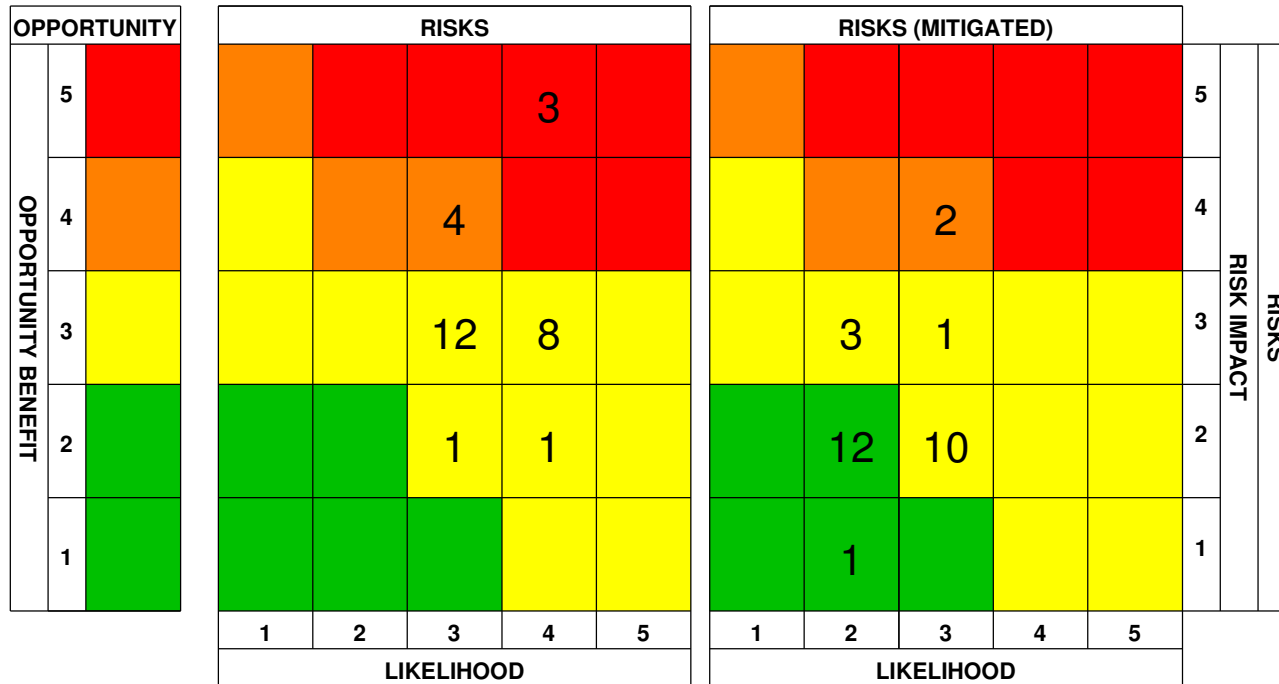


OpCo	BBCSSL	Business Area	London	Contract/Branch	Projects	Report Level	CEO/CFO
Section	Elephant and Castle Leisure Centre	Contract/Dept Ref		Status	Tender	RGF Reference	
Date	09/05/2011	Period Changes From	21/01/2011	Next Review Date	30/06/2011		

Calc Allowance (£ 000's):	0	Actual Allowance (£ 000's):	0	Cost of Mitigation (£ 000's):	0	Total Cost (£ 000's):	0.0
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Opportunities: 0

Risks: 29

Mitigated Risks: 29

Opp Ref	Ref	Category	Risk Event	Cause	Consequence	D	S	C2	L	T2 All options considered to mitigate risk	EC/UC	Residual risk with options in place	Risk Owner
	001	Financial	Client funding not in place	- Due to cost uncertainty funding has not been allocated in Southwark Council capital budget - Residential building fails to generate adequate capital	- Non recovery of bid cost	1	1	2	4	Y			Southwark
	002	Operations	Failure to meet stakeholder expectations	- Inability to fund like for like facilities - Number of stakeholders	- Delay - Reputational damage	1	1	2	3	Y - Close liaison with LA - Pro-active cooperation with LA	EC	Risk identified.	BBCL / Southwark
	002	Operations	Failure to meet stakeholder expectations	- Inability to fund like for like facilities - Number of stakeholders	- Delay - Reputational damage	4	1	2	3	O			BBCL / Southwark
	002	Operations	Failure to meet stakeholder expectations	- Inability to fund like for like facilities - Number of stakeholders	- Delay - Reputational damage	3	1	1	2	Y - Sympathetic engagement with stakeholders, users and Leisure Centre Operator - Maximisation of any opportunity to improve like for likeness - Manage expectations with all stakeholders as appropriate	EC	At this stage design includes squash courts which was a key requirement. Design needs to be finalised to include studio use of squash courts.	BBCL / Southwark
	003	Design	Inability to achieve planning consent for leisure centre	- Linkage of application between residential and leisure centre - General lack of policy from planners complexity of this scheme - Daylight and sunlight grounds - Right of light issues on neighbouring residential properties - Parking requirements	- Funding constraints - Delay	3	1	3	4	Y			Julian Ashby
	003	Design	Inability to achieve planning consent for leisure centre	- Linkage of application between residential and leisure centre - General lack of policy from planners complexity of this scheme - Daylight and sunlight grounds - Right of light issues on neighbouring residential properties - Parking requirements	- Funding constraints - Delay	2	1	2	3	Y - Early liaison with LA planners with regards to scheme philosophy - Early professional advice to be sought on design viability and constraints	EC	Meetings and dialogue with planners ongoing. Planning performance agreement to be arranged with Make and Southwark planners.	Julian Ashby
	004	Health and Safety	Asbestos and other hazardous materials in the building	- Known to exists - Lack of survey information	- Health and Safety issues	1	3	3	3	Y			Julian Ashby
	004	Health and Safety	Asbestos and other hazardous materials in the building	- Known to exists - Lack of survey information	- Health and Safety issues	1	2	2	2	G - Source existing survey information from LA / operators - Commission additional surveys if required	EC	Risk identified.	Julian Ashby
	005	Operations	Interface of construction traffic within local environment	- Congested local traffic system - No major access opportunities	- Public interface risk - Constraints construction logistics - Difficulty in obtaining - traffic orders	3	3	1	4	Y			Julian Ashby
	005	Operations	Interface of construction traffic within local environment	- Congested local traffic system - No major access opportunities	- Public interface risk - Constraints construction logistics - Difficulty in obtaining - traffic orders	2	2	1	3	Y - Early liaison with Environmental Protection Team and Highways to establish strategy - Public engagement process to be established	EC	Risk identified, discussions ongoing.	Julian Ashby

Opp Ref	Ref	Category	Risk Event	Cause	Consequence	D	S	C2	L	T2 All options considered to mitigate risk	EC/UC	Residual risk with options in place	Risk Owner	
	006	Operations	Severely restricted site operations should residential development run concurrently	- Joint planning application for Leisure Centre (full) and Residential block (outline)	- Delay - Additional cost	3	3	3	4	Y			Julian Ashby	
						2	2	2	3	Y	- Liaison with planners regarding timescales and logistical constraints - Ensure Leisure Centre receives priority through liaison with all stakeholders - Liaison with landowners, planners and Highways Authorities to ensure both schemes are deliverable	EC	Risk identified, residential scheme will only have outline planning consent, therefore risk is possibly lower.	
	007	Design	Location of borehole constraints design and access arrangements	- Location of existing borehole on site vs. proposed design - Aspiration to use	- Existing borehole location	1	1	2	3	Y			Julian Ashby	
						1	1	1	2	G	- Early liaison with designers to resolve issue	EC	Aspiration is for the borehole to be used and maintained in Leisure Centre. Risk to be managed.	
	009	Design	Potential right of light issues	- Location of existing residential low level / height buildings	- Additional cost / compensation to residents	3	1	3	4	Y			Julian Ashby	
						2	1	2	3	Y	- Shading model to be carried out - Ensure adequate allowance for compensation	EC	Risk identified, survey carried out.	
	010	Health and Safety	Interface with live services	- Unknown at present	- Health and safety	1	4	1	3	O			Julian Ashby	
						1	3	1	2	Y	- Source existing services information from LA / operators - Commission additional surveys as required	EC	Risk identified.	
	011	Design	Availability of EDF	- Unknown availability - Potential increased supply might require sub station	- Delay	3	1	3	3	Y			Julian Ashby	
						2	1	2	2	G	- Early liaison and information request from EDF	EC	Risk identified.	
	012	Legal	Outstanding legal information - Covenants - Wayleaves	- Unknown status	- Delay	3	1	1	3	Y			4Futures	
						2	1	1	2	G	- Liaise with legals to establish and ascertain status	EC	Risk identified.	
	013	Design	Unknown ground conditions - UXB - Contamination - SI's	- Outstanding survey, desktop carried out	- Delay - Additional cost	3	1	3	4	Y			Julian Ashby	
						2	1	2	3	Y	- Establish required information and produce survey matrix - Commission as required	EC	Desktop being completed and other surveys to be instructed.	
	015	Design	Difficulty in achieving 'Very Good' BREEAM rating	- Budget constraints	- Additional cost for design and operation	3	1	3	3	Y			Julian Ashby	
						2	1	2	2	G	- Early assessment of rating feasibility vs. budget	EC	Risk identified, rating to be agreed with Southwark.	

Opp Ref	Ref	Category	Risk Event	Cause	Consequence	D	S	C2	L	T2 All options considered to mitigate risk	EC/UC	Residual risk with options in place	Risk Owner
	016	Design	Failure to meet acoustic requirements	- Unknown required standard - Noise break in / out vs. natural or mechanical ventilation - Area in Level 4 noise area	- Additional cost - Reputation	3	1	3	4	Y			Julian Ashby
						2	1	2	3	Y - Seek early derogation from LA	EC	Acoustic survey carried out and no major issues identified with regards to background elements.	Julian Ashby
	017	Design	Site area and car / cycle parking requirements conflict	- Planning requirement	- Additional cost - Reputation	3	1	3	3	Y			Julian Ashby
						2	1	2	2	G - Seek early derogation if required from LBS standards	EC	Risk identified, discussions ongoing.	
	018	Design	High groundwater levels	- Local issue	- Additional cost - Flood risk	3	1	2	3	Y			Julian Ashby
						2	1	1	2	G - Carry out survey as soon as practical	EC	Risk identified.	
	020	Design	Stakeholder / operator design requirements not included in design	- Lack of design input	- Delay - Reputation	3	1	2	3	Y			Julian Ashby
						2	1	1	2	G - Early establishment and liaison with user groups	EC	Design reviews undertaken and to be incorporated into stage 1 design.	
	021	Environmental	Archaeological priority area	- Identified area of concern / neighbouring St Mary's church yard	- Delay - Major finds might make project non viable	4	1	5	4	R			Julian Ashby
						3	1	4	3	O - Early Liaison with Southwark Archaeological - Early desktop study to be carried out - To be clearly costed in terms of impact on overall scheme and exploratory work that would be required during the next stage of design work	EC	Info from the archaeology officer in the planning department was overlaid with current proposal and it indicates that an element of the proposal site sits within the previous church yard boundary. This is therefore a significant risk in terms of existing remains being underground. Survey cannot be carried out without permission from Southwark, awaiting confirmation. The waiting period can be very lengthy, no defined timescales.	
	022	Financial	Management of existing client base and loss off revenue during construction (Fusion)	- Construction of new build	- Potential delay - Reputational risk to Southwark Council	3	1	1	3	Y			Southwark
						2	1	1	2	G - Pro-active approach and liaison with LA and operators	EC	Risk identified.	
	023	Operations	Judicial review	- Objections	- Delay - Additional cost	4	1	4	3	O			Julian Ashby
						3	1	3	2	Y - Mitigate risk to the LA - Include potential timescales on programme - Review hybrid planning application status with Soutwark planners	EC	Risk identified.	

Opp Ref	Ref	Category	Risk Event	Cause	Consequence	D	S	C2	L	T2 All options considered to mitigate risk	EC/UC	Residual risk with options in place	Risk Owner
	024	Operations	Additional cost for S278/106 works	- Planning requirements	- Additional cost	3	1	3	3	Y			Julian Ashby
						2	1	2	2	G - Ensure adequate allowance for potential requirements - Early liaison with planners and stakeholders to establish scope of potential additional works required	EC	Risk identified.	
	025	Financial	Funding shortfall for the Leisure Centre	- Southwark unable to raise required capital through disposals programme	- LA reputational damage	3	1	3	3	Y			Southwark
						2	1	2	2	G - Detailed cost plan to be developed to support brief and decision making	EC	Risk identified.	
	026	Design	Inability to achieve planning permission due to the submission of non policy compliant residential building design by others	- Failure to agree section 106 agreements and its relationships between the two buildings - Failure to agree design height, massing and internal uses within the constraints of planning policy	- Failure to maximise full development potential and value - LA reputational damage	5	1	3	4	R			Southwark
						4	1	2	3	O - Strong communication between project team and planning department and Southwark Property - Strong legal guidance from the onset regarding terms of section 106 requirements - Good effective consultation with local stakeholders	EC	Risk identified.	
	028	Environmental	Protection of fauna and flora - Pigeons - Bats - Squirrels	- Known to exist	- Delay - Additional cost	3	1	3	3	Y			BBCL / Southwark
						2	1	2	2	G - Review current status and carry out appropriate surveys - Produce environmental plan for dealing with pre construction issues.	EC	Risk identified.	
	029	Health and Safety	Public interface during construction	- Public footpath to playground	- Potential for accident, injury, loss of life	3	5	1	4	R			BBCL / Southwark
						2	1	1	3	Y - Review possibility of closing footpath temporarily - Produce a public interface management plan and agree with all stakeholders	EC	Risk identified.	
	030	Commercial	Cut and fill requirements over and above cost allowance	- Current site levels	- Additional cost	3	3	4	3	O			BBCL / Southwark
						2	2	3	3	Y - Review current levels and carry out appropriate surveys - Agree strategy	EC	Risk identified.	
	031	Design	Proximity of tower block influences roof scape i.e. plant etc	- Current proposal, nature of scheme	- Additional cost	3	1	3	4	Y			BBCL / Southwark
						2	1	2	3	Y - Review requirements with planners - Design and cost appropriate	EC	Risk identified.	

Opp Ref	Ref	Category	Risk Event	Cause	Consequence	D	S	C2	L	T2 All options considered to mitigate risk	EC/UC	Residual risk with options in place	Risk Owner
	032	Design	Facade materials dependant on residential design philosophy	- Unknown at this stage	- Potential additional cost	3	1	3	4	Y			BBCL / Southwark
						2	1	2	3	Y - Review requirements with planners - Design and cost appropriate	EC	Risk identified.	
	033	Design	Achieving renewable energy targets	- Statutory requirement	- Potential additional cost	3	1	3	3	Y			BBCL / Southwark
						2	1	2	2	G - Determine and agree renewables targets - Design and cost appropriate	EC	Risk identified.	