leases) of anchor tenants not secured before build award contact. Impact on expected income streams and viability, and need to fill space which may be partially bespoke.	Ensure level of commitment required (agreement to lease) agreed early on with anchor tenants (as a minimum) and secured prior to contract award.	PM	Sept	2	3	6		
18		May	3	4	12		Anchor tenants (and or other tenants) do not take space at the new facility. Income and viability risk. Potential negative PR	As above - plus ensure full business case addresses this possibility, market demand, and identifies a 'back up' plan.	Communities Team / PM	June - Sept	2	4	8		
19		May	3	4	12		Original allocated project budget is not sufficient. Further budget is not forthcoming.	Feasibility/viability must be iterative, and the case for any further funding robust supported by business case.	PM / Project Sponsor	Sept	3	4	12		
20		May	2	3	6		Residential strategy for Council direct delivery of housing units changes	Housing Manager forms part of project team, and ongoing discussion.	Housing / PM	Ongoing	2	2	4		
21		May	3	4	12		Full Business Plan does not identify a viable operational basis which can be delivered, and / or cannot be supported financially.	Ensure business case developed in parallel with engagement and design to identify any issues early on.	Communities Team /Finance	June - Sept	3	4	12		

This page is intentionally left blank