

## Dover Beacon Project (Bench Street East) Strategic Risk Register

This document is compiled by assimilating data from the project granular level risk register to give a simplified overview of the main risks to the project budget. It should be noted that there is no such thing as a risk-free project but proper planning includes managing the inherent risks down to acceptable levels.

The risks and residual risks are represented as red, amber or green. Green indicates a risk level that is 'acceptable'. Amber indicates a tolerable risk - where the risks associated with the mitigations are of similar magnitude to those of the inherent risk it is sometimes better to simply acknowledge the risk. Red indicates an intolerable risk that **MUST** be mitigated.

Methodology: the two risk factors, likelihood and consequence are given scores between 1 and 5, the risk score is calculated by multiplying the likelihood score and consequence score. The exercise is repeated once the mitigations have been implemented. The definition of the likelihood and consequence scores are listed below:

Score	'Likelihood' score definitions	'Consequence' score definitions
1	<b>Rare</b> – unlikely to happen and/or have minor or negligible consequences.	<b>Insignificant</b> – requires no adjustments to project program to achieve milestones and does not affect completion. Associated costs can be accommodated within existing budget envelope.
2	<b>Unlikely</b> – possible to happen and/or to have moderate consequences.	<b>Minor</b> – requires adjustment to project program milestones but will be unlikely to affect completion date. Any cost increases can be wholly offset through value engineering.
3	<b>Moderate</b> – likely to happen and/or to have serious consequences.	<b>Significant</b> – requires adjustment to project program milestones but will be unlikely affect completion. Any cost increases can be wholly offset through value engineering.
4	<b>Likely</b> – almost sure to happen and/or to have major consequences.	<b>Major</b> – project will overrun but extent of overrun could potentially be accommodated by renegotiating completion date with funders and/or there is a cost overrun but one that is likely be accommodated by client risk contingency.

5	<b>Almost certain</b> – sure to happen and/or have major consequences	<b>Severe</b> – implications for project program, budget envelope or both are likely to be fatal to the project.
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Risk level	Risk score
acceptable	1 - 12
tolerable	13 - 19
unacceptable	20 - 25

risk title	description	likelihood	consequence	Risk score	mitigations	Residual likelihood	Residual consequence	Residual risk score
program	Delays to design and construction programmes resulting in milestones being missed. Delays have inherent costs such as prelims and overheads.	4	4	16	Stream-lined decision making at DDC and clear governance.  Realistic up to date project program  Choice of procurement route  Roles, responsibilities, deadlines, dependencies, fully understood by whole project team – summarised in project execution plan	2	4	8
Costs/Robustness of estimating data	The process of estimating is far more difficult when market conditions are volatile as is the case currently. Predictions on inflation, materials and labour costs,	4	4	16	Look to create client risk contingency.	3	3	9

	indexation, and the financial implications of delays are all more difficult.				<p>QS appointed as lead consultant – will be good at driving costs out of project.</p> <p>Strategic level value engineering</p> <p>Procurement route: 2 stage Design &amp; Build (D&amp;B) chosen to utilise contractors supply chain for reliable cost-effective delivery. Builds relationship and establishes early on that good contractor is onboard.</p> <p>Framework chosen because it contains a number of Kent based contractors who have good track records.</p>			
Project brief inadequate	Poor description of objectives and deliverables, particularly omissions have potential to generate later changes that are costly	3	4	12	Secured external support to draft project brief. Adopting collaborative approach – engenders shared motivation to identify/raise concerns early and find solutions rather than apportion blame	2	3	6
Securing Tenants	Tenant does not deliver project outputs. Tenant defaults	3	5	15	Although securing a tenant is not procurement a	2	2	4

					'marketing exercise' using procurement principles is to be conducted. Evaluation criteria include track record of organisation bidding and robustness of business plan.			
Site encumbrances	Utilities/UXO's/contamination/obstructions etc	5	3	15	Early desk-top and intrusive surveys, many of which are already commissioned, results to feed into most cost-effective way of mitigating risks through design	5	2	10
Archaeology	Significant archaeology found in project critical locations.	4	5	20	Identify potential areas through desktop and exploratory intrusive surveys. Potentially locate buildings to avoid significant archaeology	4	4	16
Governance / decision making	Delays caused through	4	4	16	Streamlined but effective governance.  Planned oversight by relevant stakeholders (PAG & s151) with date aligning to project program.	1	2	2
Statutory undertakers	Utilities companies operate to their own delivery timelines this can seriously affect timelines	4	5	20	Early engagement with utilities to get planned programme from them.	4	4	16

					Where possible direct engagement with the people delivering the utility connections			
Securing Planning	Planning refusal is fatal to the project.	3	5	15	<p>Engagement with community, some of which happened as part of bid to reduce intensity of objections.</p> <p>Further engagement to feed into Community involvement Statement</p> <p>Early engagement with LPA</p> <p>Planning consultant appointed as part of design team</p>	2	5	10
Site assembly	Land assembly Bench Street	5	3	10	Main risks already mitigated – site is in DDC ownership except for (a) Thornton Lane (to be stopped up) and short unregistered footpath leading from Thornton Lane to rear of No.14 bench St – actions to seek adverse possession underway. Location of footpath could also be in public realm, in which case	2	2	4

					ownership is of little consequence.			
Project creep	Project creep leads to additional works and costs and therefore needs to be tightly controlled.	4	4	16	<p>Project brief produced which defines project and can be used as reference point.</p> <p>Tenants sign up to 'agreement to lease'.</p> <p>Stakeholder management plan created and implemented</p>	1	2	2