

on threshold ranges set on Sheet 3 (Prioritisation)

Probability	Cost	Time
VL 0 to 10%	£0k to £4.055k	0 to 0 wks
L 11 to 30%	£5.055k to £16.26k	0 to 1 wks
M 31 to 50%	£17.26k to £40.65k	1 to 1 wks
H 51 to 70%	£41.65k to £81.3k	1 to 3 wks
VH 71 to 100%	£82.3k to £-k	3 to - wks

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Risk ID	Target completed on	Risk description		Risk status	Risk owner (Customer, contractor, consultant, etc)	Lesson learnt	Qualitative ranking (before response action)				Response Action					Qualitative Ranking (After Response Action)				Data for Quantitative Analysis								Assumptions (for cost and time basis)							Risk Owners						
		Source of risk	Consequence on project				Probability scale	Cost impact	Time impact	Risk priority	Existing safeguards in place	Response strategy	Action	Cost of mitigation (£)	Action owner	Completion date	Residual probability (%)	Probability scale	Cost impact	Time impact	Priority	Least cost (£)	Most likely cost (£)	Max cost (£)	MEV (£)	Risk occurs (Y/N) (0=0)	PERT	Cost value (£)	Mean Risk	Rank	Customer	Consultant	Contractor	Others	Others 1	Others 2	All risks				
1	Post PAR	Quotations for design costs are greater than anticipated.	Increased costs	Live	Customer	Previous procurement of similar projects.	H	H	H	H	Cost estimate is based on a % value of overall construction cost and assessed as being a reasonable price for the works required.	Procurement process will provide competitive quotations for the works.	SBC Procurement team to issue tender through Yo/Civils or Yo/Consult frameworks as appropriate.	£10	Client	01-Mar-13	50%	L	L	H	M	£5,065	£10,663	£16,260	£5,331	1	£12,430	£12,430	£5,303	#NAME?	Church Street PAR Cost Spreadsheet	£12,430	£0	£0	£0	£0	£0	£0	£12,430		
2	Post PAR	Site Investigation costs are greater than anticipated.	Increased costs	Live	Customer	Previous projects.	H	H	L	H	Cost estimate is based on requirements for outline design and the anticipated type of construction.	Procurement process will provide competitive quotations for the works.	SBC Procurement team to issue tender through Yo/Civils or Yo/Consult frameworks as appropriate.	£0	Client	01-Jun-13	50%	L	M	L	M	£17,260	£28,955	£40,650	£14,478	1	£21,603	£21,603	£14,639	#NAME?		£21,603	£0	£0	£0	£0	£0	£0	£21,603		
3	Post PAR	Delays in detailed design as a result of delivery issues from Consultant/Contractor.	Increased costs for SBC staff, Consultant, ECI Contractor.	Live	Consultant	Previous projects.	VH	M	VH	H	Estimated timescale is based on previous projects and experience.	Form of contract to consider fixed price option where Design stage delays are as the Consultant's/Contractor's risk.	SBC Procurement team to issue tender through Yo/Civils or Yo/Consult frameworks as appropriate.	£0	Client	01-Mar-13	75%	H	VL	L	M	£0	£2,033	£4,065	£1,524	1	£2,678	£2,678	£1,500	#NAME?		£0	£2,678	£0	£0	£0	£0	£0	£2,678		
4	Post PAR	Delays in detailed design delivery as a result of issues with consultants.	Increased costs for SBC staff, Consultant, ECI Contractor.	Live	Customer	Previous projects.	VH	M	VH	H	Early consultation with SBC Heritage Manager and Screening with statutory consultees undertaken for PAR.	Ensure consultation strategy is embedded into the design process and appropriate consultation is carried out in a timely manner to allow early identification of issues and risks.	Brief to Consultant/Contractor to clearly state roles and responsibilities with regards ongoing consultation and how it will feed into the design and construction programmes.	£0	Client	01-Mar-13	50%	L	L	L	L	£5,065	£10,663	£16,260	£5,331	1	£12,571	£12,571	£5,317	#NAME?		£12,571	£0	£0	£0	£0	£0	£0	£12,571		
5	Post PAR	SI results indicate that Outline Design cannot be constructed. New design required.	Additional design costs and increase in construction cost for new option.	Live	Customer	Previous projects.	M	VH	VH	H	Outline design has been prepared with cost based on over-sized wall, partially allow for climate change but also to allow cost risk element.	Site Investigation will be required to confirm ground conditions and the location and impact of buried services in the footpath.	Consultant/Contractor to undertake SI and identify any design/cost issues that arise.	inclusive	Contractor	01-Jun-13	25%	L	M	H	M	£17,260	£28,955	£40,650	£7,239	0	£27,594	£0	£7,307	#NAME?		£0	£0	£0	£0	£0	£0	£0			
6	Post PAR	Consultation and/or Planning Requirements requires changes to the facing and coping materials.	Use of (for example) dressed sandstone copes and facing stones are considerably more expensive.	Live	Customer	Previous projects.	M	VH	VL	H	Early consultation with SBC Heritage Manager and Screening with statutory consultees undertaken for PAR.	Continue to liaise with Planners, Heritage Manager and EH through the design process and prior to Planning Submission (if required).	Identify action owner as discussed above.	inclusive	Client	01-Oct-13	10%	VL	M	L	L	£17,260	£28,955	£40,650	£2,896	0	£26,191	£0	£3,012	#NAME?		£0	£0	£0	£0	£0	£0	£0			
7	Post PAR	Substantial expansion of the scope of archaeological/heritage inquiry may be required post PAR.	Increased costs and programme delays	Live	Customer	Previous projects.	M	M	H	H	English Heritage have been consulted during the PAR stage and the SBC Heritage Manager.	As above	As above	inclusive	Client	01-Oct-13	10%	L	L	L	L	£5,065	£10,663	£16,260	£1,066	0	£11,190	£0	£1,058	#NAME?		£0	£0	£0	£0	£0	£0	£0			
8	Post PAR	Topo information used in design may be inaccurate or volume assessments may be incorrect leading to increase in scope.	Legal costs as SBC will seek recourse to designers / survey firm and their insurers	Live	Consultant	Previous projects.	VL	H	M	M	Comparison of levels from other surveys has been carried out.	Contractor/Consultant to check that information ties in to any additional topo and site investigation surveys carried out.	Common sense check and verification from additional site information obtained.	inclusive	Contractor	01-Jun-13	10%	VL	L	L	L	£5,065	£10,663	£16,260	£1,066	0	£9,576	£0	£1,111	#NAME?		£0	£0	£0	£0	£0	£0	£0			
9	Construction	UNO discovered on site during works	Additional cost and programme implications	Live	Customer	Previous projects.	L	M	VH	H	Regional UNO map states Low Risk location.	Contractor to ensure method statement includes a pre-start briefing from UNO expert (if required).	Contractor to ensure method statement includes a pre-start briefing from UNO expert (if required).	inclusive	Contractor	2014	10%	L	L	H	M	£5,065	£10,663	£16,260	£1,066	0	£10,293	£0	£1,054	#NAME?		£0	£0	£0	£0	£0	£0				
10	Construction	Unexpected ground conditions encountered.	Changes to the design are required resulting in delays and additional construction costs.	Live	Customer	Previous projects.	M	VH	VH	H	Outline design assumes ground conditions are good ground of poor quality.	SI to be carried out at all key areas of the site to ensure that appropriate information has been obtained. Designs take into account ground conditions services to be used where appropriate as part of SI works. Trial pits to be excavated to expose position and depth of services along the footpath and other affected areas.	Consult to ensure that appropriate spacing and types of investigation are carried out and to ensure design has some degree of flexibility to cope with unexpected ground conditions.	inclusive	Contractor	2014	20%	L	H	H	M	£41,650	£81,475	£81,300	£12,295	1	£67,673	£67,673	£12,412	#NAME?		£67,673	£0	£0	£0	£0	£0	£0	£67,673		
11	Construction	Cost allowance of £50k for dealing with services and temporary lighting requirements is insufficient.	Additional costs and programme delays	Live	Customer	Previous projects.	M	M	VH	H	Services are known to exist in the highway and footpath including lighting cables for street lights.	Design to take account of requirement for provision of services, ducts and other measures required to reinstatement or reposition services.	See response strategy	inclusive	Contractor	01-Oct-13	25%	L	H	H	M	£41,650	£81,475	£81,300	£15,369	0	£67,297	£0	£15,552	#NAME?		£0	£0	£0	£0	£0	£0				
12	Construction	Unanticipated changes in principal materials (concrete, steel, rock).	Additional costs over and above inflation allowance.	Live	Customer	Previous projects.	VL	M	L	L	Early ordering of materials may result in agreed held prices. There is no guarantee that this arrangement will be possible and therefore no reduction in risk has been applied.				Contractor	2014	25%	VL	M	L	L	£17,260	£28,955	£40,650	£7,239	0	£27,600	£0	£7,271	#NAME?		£0	£0	£0	£0	£0	£0				
13	Construction	Weather, fluvial flooding, tidal flooding and tidal working delays.	Extended programme and costs of abortive works damaged in flood events.	Live	Contractor	Previous projects.	VL	H	VH	H	Most works are above MHW and therefore tidal working restrictions are reduced. There remains a risk of tidal overtopping, fluvial flooding and delays due to heavy rainfall.	Risk of tidal overtopping known and flood extents plotted.	Client to consider contractual arrangements for tidal/weather risk i.e. making this the Contractor's risk when pricing.	inclusive	Client	01-Mar-13	25%	VL	M	VH	H	£17,260	£28,955	£40,650	£7,239	0	£36,497	£0	£7,275	#NAME?		£0	£0	£0	£0	£0	£0				
14	Construction	Under estimated compensation costs.	Additional costs.	Live	Customer	Previous projects.	H	M	L	M	Current compensation estimate is based on loss of revenue from car parking for 6 months based on £1k income per space per year.	Consultation with affected residents and businesses to be carried out post PAR.	Brief to Consultant/Contractor to clearly state roles and responsibilities with regards ongoing consultation and how it will feed into the design and construction programmes.	inclusive	Client	01-Oct-13	50%	L	L	L	L	£5,065	£10,663	£16,260	£5,331	1	£9,225	£9,225	£5,492	#NAME?		£9,225	£0	£0	£0	£0	£0	£9,225			
15	Construction	Material beneath footpath is found to be contaminated.	Additional disposal costs and additional imported fill material costs.	Live	Customer	Previous projects.	L	VH	VH	H	Previous land uses near by include dry dock, power station, gas holder. SI to include Contaminated Land assessment of areas where excavation is required.	Consult to carry out Desk Study and SI to assess Contaminated Land risks and confirm issues identified.	inclusive	Contractor	01-Jun-13	25%	L	M	VH	H	£17,260	£28,955	£40,650	£7,239	0	£25,185	£0	£7,252	#NAME?		£0	£0	£0	£0	£0	£0					
16	Construction	County Archaeologist requests that mitigation measures are implemented and a watch brief is required.	Delay in construction programme, increases in project costs.	Live	Customer	Previous projects.	M	M	VH	H	Consultation with SBC Heritage Manager has been carried out pre PAR. PAR includes Screening Opinion consultation.		Post PAR the consultant shall continue to liaise with the SBC Heritage Manager and the County Archaeologist to confirm any specific requirements.	inclusive	Contractor	01-Jun-13	25%	L	M	VH	H	£17,260	£28,955	£40,650	£7,239	1	£36,461	£36,461	£7,288	#NAME?		£36,461	£0	£0	£0	£0	£0	£36,461			
17	Construction	Archaeological remains uncovered.	Delay in construction programme.	Live	Customer	Previous projects.	L	M	VH	H		Contractor to consider phasing works to allow works to progress if a find is located in one area.		inclusive	Contractor	2014	25%	L	L	H	M	£5,065	£10,663	£16,260	£2,666	1	£11,112	£11,112	£2,685	#NAME?		£11,112	£0	£0	£0	£0	£0	£11,112			
18	Construction	Delays in construction programme delivery as a result of unforeseen circumstances.	Additional costs incurred for EEC PM, Supervision & Contractors costs.	Live	Customer	Previous projects.	VH	H	VH	H	Effective use of programme to minimise critical path items and create a flexible methodology that can adapt to unforeseen circumstances and avoid standing time.	Contractor to consider how to develop programme to minimise the risk of standing time and manage delays resulting from unforeseen circumstances.		inclusive	Client	2014	30%	M	L	VH	H	£5,065	£10,663	£16,260	£3,199	1	£6,180	£6,180	£3,236	#NAME?		£6,180	£0	£0	£0	£0	£0	£6,180			
19		Variations in Environment Agency staff inputs									Data missing											£0	Data missing	Data missing	Data missing	#NAME?															
20		Variation in Inflation (Consultant)									Data missing											£0	Data missing	Data missing	Data missing	#NAME?															
21		Variation in Inflation (Client)									Data missing											£0	Data missing	Data missing	Data missing	#NAME?															
22		Variability in programme costs (if not already covered in individual risk costs)	Cost implication based on assessment of critical path risks to programme (time)		Consultant						Data missing											£0	Data missing	Data missing	Data missing	#NAME?															
23		Variability in programme costs (if not already covered in individual risk costs)	Cost implication based on assessment of critical path risks to programme (time)		Customer						Data missing											£0	Data missing	Data missing	Data missing	#NAME?															

MEV	£107,612	@RiskSum (ignore these cells)										£177,254	£2,678	£0	£0	£0	£0	£179,932			
50%ile (for individual supplier Incentivisation - Form A)										#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?		
50%ile (for Joint Supplier Incentivisation - Construction)										#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	#NAME?		
Client Approval for Form A and Construction Phases										@Risk Sum cell (ignore this cell) 50%ile Client Approval Risk Budget										£179,932	#NAME?
										95%ile Client Approval Risk Budget										#NAME?	#NAME?