

Project Risk Register

Project Name: EOCC, Princes & Collins St
Various Programmes
May-23

Appendix 4

Key

Score

0 – 3

4 – 8

9 – 12

13 – 19

20 – 25

Description

Very Low

Low

Medium

High

Very High

Purpose of Register:

To demonstrate the deliverability, strong understanding of the risk and correct allocation / level of contingency on the project

Programme

Determining the appropriate programme for the delivery considering the site activities, risk, holiday periods and contractor availability and phasing

Cost

Understand and manage the risks associated with cost, levels of funding from client and or other sources

Quality

Understand the decision making model on the specification of materials and the quality of workmanship and managed any changes and the implications

Health & Safety / Safe guarding

Understand and manage the health and safety and safeguarding risks associated with the project

Top 5 Risks	Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation	Post Mitigation Risk			Proximity	Additional Provisional Sum recommended					
							Likelihood	Impact	Overall Rating			Likelihood	Impact			
1	Project Costs/ Budget	ODS Tender tender sums is higher than budget allowance	5	4	20	A review of ODS pricing has produced a package offer of £5.9m. This gives an overall forecast of £6.79m. Accept this offer and proceed to contract	1	5	5	Imminent	£1.297m	1	Very Low	1	Very Low	1
167	Stakeholder Management	Re homing' previous tenants to premises other than Princes Street development	4	5	20	Alternative premises such as Regal and Asian Community centre to be investigated for suitability	5	5	25			2	Low	2	Low	4
	Planning	Housing - failure to deliver a community facility as agreed in planning application impacts on delivery of housing across both sites	5	5	25	Re design scheme and return to planning	4	5	20	Imminent		3	Medium	3	Medium	9
4	Project Costs/ Budget	Industry trends - Material prices, shortage of labour, effects of the Ukraine conflict	4	5	20	Enter into contract with main contractor	5	4	20	Imminent		4	High	4	High	16
5	Project Costs/ Budget	Increase in project costs following Stage 2 negotiations with ODS	4	5	20	Arcadis to evaluate commercials and quality on an open book process. ODS will be requested to provide three quotations from market, along with the necessary quality pack. These will be assessed by Arcadis to ensure all work packages have been addressed.	4	5	20	Approaching		5	Very High	5	Very High	25

Risk Number	Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation	Likelihood	Impact	Overall Rating	Proximity	Additional Provisional Sum recommended	Owner	Status (Open / Closed)	Status (comments)
001	Planning	Failure to submit pre-commencement planning conditions for discharge in timely manner, causing delays to the project delivery programme	2	4	8	The appointed main contractor (ODS and designer) will be responsible for full discharge of relevant conditions. Contractor to demonstrate that sufficient time has been allocated in their programme for this task.	2	4	8	Approaching		ODS / Resi Contractor		
002	Project Costs/ Budget	ODS Tender tender sums is higher than budget allowance	5	4	20	A review of ODS pricing has produced a package offer of £5.9m. This gives an overall forecast of £6.79m. Accept this offer and proceed to contract	1	5	5	Imminent	£1.297m			Although likelihood is low the rating appears good due to wording
003	Project Costs/ Budget	Increase in project costs following Stage 2 negotiations with ODS	4	5	20	Arcadis to evaluate commercials and quality on an open book process. ODS will be requested to provide three quotations from market, along with the necessary quality pack. These will be assessed by Arcadis to ensure all work packages have been addressed.	4	5	20	Approaching				
004	Statutory- Highways	Creation of a drop kerb to connect to the proposed shared access road serving EOCC and Princes Street Development- Delays in getting necessary approvals from Highways authority.	3	4	12	Will be included within ODS scope based on proposed programme. ODS to commence early engagement with Highways authority	2	4	8	Approaching		ODS		
005	Statutory- Utilities	Utilities- Until below ground services are known, a cost risk remains around estimating any re-routing / renewing of services to facilitate development.	3	5	15	Contractor to review early following appointment - risk to be evaluated	3	5	15	Approaching		ODS / Arcadis		
006	Technical - Environmental	GI Risk- Initial designs have been completed prior to demolition on site. Design risk due to possibility of having to amend the design based on further GI survey findings.	3	4	12	This risk will be transferred to the appointed contractor as part of the D&B contract.	2	3	6	Approaching		Arcadis		
007	Technical - Environmental	Recycling Loan Fund Application - Risk that the proposed works may fail to satisfy the required grant funding criteria.	3	2	6	ARCADIS team to produce the necessary data to support the Recycling Loan Fund Application.Task to run in parallel with the programme and not on critical path.	2	2	4	Close		Arcadis / OCC	Closed	

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008	Stakeholder Management	Fusion Arts- Sparse, limited communication from Fusion Arts. Layout signoff awaited. Crucial that this is concluded imminently.	5	4	20	OCC to email Fusion Arts	2	4	8	Imminent		Arcadis		
009	Stakeholder Management	Potential programme and cost impact due to failure to conclude stakeholder input and confirm final deliverables/scope	3	3	9	First round of stakeholder engagement was concluded in July 21; albeit certain specific matters remained outstanding which were addressed as part of detailed design development under PCSA. This was actively managed by ARCADIS in liaison with OCC as part of Stage 2 discussions with ODS to confirm scope of works in line with stakeholder feedback captured through the consultation process.	2	3	6	Imminent		Arcadis / OCC		
010	Contract Matters	Non-performance by the preferred/ appointed contractor	4	4	16	Active close liaison and monitoring by Arcadis to ensure the programme targets and deliverables are met.	3	4	12	Approaching		Arcadis		
011	Statutory-Highways	Approvals on road closures from Highways	3	4	12	Early engagement with highways to discuss the project and explore partial/full closure options and timescales required.	2	3	6	Approaching		ODS / Arcadis		
012	Statutory-Highways	LTN - Low Traffic Neighbourhood	4	4	16	Further understanding required to appreciate whether this is a risk or potential opportunity to aid build logistics.	2	4	8	Approaching		ODS / Arcadis		
013	Contract Matters	Land receipts from OCHL required to allow the whole development to proceed	5	5	25	Understanding of contractor build costs required and establishing if the scheme is viable before commencing any work. Previous budget prices received from Impact Modular & ODS confirm the scheme could be delivered for between £6.2-£7.3M. The latest negotiated offer of £5.9 m from ODS shows a forecast of £6.79m to deliver the scheme	4	5	20	Imminent		Arcadis/OCHL		
014	Contract Matters	Potential for additional works at Templar Square required to allow decant at EOCC.	0	0	0	Design and scope of works to be defined and agreed ahead of remodelling works.	0	0	0	Imminent		OCC	CLOSED	
015	Tenancy Issues	Materials/rubbish left behind once VP granted.	3	3	9	Property services to arrange for all removal of left over materials/rubbish.	2	2	4	Imminent		OCC	CLOSED	
016	Planning	Housing - failure to deliver a community facility as agreed in planning application impacts on delivery of housing across both sites	5	5	25	Re design scheme and return to planning	4	5	20	Imminent				
017	Party Wall Matters	Delay in agreeing the Party Wall award for Hooper House may impact demolition date for Games hall	3	5	15	Preliminary Party Wall Assessment Report has been prepared by AUK. OCC have confirmed that AUK will be leading on Party Wall matters and issue any relevant notices such that demolition works on site can commence. Formal appointment signed by OCC 14.04.22 & AUK 25.04.22.	4	3	12	Imminent				
018	Project Costs/Budget	Industry trends - Material prices, shortage of labour, effects of the Ukraine conflict	4	5	20	Enter into contract with main contractor	5	4	20	Imminent				
019	Stakeholder Management	Re homing' previous tenants to premises other than Princes Street development	4	5	20	Alternative premises such as Regal and Asian Community centre to be investigated for suitability	5	5	25					Not seen as 'spiritual home' of EOC. suitability is poor and costly on a long term basis.