**Pavilion Project Risk Assessment**

**Approved at Council Meeting: 25th November 2022**

**Risk score**

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| **0-3 = Low** | **4-6 = Medium** | **7-9 = High** |

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| **Description of Project Risk** | **Consequence** | **Impact** | **Likelihood** | **Risk Score** | **Actions to Mitigate** |
| **Procurement / Legal** |  |  |  |  |  |
| Bids for the works do not offer value for money | Exceed budget | 2 | 1 | 2 | Budget to include contingency for unexpected costs |
| No bids | Go back to market / time | 1 | 1 | 1 |  |
| Delays due to NHPC procurement process | Delay to start / reputation | 1 | 2 | 2 | Ensure processes are in place and procurement planned for, to minimise delays. |
| Challenges to procurement process | Reputation / Delay / Cost | 1 | 2 | 2 | Obtain professional advice /Contingency within budget |
| Implications of covenants on sites | Delays to some part of programme | 1 | 1 | 1 | Check of covenants in advance of procurement |
| Planning permission needs to be re-applied for | Delay / cost / unable to commence | 2 | 2 | 4 | Build into budget and timings  |
| Inadequate public liability insurance | Cost / reputation | 1 | 2 | 2 | Ensure contractor has sufficient public liability insurance |
| Inadequate employers’ liability insurance | Cost / reputation | 1 | 2 | 2 | Ensure contractor has sufficient employers’ ‘liability insurance |
| **Financial** |  |  |  |  |  |
| Costs exceed budget | Financial pressures | 3 | 3 | 9 | Ensure adequate budget with contingency built in / additional fundraising if required |
| Issues lead to delays and increased costs | Financial pressures | 3 | 3 | 9 | Ensure adequate budget with contingency built in / additional fundraising if required |
| Construction costs rise | Elements of project not progressed / Financial pressures | 2 | 3 | 6 | Ensure adequate budget with contingency built in / financial monitoring / additional fundraising if required / Consider restrictions on contract  |
| Additional / unexpected costs and repairs once completed. Ongoing financial burden. Less income than anticipated.  | Financial pressure / dispute  | 2 | 3 | 6 | Budget carefully for ongoing costs obtaining advice from professionals/ contingency plan should income be less than expected and / or costs greater than expected. Ensure future management plan agreed and transparent |
| Specification has key tasks missing | Financial pressures | 2 | 1 | 2 | Specification reviewed and professional advice obtained |
| Not achieving targeted funding | Unable to start or finish the project or have reduced facilities / reputational damage / loss of initial investment and money spent with no outcome | 3 | 3 | 9 | Professionals used for fundraising / carefully monitored / do not undertake major expenditure until funding in place |
| Construction / Technical |  |  |  |  |  |
| Ground conditions, flood risk, archaeological | Delay / Cost | 2 | 1 | 2 | Surveys undertaken in advance / contingency within budget  |
| Ecology | Delay / Cost / Reputation | 1 | 1 | 1 | Ecological report to be undertaken / contingency within budget  |
| Vandalism | Delay / Cost | 1 | 1 | 1 | Contractor insurance  |
| Contractor Failure / Poor project management | Delay / Cost  | 2 | 1 | 2 | Due diligence before employing a contractor  |
| Weather conditions | Delay / Cost | 1 | 2 | 2 | Build in schedule, delays due to weather |
| Design does not meet brief  | Delay/ Cost / Reputation | 1 | 1 | 1 | Amendment of brief based on professional advice |
| Operational |  |  |  |  |  |
| Delay in opening facility | Reputation | 1 | 2 | 2 | Inform residents of progress / Announce opening only on completion |
| User expectations | Disappointment, reputation | 1 | 1 | 1 | Community engagement |
| Social |  |  |  |  |  |
| Inadequate or inappropriate consultation | Negative PR | 2 | 1 | 2 | Ensure proper and ongoing consultation with the parish population |
| Resident complaints | Reputation / Upset  | 2 | 2 | 4 | Good consultation / Communication / Transparency |
| Change in policy following elections / cancelling project | Reputation / Cost | 1 | 1 | 1 | Contract agreed and signed before next election  |
| Lack of community asset until completed / loss of current asset | No facility for pavilion users / reputation / cost | 3 | 3 | 9 | Negotiate with other service providers for use of their facilities |