

Risk Assessment Jubilee2

as at 25/08/11

Risk Identified	Potential Consequences	Impact	Likelihood	Risk Rating	Control Measure	Final Impact	Final Likelihood	Final Risk Rating	Further Action Required	Owner	Target Date
Risk Count: 14											
Jubilee2											
Failure to obtain planning permission to build	Project failure or significant amendment needed to project. Difficulty in providing up to date facilities in old buildings. Reputational damage.	2	2	5	Feasibility study completed	2	1	2	Provide list of conditions attached to the planning application	Houldsworth, Chris	31/12/11
				Draft business case completed			Discharge of the conditions in conjunction with the contractors and the design team	Houldsworth, Chris	31/12/11		
					Benefit card completed						
					Liase with planning team and planning policy provision						
					Sign off stage D drawings by steering group						
					Environmental Agency consulted with						
					Liasion with Statutory bodies i.e.Sport England, before final planning application						
					Consultation taken place with SPCG, community and stakeholders						
					Continuous liaison with highways authority						
					Design team appointed						
					Urban Vision engaged as part of the design process						
					Sign off stage D drawings by steering group						
					Equalities Impact Assessment Completed						
					Planning application granted March 2010 subject to legal agreement and conditions						
					Action Plan completed in respect of conditions identified in the planning process						
Failure to develop the project plan for smooth transfer of activities from the two existing sites to the new site	Loss of revenue. Loss of customer satisfaction. Loss of customers. Service doesn't meet customer expectations and requirements.	3	2	6	Fully inclusive steering group established	1	2	4			
				Draft business case completed							
				Ongoing consultation with members, partners and staff							
				Construction Project plan identified							
				Benefit card completed							
				Communication sub-group meets fortnightly							
				Communication plan in place							
				Equalities Impact Assessment Completed							
				Report sumerizing consultation exercise prepared							
				Marketing strategy developed							

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Tender process is subject to challenge	Challenge by an unsuccessful tenderer. Possible financial implications. Delay in project to meet key milestones. Reputation damage. Legal implications. Adverse publicity.	3	2	6	Procurement officer in place Audit representation on steering group Corporate Risk & Insurance Manager on steering group Dedicated project manager Legal representative on steering group Procurement process in place in Newcastle Borough Council Compliant tendering process and evaluation criteria Publication of evaluation criteria and effective feedback to unsuccessful candidates at both PQQ and tendering stages Undertake a tender clarification in meetings with prospective tenderers at each stage of the process PCT bid to the strategic health authority for 2010/11 resources including a second tranche of £0.5 million	2	1	2			
Failure to realise value of at least £m from disposal of existing sites	Lack of capital receipts to the Authority. Ongoing security measures needed. Damage to reputation. Revenue implications. Potential impact on the long term business model. Poor public image.	3	2	6	Internal officer expertise	3	2	6	To clarify the disposal strategy for the two sites with a view to generate the requisite capital receipt	Hamnett, Jeff	30/06/12
Failure to provide resources to enable marketing plan for project to be delivered	Financial implications to the centre upon opening - membership targets may not be met, facilities underused. Reputation damage - from failure to tackle the health & wellbeing of the borough	2	2	5	Two qualified marketing and sales officers in post Marketing strategy developed	2	1	2	Head of Communications and Head of Leisure & Cultural Services to consider further marketing issues	Jones, Phil (Head of Communications)	30/09/11
Failure to complete the highways work	Reputation damage Cost over-run Project delay	2	3	8	All consultants aware of obligations due in tender specification Action Plan completed in respect of conditions identified in the planning process Continuous liaison with highways authority Contracts signed and sealed in respect of consultants Dedicated project manager Develop a brief & costing in respect of the technical infrastructure	2	1	2	Gain approval for revised scheme from LPA & SCC Engage contractor to complete works	Arnott, Andy (Leisure Strategy Manager) Arnott, Andy (Leisure Strategy Manager)	30/09/11 30/09/11

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Jubilee2					Monthly site meetings arranged with contractor Arboriculturist consultation taken place						
Cafe facility	Reputation damage Financial implications Failure of project delivery	2	3	8	Provision of vending machines Specification written and issued for the cafe tender Tentative responses received from local and national providers showing interest	2	1	2	Formally appoint the cafe provider Revisit the internal operating model	Arnott, Andy (Leisure Strategy Manager) Arnott, Andy (Leisure Strategy Manager)	30/09/11 31/10/11
Failure to ensure quality of work	Bad workmanship Increase in potential claims Fabric of building compromised Reputation damage Financial implications	3	2	6	Competent Design Team Appointed Design team meets weekly and undertakes a complimentary meeting with client on monthly basis Facility layout designed to accommodate needs Weekly inspections take place by officer of the council	2	1	2	Arrange QS stages for completed work to be approved/signed off	Kenyon, John	31/12/11
Costs of project are exceeded or insufficient capital funds available	Shortfall of funding. Reduced specification. Downsizing of facility. Reputation damage. Loss of confidence with stakeholders. Partners exit project.	3	3	9	Scoping procurement and delivery options Ongoing monitoring of the contract and contingency budget Bonds and insurance for all contractors and consultants obtained Governance arrangements approved by Cabinet	1	1	1			
Failure to identify correct technical infrastructure regarding phones, computers etc	Lack of ICT support. Failure to operate the business sufficiently. Failure in communications. Lack of resilience. Financial implications. Business continuity. Reputation damage.	2	2	5	ICT attendance on steering group Develop a brief & costing in respect of the technical infrastructure Technical Infrastructure identified Project plan for infrastructure and ICT developed On-going dialogue with IT & Morgan Sindall	1	1	1			
Failure to meet key milestones within the project	Increased capital cost to the authority in respect of penalties from contractor/consultants/specialists. Potential revenue implications in terms of extending current leisure facility agreements. Reputation damage. Loss of customer goodwill. Revenue estimates not achieved.	3	2	6	Dedicated project manager Steering group and project board Key milestones identified in the project plan Cabinet member sits on steering group Governance arrangements approved by Cabinet Design team appointed Design team meets weekly and undertakes a complimentary meeting with client on monthly basis Contractor programme	2	1	2			

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Failure to secure external funding from other bodies	Increased capital contribution by the council.	3	3	9	External funding opportunities have been identified Land Registry documentation received for land First stage with Sport England funding application successful Further funding through the 2012 Legacy Fund identified Potential funding through European Development Regional Fund identified Application submitted to Sports England sustainability community fund to secure £200,000 Further request made to Sport England seeking additional £0.5 million	2	1	2	Ensure that NBC recovers funding money from Sport England on a monthly basis in line with the contractors programme	Arnott, Andy (Leisure Strategy Manager)	31/12/13
Failure to ensure reporting of project costs at each Steering Group/Project Board	Financial implications. Lack of budget control. Project overspend. Reduced quality of structure to accommodate overspend.	2	2	5	Internal officer expertise Consultants engaged Head of Finance on Steering Group Governance arrangements approved by Cabinet Steering group and project board Sign off procedures/separation of duties & responsibilities for payments formulated Monthly financial report to steering group Agree reporting format of financial info to project board	1	1	1			
Contractor's risk log is inadequate for successful delivery of project	Failure to deliver the project on time	3	2	6	Contractor programme Dedicated project manager Key milestones identified in the project plan Experienced contractor appointed Risk log produced by contractor Monthly site meetings arranged with contractor	3	1	3	Target dates need to be provided on contractor's action log	Arnott, Andy (Leisure Strategy Manager)	31/08/11