

No	Risk & Impact (Threat/Opportunity to achievement of business objective)	Assessment of Gross Risk (1-5)			Risk Treatment Measures Implemented	Assessment of Current Risk (1-5) [With control measures implemented]			Further Possible Risk Mitigation
		Impact (Severity)	Likelihood (Probability)	Risk Score		Impact (Severity)	Likelihood (Probability)	Residual Risk Score	
1	Heritage Lottery funding not granted or forthcoming	4	4	16	Work closely with funder to ensure application meets their requirements. Explore opportunities and develop a strategy for other forms of funding.	4	2	8	
2	Failure of partners to work together	4	2	8	Regular project steering groups meetings with all partners involved. Regular communication between partners and sign up to Project Initiation Document.	4	1	5	
3	Impact on car parking inadequately assessed and dealt with	3	3	9	Review car parking in the local area. Communicate with current car park users and stakeholders. Create a car parking strategy for the area.	3	1	3	
4	SCC Local Growth Fund funding not granted or forthcoming	5	4	20	Work closely with funder to ensure application meets their requirements. Explore opportunities and develop a strategy for other forms of funding.	4	4	16	
5	Arts Council funding not granted or forthcoming	2	4	8	Work closely with funder to ensure application meets their requirements. Explore opportunities and develop a strategy for other forms of funding.	2	4	8	
6	Faculty Permission for works in the churchyard extends project timetable	2	4	8	Devise contingency for works to be carried out after the main project / Amend design specification to minimise requirement for Faculty	2	2	4	
7	Archaeological site investigation finds significant evidence	5	1	5	Minimise requirement for archaeological site investigation	5	1	5	
8	Contractor financial problems due to emerging from recession	4	2	8	Carry out financial due diligence on Contractor tender list	3	1	3	
9	Surface Water Sewers unfit for purpose	2	5	10	Define legal responsibility between South Staffs water and landowner Design and cost new scheme	1	5	5	

**Project Risk Register
Tamworth Assembly Rooms**

Revision: 4
Date: May 2014



Risk Identification				Risk Analysis							Risk Management						
1	1a	1b	1c	2	3	3a	4	5	6	7	8	9	9a	10	11	12	13
No	Date Received	Raised By:	Strategic Programme Project Operational	Risk Description	Consequence	Category	Likelihood (VL,L,M,H,VH)	Impact (VL,L,M,H,VH)	Rating	Risk Status (ROAG)	Management Actions Taken	Management Actions Planned	Risk Owner	Action Owner	Date By	Last Updated	Comments
2	29.08.13	GPL	Project	Incorrect initial brief/ performance specification	Unsuitable proposals & abortive design works/ costs incurred .	Quality, cost and programme	H	H	6000	RED		Structured briefing process. Set up design workshops. Ensure consequences of changes are clearly communicated.					
3	29.08.13	GPL	Project	Construction costs and fees exceed budget available	Project cannot proceed	Cost	H	H	6000	RED		Competitive quotations to be obtained. QS to be included in design team.					
4	29.08.13	GPL	Project	Delays on site	Internal spaces not available for use when required.	Programme	L	M	200	AMBER		Clearly communicate project deadlines from the outset.					
5	29.08.13	GPL	Project	Overspend of budget, failure to obtain sufficient funding for funding gap if project overspends	Cost overspend	Cost	M	VH	8000	RED		Funding to be tailored to suit the proposed scheme. Regular cost checking to be completed and strict cost control procedures adopted.					
6	29.08.13	GPL	Project	Lack of contingency fund	No available funding for unforeseen items.	Cost	M	M	400	AMBER		Review cost control procedures / look at potential savings					
7	29.08.13	GPL	Project	Insolvency of Main Contractor	Contractor unable to complete the works	Programme, cost, quality	M	H	4000	ORANGE		Check contractors status during tender process					
8	29.08.13	GPL	Project	Client sign off/Change Control	Cost overspends, programme over-run	Programme, cost	M	M	400	AMBER		See flowchart in PEP. All parties to work within timescales					
9	29.08.13	GPL	Project	Late sign off of Contract Documents	Potential for disputes	Programme, cost	M	M	400	AMBER		Detail contract terms at tender stage, contractor to price on that basis.					
10	29.08.13	GPL	Project	Number of clients/interested parties may cause problems with brief	Inability to fix brief	Quality	M	H	4000	ORANGE		Keep all parties aware of the tight timescales involved and try to minimise delays. Agree client core team and communications plan at onset					
11	29.08.13	GPL	Project	Inability to deal with Planning/Building control issues on an ongoing basis	Delays in project delivery	Programme	L	M	200	AMBER		Regular communication of design to Planners. Timely and appropriate planning submission with all supporting documentation. Appointment of specialist sub consultants in line with programme.					
12	29.08.13	GPL	Project	Client change during development and delivery phases	Delays and cost overspends	Programme, cost	M	M	400	AMBER		Ensure brief is frozen early. Allow period in programme for stakeholder approval. Set up robust change control procedure					
13	29.08.13	GPL	Project	Not selecting the most appropriate contractor	Contractor unable to deliver the project to the required quality/programme/budget	Programme, cost, quality	H	VH	12000	RED		Issue robust pricing document. Interview and score contractors accordingly					
14	29.08.13	GPL	Project	Inability to identify long lead-in plant and/or materials	Delays during the works.	Programme	M	H	4000	ORANGE		Lead in periods to be carefully monitored with a list of potential long lead in times agreed.					
15	29.08.13	GPL	Project	Inability to complete project within timescales set and not achieving the completion date	Loss of building use, disruption to TAR.	Programme	M	H	4000	ORANGE		Close monitoring of the project is required and programme analysis can be undertaken at each progress meeting					
16	29.08.13	GPL	Project	Disruption from TAR running and operation	Building users disrupted	Quality	H	H	6000	RED		Hoardings to be erected and separate access to be agreed. Also scheme to consider the routing of temporary services as required.					
17	29.08.13	GPL	Project	Not achieving quality standards	Inability to meet TAR requirements, project failure	Quality	M	VH	8000	RED		Contractor to be responsible for achieving quality standards on site, site inductions with mock ups to be used. Workmanship to be closely monitored					
18	29.08.13	GPL	Project	Interface with traffic and public	Disruption to anyone affected by the works.	Quality, Safety	H	H	6000	RED		Contractor to manage, care to be taken to cause as little disruption as possible to staff, students and neighbours. Detailed description to be included in preliminaries.					
19	29.08.13	GPL	Project	Safety of workforce, TAR personnel and public	Potential injury, death.	Safety	H	VH	12000	RED		H&S plan and method statement to be checked by CDMC					
20	29.08.13	GPL	Project	Asbestos present in site areas to be demolished	Works progress affected, safety of workforce and site personnel.	Safety, Programme	H	H	6000	RED		Asbestos suurvey to be carried out prior to commencing the works. This can either be commissioned by TAR or arranged by the MC.					

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21	29.08.13	GPL	Project	Failure to obtain correct building insurances - client/contractor?	Any loss, damage caused by the works is not insured	Cost, Programme	L	H	2000	ORANGE		Building insurances to be checked and correct policy to be taken out.					
22	29.08.13	GPL	Project	Quality of workmanship not complying with Planning, Building Control conditions etc.	Failure to get building control approval.	Quality, cost	L	VH	4000	ORANGE		Contractor to ensure that quality of workmanship complies with Planning/Conservation/BS conditions etc.					
23	29.08.13	GPL	Project	Loss of Key Personnel	Lack of continuity in the project.	Quality, programme	L	M	200	AMBER		Check availability of contractor staff throughout the project at tender stage.					
24	29.08.13	GPL	Project	Noise, dust and complaints from neighbours	Disruption to programme	Safety, Programme	H	H	6000	RED		Contractor to manage and liaise with TAR/GPL					
Page 27 of 73	29.08.13		Project	Possible scope changes may impact.	Disruption to programme. Additional cost	Programme and cost	M	M	400	AMBER		Establish quickly if these works are required					
	29.08.13		Project	Construction team unable to assist in the planning of the phases and the logistics and to commit to the set timeframes at the start of the project	Disruption to programme	Programme	L	VH	4000	ORANGE		The planning of the works and logistics must be a joint effort. The timeframes need to be set at the start of the project and the contractor needs to be flexible to accommodate any TAR business critical changes					
	28	29.08.13		Project	Lack of communication with staff during the project	Lack of continuity in the project and decision making process could be slowed	Programme and cost	L	H	2000	ORANGE		Establish a user group. Weekly meetings with contractor to review design, samples etc to speed up the decision making process				
29	29.08.13		Project	Design through contractor or through a third party	Lack of understanding of TAR requirements	Cost, Programme and quality	L	H	2000	ORANGE		Ensure design is direct from the designers					
31	29.08.13		Project	Poor quality of on site supervision	Low quality of work and excessive defects	Quality, programme	L	VH	4000	ORANGE		Ensure the right people in place before commencement					
32	29.08.13		Project	Poor management of sub contractors both internal and external	Low quality of work and excessive defects. Potential health and safety issues	Quality, Safety, Programme	L	VH	4000	ORANGE		Ensure the right people in place before commencement					
33	29.08.13		Project	Changes in scope	Effect on programme and budget	Cost, programme	M	M	400	AMBER		Ensure early design freeze					
34	29.08.13		Project	No project lead from TAR	Disruption to programme and TAR business continuity	Cost, Programme	M	H	4000	ORANGE							

CDM DESIGN RISK REGISTER

Client Name: Tamworth Borough Council
 Project Title: Tamworth Assembly Rooms

Issue: 1
 Date: 08-Apr-14

Date	Element or Activity	Risk No	Hazard	Owner	Comment Constraint	Risk Control Measures in Design	Residual Hazards	Owner	Mitigation Required (Construction Phase)	Maintenance Required (Post Completion)	High / Medium / Low (H/M/L)
31/03/2014	Access to and undertakings to adjacent site.	A01	Proximity of general public and surrounding buildings. Restricted road widths and access routes.			Contractors traffic management strategy to be developed prior to commencement of works.	Surrounding businesses to continue adjacent to site.				
31/03/2014	Existing services above and below ground.	A02	Live Mains			Plot location of known services from suppliers information. Isolate all known services wherever possible. Contractor to undertake site investigation prior to commencing works. Exposure of services (live and dead) during works to be recorded by Contractor.					M
31/03/2014	Hazardous materials.	A03	Asbestos containing materials. Lead used in roof coverings and paints.			Works are to be undertaken to survey and record all apparent asbestos materials. Refer to employers existing asbestos management plan prior to commencement of works. Analysis of existing paints to be undertaken to determine chemical content prior to stripping.	Employ suitable PPE when handling and working with hazardous materials. All asbestos removal to be undertaken by a specialist contractor should materials be exposed during the works.				M
31/03/2014	Handling lead work.	A04	Inhalation and ingestion of lead residue.			Contractor to ensure suitable PPE is available.	Contamination				
31/03/2014	Hot works to leadwork.	A05	Fire (high risk)			Hot works are not to be permitted on the buildings. Where permitted, employ a permitting system and only undertake with the employers prior to consent Contractor to develop a fire escape strategy prior to commencing works.	Fire (reduced risk)				
31/03/2014	Working at height.	A06	Falls (high risk) Falling objects			Contractor to employ suitable access equipment and safety harnesses where appropriate.	Falls Falling objects				M
31/03/2014	Working off scaffold	A07	Fall Falling objects Disposal of debris			Provision of guard rails, toe boards and netting as necessary in accordance with HSE recommendations. Scaffolded areas to be fenced off at floor and ground levels. PPE to be worn inside fences area. Access routes to be kept clear of all scaffolding or tunnel protection provided as appropriate. No objects to be thrown from the scaffold. A control system of debris disposal such as using chutes and barrows is to be provided. Only suitably trained operatives are to operate hydraulic platform lifts and the like.			Contractor to make provision as risk control measures listed above and comply with relevant HSE information on scaffold design. Ensure protection is provided against falling objects. All operatives to be advised of procedures and the need for care in handling materials and debris at induction.		M

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31/03/2014	Erection and dismantling of scaffolding.	A08	Fall Falling objects			Working and scaffolded area to be fenced off. PPF to be worn inside fenced area. No objects to be thrown. All materials to be in containers and lowered by hand. Area around stored materials to be kept clear.			Contractor to submit an agreed Method Statement for erection/dismantling works. Contractor to make provision as control measures listed and comply with relevant COSHH information on scaffold design. All operative to be advised of procedures and the need for care in handling materials at induction.		M
31/03/2014	Moving, lifting and handling loads.	A09	Falling objects Strain injuries			Plan to reduce manual handling wherever possible. Where unavoidable, ensure sufficient manpower to share loads and oversee.					
31/03/2014	Unstable structure (demolitions)	A10	Falling material during demolition of existing structure overhead			Contractor to prepare a methodology and system of safe working for agreement with the Design Team.	Falling objects				M
31/03/2014	Working in confined spaces.	A11	Restricted working spaces such as roof voids. Heat build up and restricted natural ventilation leading to respiratory problems.			Establish safe system of working in confined spaces, ensuring communication with others at all times.	Confined working spaces				M
31/03/2014	Working in areas of dust, debris, contaminated materials.	A12	Disease/infections Skin complaints Anthrax from historic plaster Respiratory complaints			Contractor to ensure suitable PPE is available. Ensure good ventilation in working area. Control creation of dust at source wherever possible. Provide welfare facilities to allow washing before eating and mess facilities from working areas.	Contamination				
31/03/2014	Roof and eaves gutter maintenance.	A13	Falls (high risk) Existing access arrangements required			Incorporate fall arrest systems where possible. Future maintenance to allow use of tower scaffold or hydraulic platform for access from ground level.	Falls (reduced risk)				
31/03/2014	Window cleaning and maintenance.	A14	Falls (high risk)			Future maintenance to allow use of tower scaffold or hydraulic platform for access. Use of 'water fed pole' cleaning systems to be considered.	Falls (reduced risk)				
12/03/2014	Removal of Load Bearing Walls and Installation of Steelwork	S01	Insufficient temporary support resulting in instability of remaining structure		Contractor, General Public, Clients Staff	Expose existing structure sufficiently to enable accurate assessment of loading by Structural Engineer			Contractor's temporary works designer to take full account of loading given by the Structural Engineer (including adequate support off the ground for the temporary works) and have these designs independently reviewed.		H

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12/03/2014	Excavations for new Foundations	S02	Collapse of excavations, potentially causing instability to nearby structures		Contractor, General Public, Clients Staff	Provide advice on likely stability of excavations in Ground Investigation Report. Any underpinning to be designed to be constructed in a sequenced approach.			Contractor to take due account of Ground Investigation Report and ensure temporary soring is provided, as necessary. Follow underpinning sequences, as designed or gain agreement to vary this.		H
12/03/2014	Excavations for new Foundations and Drainage	S03	Potential conflict with existing services, causing electrical shock or gas explosion.		Contractor, General Public, Clients Staff	Provide all information relating to existing buried services.			Contractor to take due account of known services and proceed with caution where risks may be apparent.		H
12/03/2014	Working at height (e.g. Installation of Helifix to arch over stage)	S04	Using tools at height on insufficient working platform, resulting in falls from height.		Contractor	None			Contractor to provide adequate scaffolding to prevent falls from height of workforce or tools.		H
12/03/2014	Erecting temporary scaffolding or permanent theatre seating off existing floor.	S05	Floor load capacity exceeded, resulting in collapse of temporary scaffolding or seating.		Contractor & General Public	Employ timber decay specialist to conduct survey of existing suspended timber floors to ensure the timber strength is not compromised. Measure joists and carry out retrospective calculations to assess load capacity. Design additional ventilation, if required.			Contractor to take due account of loading constraints and replace any defective timbers.	Ensure adequate ventilation is maintained and conduct periodic surveys to ensure timber is sound.	H
12/03/2014	Oveloading existing roof with stage lighting, etc	S06	Instability of roof due to increased or uneven loading.		General Public & Client's Staff	Provide independent support for stage lighting, etc off load bearing walls.				Monitor amendments to lighting rigs to ensure loading on roof is not increased or redistributed.	H
17/02/2014	Working at heights for installation and maintenance	M&E01	Falls from height; installing & maintaining ceiling and roof mounted equipment		Contractor and maintenance engineers	Provide as much information during the design and pre-construction phases; Improve access arrangements			Equipment to be located at normal working height where possible. Use appropriate access equipment; avoid use of ladders for access to roof; follow codes of practice.		
17/02/2014	Handling materials delivered to site	M&E02	Heavy Lifting		Contractor	Provide as much information during the design and pre-construction phases			Employ suitable lifting equipment; specify sectional units; follow codes of practice		
17/02/2014	Site movement	M&E03	Contact with moving vehicles, plant or materials		Contractor, General Public, Clients Staff	Provide as much information during the design and pre-construction phases			Employ experienced plant operatives; wear high visibility and ppc and equipment		
17/02/2014	Handling materials around site	M&E04	Risk of musculo-skeletal injuries		Contractor	Provide as much information during the design and pre-construction phases			Employ suitable lifting equipment; specify sectional units; follow codes of practice		
17/02/2014	Working in confined spaces, basements and roof voids	M&E05	Asphyxiation; harm from hazardous products including vapours, fumes and dust; entrapment		Contractor	Provide as much information during the design and pre-construction phases			Provide adequate lighting and ventilation; work in pairs; provide protection from structure collapse; follow codes of practice		
17/02/2014	Torching and hot working	M&E06	Fire and explosion		Contractor	Provide as much information during the design and pre-construction phases			Employ working permits; have fire extinguisher and blanket available; store flammable substances away from building when not in use		
17/02/2014	Painting	M&E07	Harm from potentially hazardous products, including dusts, fumes and vapours		Contractor	Provide as much information during the design and pre-construction phases; avoid high VOC paint			Provide adequate ventilation; follow manufacturer's instructions; wear ppc		

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17/02/2014	Noise and vibration	M&E08	Risk of damage to hearing and limbs		Contractor	Provide as much information during the design and pre-construction phases			Use trained engineers; use appropriate equipment.		
17/02/2014	Welding and soldering operations	M&E09	Risk of eye damage and burns		Contractor	Provide as much information during the design and pre-construction phases			Carry out behind protective screen, in well ventilated area; wear ppc; store gas bottles away from building; follow codes of practice		
17/02/2014	Working with high and low voltage electrical supplies	M&E10	Electrocution		Contractor and end user	Provide as much information during the design and pre-construction phases			Restrict access to qualified personnel; follow codes of practice and regulations		
17/02/2014	Use of power tools and equipment	M&E11	Injury from moving parts and electric shock		Contractor	Provide as much information during the design and pre-construction phases			Test and inspect equipment regularly; restrict use to trained operatives; use ppc where appropriate		
17/02/2014	Pressurised systems and gas installations	M&E12	Risk of explosions and fire		Contractor and maintenance engineers	Provide as much information during the design and pre-construction phases			Restrict access to qualified personnel; follow codes of practice and regulations		
17/02/2014	Storage of materials on site	M&E13	Manual handling, musculo-skeletal injuries; injury from collapse		Contractor	Provide as much information during the design and pre-construction phases			Store materials in a safe enclosure; avoid high stacking; review with site safety officer		
17/02/2014	Commissioning live status systems	M&E14	Risk of electric shock and moving parts; risk of falling and falling equipment		Contractor and maintenance engineers	Provide as much information during the design and pre-construction phases; design for ease of access			Use trained engineers; highlight live systems using warning signs; use appropriate access equipment; avoid ladders		
17/02/2014	Commissioning items of plant	M&E15	Risk of electric shock and moving parts; misuse of gas appliances		Contractor and maintenance engineers	Provide as much information during the design and pre-construction phases			Use qualified engineers; ensure all guards are fitted; follow manufacturer's instructions		
17/02/2014	Existing underground gas and electric mains services	M&E16	Encounter unknown buried gas and electrical services		Contractor	Provide as much information during the design and pre-construction phases			Assess possible locations of buried services; identify whether any service or cable is live; safely cut off and disconnect; keep record of any service found on site		

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