## Please refer to tab 3 'Risk Matrix Guidance' before completing

Negative Risks = a threat to Project and its aims (aim to reduce Level of risk); Positive Risks = an opportunity to the project and its aims (aim to increase level of opportunity)

Project ID and Title:	P15293-1001	South Bristol Cemetery Expansion (SBCE)
Project Manager:	Oli Roberts/Andrea Vasconcelos	
Last update:	16/12/2019	

	Last update: 16/12/2019								Current Risk Level			Risk Tolerance		
Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Status	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Likelihood	Risk Rating	Monetary Impact of risk	Impact Risk Rating	Date
1	Ground conditions restricts burials on the expansion land	Rockbed and groundwater	Limitation on the number of burials not meeting futur requirements and offering poor return on the investment	re Open		Service Provision	Project Manager	Further investigation at early project stage	<>	2 3	6		0	
2	Environment Agency approvals not secured	Surface water contamination risks	Expansion could not progress	Open		Service Provision	Project Manager	Further investigation at early project stage	<>	1 3	3		0	
3	Cabinet/Political support not provided	Change of priorities for capital spend/administration	Project does not progress	Open		Service Provision	Project Manager	Cabinet member briefings, information shared on the decision pathway, aim Cabinet before next elections	<>	1 3	3		0	
4	Full project scope can not be achieved within the allocated budget	Inclusion of works to existing site to scope	Budged would need to be increased or scope reduced.	I. Open		Service Provision	SRO	Prioritize burials, start conversations with senior managers to secure further investment (business case)	<> -	3 3	9		0	
5	Internal resourcing delays project	availability/capacity of internal teams to support project	Programme delays	Open		Project Management	Project Manager	Identify needs earlier and engage with teams	<>	2 3	6		0	
6	Procurement - lack of market interest	insufficient awareness of opportunity or capacity/interest in works	Low/limited tenders impacting on quality and price	Open		Project Management	Project Manager	Soft market testing so local suppliers are aware of the opportunity. It will be advertised on the national contract finder	<>	1 3	3		0	
7	Project Development costs above delegated approval	Quotes/costs higher than forecasted	Further delegated approvals required	Open		Project Management	Project Manager	Budget monitoring and reprofiling if required	<>	2 1	2		0	
8	Landscape architect cost higher than CPG approval	Quotes/costs higher than forecasted	Secure required approvals for tender award	Open		Project Management	Project Manager	Secure additional approvals	<> -	2 1	2		0	
9	Planning permission not secured	proposals not in full compliance with policies and/or do not secure committee support due to factors such as public objections	Redesign, re-submission, project not taken forward	Open			Project Manager	Pre application discussions, stakeholder communication strategy including local members	<>	1 5	5		0	
10	Public complaints during work	Noise/disruption in sensitive cemetery environment	Formal complaints, escalations to members, bad press	Open		Reputation	Project Manager	Develop a construction phase plan to minimize disruption and consider timing of works where appropriate, communication to customers	<>	2 3	6		0	
11	Criticism over diversity/equality provision	No identifying different cultural/faith needs or limitation on what facility/provision can be provided within budget	Failure to meet the full needs of the diverse community, formal complaints, escalations to members, bad press	Open		Reputation	Project Manager	Undertake consultations and EqIA, design based on statistic information reflecting the current population which is more diverse than when the cemetery was built.	<>	2 3	6		0	
12	Competitors acquiring land to expand. Greater risk in North/East Bristol	Private sector running out of space and/or wanting to expand their business	Reduction on the revenue benefits of our project. Als perhaps the competition will not provide services meeting the diversity of the city	Open		Financial loss	SRO	Engage with internal teams (e.g. planning) so we are informed.	<>	1 3	3		0	
13	Expansion land not available at our programmed construction start date in October 2020	12 months Lease notice appplies from the annual renew date, which is June 2020. Therefore if no agreement is reached the termination date will be June 2021	Programme delays	Open		Project Management	Project Manager	Engage with lease holder and internal property officer to explore option to service notice sooner with the potential to grant back a new licence for any land not immediately required on new terms, with shorter notice	<> -	4 5	20		0	
14	Project significantly limited or delayed for Ecological reasons	SNCI status of the expansion land	Expansion not progressing and project delays	Open		Project Management	Project Manager	Engage with internal ecologists, procure ecologist consultants and carry out required surveys	<> -	4 3	12		0	
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