

## Annexe 4

| Risk No. | Project Element             | Risk                                                             | Definition                                                                                                               | Gross Risk Total Score | Recommended Action                                                                                                                                                                                                                                                                                                    | Net Risk Total Score | Mitigation Action Date                 | Time and Cost implications                                                                                                    |
|----------|-----------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| LA002    | Land Assembly               | Peasholme Hostel relocation from Hungate                         | The availability of Hungate site is dependent on the relocation of the Peasholme Hostel by May 2008.                     | 24                     | <ul style="list-style-type: none"> <li>Building risk</li> <li>Monitor construction programme</li> </ul>                                                                                                                                                                                                               | 23                   | Monitor throughout construction period | Any delay could affect the start of the main build programme at Hungate.                                                      |
| DP001    | Design & Planning           | Archaeology on the Hungate site                                  | Risk of unforeseen archaeological requirements.                                                                          | 24                     | <ul style="list-style-type: none"> <li>York Archaeological Trust to investigate site to inform overall strategy.</li> <li>Review situation on receipt of report - June 2007.</li> </ul>                                                                                                                               | 24                   | Jun-07                                 | Up to six months' delay to construction and costs of up to £120k. Plus costs of delay to final project date.                  |
| PD003    | Property Disposals          | Existing premises - planning release from employment uses        | Refusal of permission to allow development for alternative uses (Blake Street, Hollycroft, Ashbank and Yearsley Bridge). | 23                     | <ul style="list-style-type: none"> <li>To market the properties and submit planning applications.</li> </ul>                                                                                                                                                                                                          | 19                   | Ongoing                                | Up to £2m shortfall in receipts from disposals. Affects current programmed sale of Ashbank, Hollycroft and Blake street only. |
| F002     | Finance                     | Failure to achieve efficiency savings                            | Failure to achieve the efficiency savings identified within the financial model (FM, printing, post room, photocopying). | 23                     | <ul style="list-style-type: none"> <li>Identify budgets and set savings targets.</li> </ul>                                                                                                                                                                                                                           | 18                   |                                        | £324k identified savings. See Above                                                                                           |
| FM001    | Facilities Management       | Increased operational costs                                      | Unexpected costs due to Increased specification for the delivery of FM in the new building.                              | 23                     | <ul style="list-style-type: none"> <li>Collate existing data from directorates.</li> <li>Review underway; aim to report back with findings and recommendations August 2007</li> </ul>                                                                                                                                 | 18                   | By August 2007                         | Operational cost savings not achieved.                                                                                        |
| PD011    | Disposals - Yearsley Bridge | Planning and affordable housing issues may affect value of site. | Delay in receiving net capital receipt of £3m                                                                            | 23                     | <ul style="list-style-type: none"> <li>Resolve to allow receipt from Yearsley Bridge to offset re-provision of service costs.</li> <li>HASS have made public their intention to close the site by March 2008.</li> <li>Planning risk, needs change of use to residential. 50% affordable homes requirement</li> </ul> | 19                   | ongoing                                | Delay in receiving and achieving £3m capital receipt                                                                          |

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|----------|-----------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                       |                                                 |                                                                                                                                                                                                                                         |                        | may reduce attractiveness of site to developers.                                                                                                                                                                                                                                                                                 |                      |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| CM001    | Change Management     | Change management                               | Lack of corporate direction/vision in terms of corporate change to enable service provider to influence the design process and achieve the wider benefits.                                                                              | 20                     | <ul style="list-style-type: none"> <li>Cultural change agenda to be discussed and developed at a corporate level following the outcomes of the CMT workshop 8th Jan 2007.</li> <li>Corporate champion to take a high profile role in promoting change agenda</li> </ul>                                                          | 19                   | Ongoing                                                    | Non-achievement of wider benefits of relocation.                                                                                                                                                                                                                                                                                                                                                                            |
| F001     | Financial             | Project affordability                           | Risk of costs exceeding budget forecasts.<br>Risk of inflation cost in the construction industry exceeding budget                                                                                                                       | 19                     | <ul style="list-style-type: none"> <li>Rigorous investigation of outstanding matters.</li> <li>Clear definition of affordability parameters for procurement.</li> <li>Contingency strategy if costs look to overrun.</li> <li>Robust financial monitoring.</li> <li>Ongoing consultation over user and design briefs.</li> </ul> | 19                   | Ongoing                                                    | Cost increase, loss of reputation, possible reduction in building specification.                                                                                                                                                                                                                                                                                                                                            |
| PD002    | Property Disposals    | Lease renewal Mill House                        | Landlord response, cost and terms, timing. Inability to source alternative accommodation (if lease not renewed), which is both suitable and serviceable in terms of service requirements and cost effective especially sourcing IT & T. | 19                     | <ul style="list-style-type: none"> <li>Legal service instructed Shulmans to advise on best course of action to secure lease to 2010 and not beyond.</li> </ul>                                                                                                                                                                   | 13                   | Ongoing - Review position on not less than 3 monthly basis | May involve interim decant with relocation and disruption costs. Some could be covered by vacant space in existing premises. Risk relates to primarily cost/legal /IT & T implications ( transfer of IT & T data to new premises).There is no provision within the project's financial model for duplicate costs associated with the joint running of properties should lease expiry dates exceed project completion dates. |
| DC001    | Design & Construction | Change in requirements for the Hungate building | Change in the project scope/brief by CYC prior to or post completion of new build.                                                                                                                                                      | 19                     | <ul style="list-style-type: none"> <li>The implementation of a robust Change Control Mechanism (PRINCE2).</li> <li>Use results of user needs study to firm up building requirements.</li> <li>Clear processes to be agreed following the appointment of the</li> </ul>                                                           | 13                   | Completion of the Project                                  | Time and cost implications to be considered prior to change is implemented.                                                                                                                                                                                                                                                                                                                                                 |

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|----------|-----------------|------|------------|------------------------|--------------------------------------------------------------------------------------------------|----------------------|------------------------|----------------------------|
|          |                 |      |            |                        | partnering team, change management controls to be coordinated by the workstream project manager. |                      |                        |                            |

**Risk Heat Mapping Matrix for Magique**

|               |               |        |          |          |          |                 |
|---------------|---------------|--------|----------|----------|----------|-----------------|
| <b>IMPACT</b> | Catastrophic  | 17     | 22       | 23       | 24       | 25              |
|               | Major         | 12     | 18       | 19       | 20       | 21              |
|               | Moderate      | 6      | 13       | 14       | 15       | 16              |
|               | Minor         | 2      | 8        | 9        | 10       | 11              |
|               | Insignificant | 1      | 3        | 4        | 5        | 7               |
|               |               | Remote | Unlikely | Possible | Probable | Highly Probable |
|               | <b>CHANCE</b> |        |          |          |          |                 |

Chance 1-Remote 2-Unlikely 3-Possible 4-Probable 5-Highly probable  
 Impact 1 Insignificant 2-Minor 3-Moderate 4-Major 5-Catastrophic