

**Football and Community Facility  
Project Risk Register (V6 10 February 2016, as agreed by Governance Group 27.01.16)**

<b>Short Risk Description</b>	<b>Uncertainty?</b>	<b>Leading To?</b>	<b>Resulting In?</b>	<b>Possible Causes</b>	<b>“T” action</b>	<b>Controls / Actions</b>	<b>(Residual) Impact Assessment</b>	<b>(Residual) Likelihood Assessment</b>	<b>(Residual) Risk Score</b>
<b>Builder Solvency</b>	Whether or not the builder is solvent enough to complete the project	<ul style="list-style-type: none"> <li>• The project being delayed</li> <li>• The project not being finished</li> </ul>	<ul style="list-style-type: none"> <li>• Wasted resources</li> <li>• Loss of reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Economic changes</li> <li>• Insufficient background checks re Contractor</li> </ul>	Treat	<ul style="list-style-type: none"> <li>• Checks undertaken at assessment stage</li> <li>• Adjust valuation dates to enable payment dates to be brought into line with creditor expectations (January 2016 2 local building firms are in financial difficulties)</li> </ul>	Major	Unlikley	Medium

<p><b>Build Timetable</b></p>	<p>Whether or not the project will be completed within the agreed timescale</p>	<ul style="list-style-type: none"> <li>• Delayed completion</li> </ul>	<ul style="list-style-type: none"> <li>• Grant funding conditions not met</li> <li>• Additional costs</li> <li>• Reduction in projected first year income</li> </ul>	<ul style="list-style-type: none"> <li>• Unexpected ground conditions</li> <li>• Unexpected weather conditions</li> <li>• Decisions on any changes to spec not made quickly</li> </ul>	<p>Treat</p>	<ul style="list-style-type: none"> <li>• Timetable and milestones agreed at tender acceptance stage</li> <li>• Decision making framework, with delegated authority agreed before build commences</li> <li>• January 2016 – contractor requested contract extension of 3 weeks</li> </ul>	<p>Moderate</p>	<p>Possible</p>	<p>Medium</p>
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<p><b>Build Budget</b></p>	<p>Whether or not the project will be completed within the agreed budget</p>	<p>Insufficient funds available to build project to agreed spec</p>	<p>Project delayed or not completed</p>	<ul style="list-style-type: none"> <li>• Unexpected expenditure as build progresses – due to circumstances outside control e.g. weather</li> <li>• Inaccurate specification</li> <li>• Change in SSDC stance regarding PV panels</li> </ul>	<p>Treat</p>	<ul style="list-style-type: none"> <li>• Tender documents / spec double checked by Independent Quantity Surveyor</li> <li>• Tender submission to include cash flow forecast</li> <li>• Materials measurement to be undertaken by contractor as part of tender submission</li> <li>• Regular expenditure monitoring by Governance Group</li> </ul>	<p>Major</p>	<p>Possible</p>	<p>medium</p>
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<p><b>Councillor Engagement</b></p>	<p>Whether or Not the project has the wholehearted support of Councillors</p>	<p>Delays in decision making or decisions that do not enable the project to progress</p>	<p>Failure of the project</p>	<ul style="list-style-type: none"> <li>• Insufficient knowledge of project history</li> <li>• Lack of information</li> <li>• Lack of trust between the parties involved in the project</li> </ul>	<p>Treat</p>	<ul style="list-style-type: none"> <li>• Governance Group having detailed level of understanding of project and being able to provide Councillors with the rationale for recommendations</li> <li>• Wherever possible decisions being made by the Town Council in open session</li> <li>• Town Councillors invited to attend Governance meetings as observers</li> </ul>	<p>Major</p>	<p>Possible</p>	<p>Medium</p>
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<p><b>Archaeological Survey</b></p>	<p>Whether or not any archaeological finds will be made</p>	<p>Delaying the build</p>	<ul style="list-style-type: none"> <li>• Delayed completion</li> <li>• Increased budget requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Archaeological finds when digging work for foundations is undertaken</li> <li>• Archaeological finds when digging work for septic tank starts</li> </ul>	<p>Treat</p>	<ul style="list-style-type: none"> <li>• Research shows nothing was found when the adjacent building (medical centre) was erected</li> <li>• The Archaeological quotations include a desk top survey</li> <li>• No significant finds or discoveries made at foundation stage</li> </ul>	<p>Moderate</p>	<p>Unlikely</p>	<p>Low</p>
<p><b>Legal Challenge</b></p>	<p>Whether or not there will be any legal challenge</p>	<p>Delaying the build</p>	<ul style="list-style-type: none"> <li>• Legal costs not budgeted for</li> <li>• Delayed completion</li> <li>• Increased budget requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Inappropriate communication about the project</li> <li>• Public not engaged with the project</li> </ul>	<p>Tolerate</p>	<ul style="list-style-type: none"> <li>• Decisions made by Council, wherever possible in public session</li> </ul>	<p>Moderate</p>	<p>Unlikely</p>	<p>Low</p>

**Risk Assessment Grid (provided By South West Audit Partnership)**

		Negligible	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Rare (< 6%)	1	Low	Low	Low	Low	High
Unlikely (6 - 20%)	2	Low	Low	Low	Medium	High
Possible (21 – 50%)	3	Low	Low	Medium	Medium	High
Likely (51 – 80%)	4	Low	Medium	Medium	High	Very High
Almost Certain (> 80%)	5	Low	Medium	High	Very High	Very High