DECISION ITEM



REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT SERVICES DIRECTORATE	FINANCE AND DEMOCRACY COMMITTEE	26 SEPTEMBER 2016	4

ACCOMMODATION PROJECT - PHASES 6 AND 7 WORKS

PUBLIC ITEM

This item is for consideration in the public part of the meeting.

SUMMARY

The report presents the details of phases 6 and 7 of the Town Hall/Chaseley refurbishment proposals and the outcome of a detailed costing exercise based on the next phase of the scheme now proposed, using rates sought from the contractor appointed to undertake previous phases. The report seeks the approval of Members to the proposed works to be met from several ear marked/general fund reserves and request approval to the letting of a contract to undertake the works.

The report also provides an update on progress with phases 4 and 5 of the Accommodation Project which are each nearing completion.

RECOMMENDATIONS

The Finance and Democracy Committee is requested to:

- 1. Approve the proposed works in relation to the Accommodation Project in the sum of £518k (that being £363k for Phase 6 and £155k for part of Phase 7) and recommend to Council that monies from the following ear-marked revenue reserves be transferred into the Accommodation Project Reserve to fund the works:
 - The Land Charges New Burdens: £28k;
 - The Vehicle Maintenance Reserve: £127k;
 - The Vehicle Replacement Financing Reserve: £212k;
 - With the balance of £151k to be met from General Fund Reserves in 2016/17;
- Approve a funded budget increase to the capital scheme for the Accommodation Project, currently within the approved Capital Programme for delivery in 2016/17, in the total sum of £194k (£67k for phase 6 of the scheme and £127k for phase 7 of the scheme) such that the revised total costs are £363k for phase 6 of the project and £475k for phase 7;
- 3. Note that, subject to approval by Council, the financing of the remaining phases of the Accommodation Scheme (currently shown within the approved Capital Programme as being by way of a capital receipt arising from the sale of the former public offices site) will be amended to show the increase in total project cost of £194k and the financing by the use of revenue reserves in the total sum of £518k as detailed in 1 (above);

- 4. Note that the remaining works relating to phase 7 of the Accommodation Project (in the sum of £310k) will see the entire Accommodation Project finally completed other than for any external landscaping works to the grounds; and
- 5. Subject to the approval by Council of the transfer of reserves set out in recommendation 1 above, approve the letting of the main contract for the proposed works to F Parkinson Ltd Blackpool in the sum of £444,584, whilst noting that the cost of Phase 6 (option 2b) and phase 7 (1st floor) (including fees/surveys/furniture) is estimated to be £518,150 in total.

SUMMARY OF PREVIOUS DECISIONS (most recent only)

Finance and Democracy Committee on 22nd February 2016 resolved:

To approve the proposed works and approve letting of the main contract for Phases 4 and 5 to F Parkinson Ltd Blackpool in the sum of £725,854 whilst noting that the total cost of Phases 4 and 5 (including fees and surveys) was estimated to be £783,922 with the works being funded from the approved 2016/17 capital programme scheme of £784,000 for Accommodation Project – Phase 4 – Chaseley Link Bridge and Phase 5 – One Stop Shop.

Council on 14th December 2015 resolved to accept the recommendations of the Finance and Democracy Committee to establish an Accommodation Project Reserve to ensure the continued delivery of the accommodation project. Members also noted that a further report will be presented to a later meeting of the Finance and Democracy Committee which will provide full details of the proposed works in relation to the next phases of the scheme, and which will request approval to enter into contractual agreements to deliver those works.

Finance and Democracy Committee on 30th November 2015 resolved:

a) To recommend to Council the establishment of an Accommodation Project Reserve to ensure continued delivery of the accommodation project;

b) To recommend to Council the approval of a transfer into the Accommodation Project Reserve in the sum of £504k to be funded from favourable in-year revenue budget variances in 2015/16;

c) To recommend to Council the approval of capital virements in the total sum of £310,000 from Phase 7 of the Accommodation Project capital scheme to fund Phases 4 and 5 of the works (£280k to be vired into Phase 4 and £30k into Phase 5); and

d) To note that a further report will be presented to a later meeting of this Committee which would provide full details of the proposed works in relation to the next phases of the scheme, and which would request approval to enter into contractual agreements to deliver those works.

Finance and Democracy Committee on 3rd August 2015 resolved:

1. approve capital virements in the total sum of £230,000 from Phases 7 and 8 of the Accommodation Project capital scheme (£44,000 from Phase 7 and £186,000 from Phase 8) to fund the works to Phase 3 of the project as outlined in the report;

2. approve the letting of the main contract for Phase 3 to F Parkinson Ltd Blackpool in the sum of £506,605, whilst noting that the total cost of Phase 3 (including fees/surveys) was estimated to be £547,000 and that this would be funded from remaining capital receipts earmarked for this project;

3. recognise that the previously agreed cost-limited approach to providing satisfactory

accommodation would not be met from within the funding being realised from the sale of the surplus Council assets of the former depot site at St David's Road North, St Annes, the former offices at Derby Road, Wesham and the Public Offices site in St Annes;

4. request that a report comes back to the Finance and Democracy committee, in the November cycle, with recommendations to the available sources of funding to ensure the delivery of the accommodation project up to phase 5; and

5. approve that work on establishing and financing an Accommodation Project Reserve be considered urgent so that the committee can identify and allocate further funding to allow for the consecutive award of phases 4 and 5 to the same contractor on the condition that performance is considered acceptable.

CORPORATE PRIORITIES

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Spending your money in the most efficient way to achieve excellent services (Value for Money)

Delivering the services that customers expect of an excellent council (Clean and Green)

Working with all partners (Vibrant Economy)

To make sure Fylde continues to be one of the most desirable places to live

(A Great Place to Live)

Promoting Fylde as a great destination to visit

(A Great Place to Visit)

REPORT

1. The Council has previously agreed the refurbishment of office/civic accommodation on the Town Hall/Chaseley site consisting of 8 phases of work. Progress with each of the phases is shown in table 1.

Table 1 – Town Hall accommodation project phases

Phase	Elements of work	Comments
1	Roof replacement	Completed March 2014
2	Window replacement and structural repairs	Completed July 2014
3	East Wing including lift, new protected stairway and office extension	Completed March 2016
4	Chaseley link bridge and protected stairway	Underway, due for
5	One Stop Shop & tourist information centre	completion October 2016
6	Council chamber, lobby and basement	
7	1 st and 2 nd floors of the Town Hall - internal refurbishment/redecoration/services upgrade including heating (new boilers) and lighting	Subject of this report
8	Car park, external works and landscaping	To be undertaken 2017/18 using existing capital/ revenue resources

2. The contract for Phase 4 and 5 started on 18th April 2016 and is estimated to be completed by 24th October 2016. The contractor Parkinson's have progressed the scheme satisfactorily to date. The Client, Design Team and Contractor have developed a good working relationship and the quality of the work is high. The Design team and Contractor have

together developed Phase 4 & 5 with buildability, technical and cost advice. This has been reflected in the costs and revised programme option. Following visits by the Health & Safety Executive and Considerate Contractor scheme the site has been recognised as well managed and in fully compliant with Health & Safety regulations. Following the remodelling and refurbishment of previous phases Parkinsons and their sub-contractors have gained an understanding of the buildings, their construction and use. This has allowed continuity of work and proves to be beneficial in progressing with the project in cost, programme and quality.

- 3. The procurement approach the Design Team adopted has been a Partnering Contractual approach to procurement (PPC2008) in lieu of a traditional (JCT Standard Form of Contract 'first past the post'). This ensures the council achieves a successful outcome, maintain the highest quality, certainty of cost and programme delivery.
- 4. This process is based on collaborative working between all parties including Client, Design Team, Contractor and supply chain. This benefits the council if further phases of the works are granted approval because using the same contractor the design can be developed and costs established on an open book basis with agreed fixed contractor overhead and profit.
- 5. Based on the procurement method using the lowest tender for phase 3 it has been possible to more accurately estimate the cost of the remaining phases. As a result the previous estimates for the remaining phases were more accurately recalculated. Table 2 outlines the estimates as at June for the remaining phases including an inflationary uplift.

Phase	Estimated cost	
	£000	
6	£295	
7	£536	
8	£124	
Total	£955	

Table 2 – Estimates of the cost of remaining phases – (June 2016)

Please note all figures throughout this report exclude VAT

- 6. The Accommodation Working Group which is made up of six Members has the role to oversee and give a steer to the implementation of the council's overall accommodation rationalisation strategy. The previous strategy was to fund the cost of refurbishment works from the capital raised from the sale of surplus council assets. Although the Finance & Democracy Committee last year acknowledged that it would no longer be possible to provide satisfactory accommodation from within the funding being realised from the sale of the surplus Council assets.
- 7. The Accommodation Working Group meets as and when necessary and regularly reviews any interest in the sale of the Public Offices. Although there continues to be some interest in the site it has not to date been at a level which the group has felt able to recommend for disposal. As work has progressed on phases 4 and 5 which are due for completion this autumn, the group has become concerned that if no further funding can be allocated work may have stop and the contractor clear the site compound and welfare facilities.
- 8. If this were the case there would be additional costs to bring the contractor/site compound/welfare facilities back on site which would be abortive costs.
- 9. As a result the group has emphasised the need to maintain momentum with the project and does not want to see work stopped and then restarted at a later date. The group felt that the principle of waiting for the Public Offices to be sold to create the capital receipt prior to

commissioning the remaining phases should be reviewed. The group has asked officers to consider the funding options for how phases 6 & 7 could be progressed ahead of the sale of the Public Offices.

10. The council's current agreed capital programme shows some costs for phases 6 and 7 although these are currently unfunded as they rely on a capital receipt from the sale of the Pubic Offices. The current approved capital programme is shown in table 3

Table 3 – Excerpt of capital programme detailing phases 4, 5, 6, 7 & 8 of the Town Hall
Accommodation Project

Approved capital budget	2016/17 £000
Accommodation Project - Phase 4 - Chaseley & link bridge	£501
Accommodation Project - Phase 5 - One Stop Shop	£302
Accommodation Project - Phase 6 - Council Chamber	£296
Accommodation Project - Phase 7 - Internal Refurb / Services	£348
Accommodation Project - Phase 8 - Car Park & External Works	£0

- 11. Virements from phase 7 totalling £354k and from phase 8 totalling £186k have previously been approved by Members to fund earlier phases of the project to allow for the delivery of those earlier phases. The current budgets shown for these later phases (7 and 8 shown above) therefore do not reflect the estimated cost of delivery.
- 12. The work on the accommodation project has been progressing on a phase by phase basis. This means that only once the detailed surveys, designs and specifications for each phase are prepared can the contractor price up the actual cost of the forthcoming phase. This will inevitably lead to some fluctuations of cost between phases but up to now these have been largely contained within the overall project estimates.
- 13. During early summer the more detailed design of Phases 6 and 7 were undertaken. Phase 6 provides a council chamber and refurbished civic suite and lobby along with associated improvements to services and includes the remaining works to the basement. Meanwhile Phase 7 includes the refurbishment of the 1st and 2nd floors of the Town Hall including replacement of boilers and fire alarm.
- 14. Based on these specifications quotations have been received from the contractor and evaluated. These are presented in table 4 which includes the original estimates.

Phase	Original budget estimate £000	Quotations submitted £000	Original timescale	New timescale
6	£295	£577	12 weeks	25 weeks
7	£536	£496	16 weeks	18 weeks
Total	£831	£1,073	28 weeks	43 weeks

Table 4 - Original estimates for phases 6 and 7 compared to quotation submission

15. Whilst phase 7 is within the original budget estimates, phase 6 is significantly over budget. The reason for this is the increased specification now required to structurally construct the council chamber. The initial estimate obtained in 2011 assumed that the surrounding walls could contain and support the weight of the floors above. Recent more detailed invasive surveys of the integrity of the existing walls/foundations have meant a revised design which

includes an independent structural support frame independent of the walls which is piled down into the basement. This higher structural specification has resulted in a much higher price for the phase.

- 16. The original scheme for phase 6 was to remove a number of internal walls to create an enlarged space which included the former council chamber, the Mayor's Parlour and the corridor leading up to the former chamber (where the Burnley Meet painting is displayed). This would create a space of approximately 130m2. The former council chamber itself occupied a space of 80m2. Therefore the proposals was to increase it by 50m2 which equates to an extra 62%. This would create a rectangular space with two bay windows. It is shown at **appendix 1.**
- 17. The Accommodation Working Group has considered the costs of phases 6 and 7 as quoted along with potential alternatives to provide a council chamber. Following some discussion the group felt the scheme as previously proposed was unaffordable and that an alternative was to extend the former council chamber into room 103 & create a lobby entrance using most of the corridor leading to the former chamber. This alternative scheme is shown on the drawing attached at **appendix 2**, as option 2B. This would create a space of approximately 118.5m2.
- 18. The benefits of this alternative are; that it is a more cost effective solution to provide additional space, it is relatively simple and easy to construct, it retains a front of house location, can be provided in a short space of time, has a 12 feet ceiling height and ceiling details can be retained, the existing Mayor's Parlour is retained at the front of the Town Hall, it provides a flexible solution whereby the room can be split off for smaller meetings, keeps all civic space in one location, it provides a useful entrance lobby area within the room which can be used for refreshments and additional seating.
- 19. On the other hand this option has some restrictive views (which could be mitigated by subtle adjustments to the layout), it creates an irregular shaped chamber rather than a rectangle, it does not remove the existing supporting column, and it is 11.5 m2 smaller than option 1.
- 20. The plans attached show indicative seating layouts. Although the layout for option 2B is not the optimum layout offered by option 1 it still does provide for a flexible, workable solution within reasonable cost. It provides public seating for up to 36 people and ensures that the former chamber is once again the home of council meetings. Accommodating the 6 Full Council meetings held each year¹ would see the space used at full capacity and would provide a flexible solution for other meeting requirements of the council if flexible seating is used. The type and style of seating has yet to be considered by the AWG.
- 21. If option 2B for phase 6 is selected the revised costs and timescales to deliver phases 6 and 7 would be as shown in table 5.

Phase	Original budget Quotations		Revised
	estimate £000	submission £000	timescales
6	£295	(Option 2B) £325	14 weeks
Furniture	Included	(Estimate) £38	14 WEEKS
7	£536	£496	18 weeks
Total	£831	£859	32 weeks

Table 5 - Original estimates for phases 6 and 7 compared to revised quotation submission

¹ Council meetings are usually held in July, October, December, February, March and April.

The Council AGM in May has usually been held at Lowther Pavilion to accommodate the larger audience attending.

- 22. Following further discussions with Accommodation Working Group it is proposed to undertake phase 6 (2B) along with the 1st floor of phase 7 together. This is due to the logistics of undertaking work on the services on the ground floor which ideally would benefit from access from the floor above. If both of these stages are undertaken at the same time it reduces overheads and saves £31k from the original estimates.
- 23. The table below details the costs to undertake phase 6 (2B) along with phase 7 (1st floor only). These works could be completed in 14 weeks from a start in late October. This approach would subsequently reduce the timescales for the remaining elements of phase 7 to only 9 weeks. This would result in remaining costs for phase 7 (second floor works and replacement boilers/fire alarm) in the region of £310k.

Element	Phase 6 (2B)	Phase 7 (1 st floor)
Basement	£10,000	
Ground floor	£96,966	
1 st floor		£59,710
External works	£8,000	
Mechanical & electrical Work	£96,816	£59,304
Preliminaries	£74,654	£17,963
Sub-total	<u>£286,436</u>	<u>£136,977</u>
Contingencies 5%	£14,322	£6,849
Sub-total	<u>£300,758</u>	<u>£143,826</u>
Design & supervision fees 8%	£24,060	£11,506
Total	<u>£324,818</u>	<u>£155,332</u>
Total cost phase 6 (minus		
furniture) &	<u>£480,150</u>	
phase 7 (1 st floor only)		
Furniture estimate	£38,000	
Total cost phase 6 with		
furniture &	<u>£518,150</u>	
phase 7 (1 st floor only)		

 Table 6 – Cost breakdown of phase 6 (2B) and phase 7 (1st floor only)

- 24. As part of the consideration of how the remaining phases of the scheme might be funded, the monies that are currently held within ear-marked revenue reserves have been critically assessed. Following this assessment it has been concluded that there are a number of such reserves from which monies could be released in order to provide the necessary funding for the Accommodation Project. These are:
 - The Land Charges New Burdens Reserve: £28k available for release;
 - The Vehicle Maintenance Reserve:
- £127k available for release;
- The Vehicle Replacement Financing Reserve: £212k available for release.
- 25. The total funding that is available from the release of monies from these ear-marked reserves totals £367k. It is proposed that Council is recommended to approve the transfer of the above reserves into the Accommodation Project Reserve together with the balance of

funding that is required, in the sum of £151k, be met from General Fund Reserves in 2016/17. The table below summarises the funding sources.

Cost/Source of funding	£000	£000
Total cost of phases 6 (2B) and phase 7 (1 st floor)		£518
Funded from:		
- Land Charges New Burdens Reserve	£28	
- Vehicle Maintenance Reserve	£127	
- Vehicle Replacement Financing Reserve	£212	
- General Fund Reserves	£151	
Total funding	£518	£518

Table 7 – Method of financing phases 6 (2B) and phase 7 (1st floor):

26. As a consequence of the revisions to the costings for phases 6 and 7 of the Accommodation project Members are requested to approve funded budget increases in this regard to provide approval to the revised expenditure totals. These are summarised in table 8 below. It will also be necessary to amend the financing of the remaining phases of the Accommodation Scheme, currently shown within the approved Capital Programme as being by way of a capital receipt (arising from the sale of the former public offices site) will be amended to show the increase in total project cost of £194k and, subject to approval by Council, the financing by the use of revenue reserves in the total sum of £518k as detailed within this report.

Table 8 – Funded budget increase require	ed in respect of phase 6 (2B) and phase 7 (1 st floor)
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Phases	Current approved funding £000	Revised funding requirement £000	Funded budget increase £000
Phases 6 (2B)	£296	£363	£67
Phase 7 (1st floor)	£348	£475	£127
Total Additional Funding Requirement	£644	£838	£194

- 27. As part of approving the spend on any capital project the report in accordance with the Financial Procedure Rules needs to address a number of detailed issues which are set out below:
- 28. The objectives, outputs and outcomes of the project are to provide a fully accessible building and provide fire safety measures to comply with legislation. To address mechanical and electrical issues. Also to maximise use of the building so as to bring staff across from the Public Offices to allow the sale of that site.

29. In specifying this scheme Officers have surveyed the condition of the building and structural features and considered different solutions available. A summary of the specification is set out in the table below.

Table 9 – Specification summary

Specification summary

Phases 6 (2B)

Remodelling and refurbishment of the existing former council chamber along with room 103 and the entrance corridor to form a new Civic Suite and associated rooms including the demolition and structural wall alterations to create the Civic Suite including folding screen, new access steps, external terrace, repositioning stained glass screen, services fire alarm, swipe access system, including remaining services work in the basement, IT installation with screen and projector

<u>Phase 7 (1st floor)</u>

Remodelling and refurbishment of the first offices and ancillary rooms of Town Hall, including minor demolition, alteration work and associated service installations, swipe access system and IT.

Note: the IT installations in both phases will be undertaken funded from the existing IT reserve

- 30. The Town Hall is an asset currently managed and maintained by the Council and so there would not be any additional ongoing revenue costs involved. In holding council meetings on site in the future there should be some savings in not needing to hiring rooms externally for council meetings.
- 31. A risk assessment is attached to the report at **appendix 3** which identifies those matters which require attention and mitigation.
- 32. It is planned (as with previous phases) that the works will be undertaken whilst the Town Hall remains in use so as to reduce costs although there will be the need to vacate specific rooms/offices as the works progress. Whilst the Public Offices remains available this will be used for decanting purposes. It must therefore be accepted that there will be some inconvenience and disruption. Mitigation of these issues is set out on the attached risk assessment.
- 33. Relevant drawings and documents will be supplied to the contractor which forms part of the contract to be awarded.
- 34. Funding for the remaining element of phase 7 will be the subject of a further report to committee in January. It would include work to the 2nd floor of the Town Hall, along with new boilers/fire alarm. Meanwhile it is proposed that phase 8 will be undertaken using in house capacity and existing capital and revenue resources and would be commenced during the latter half of 2017.

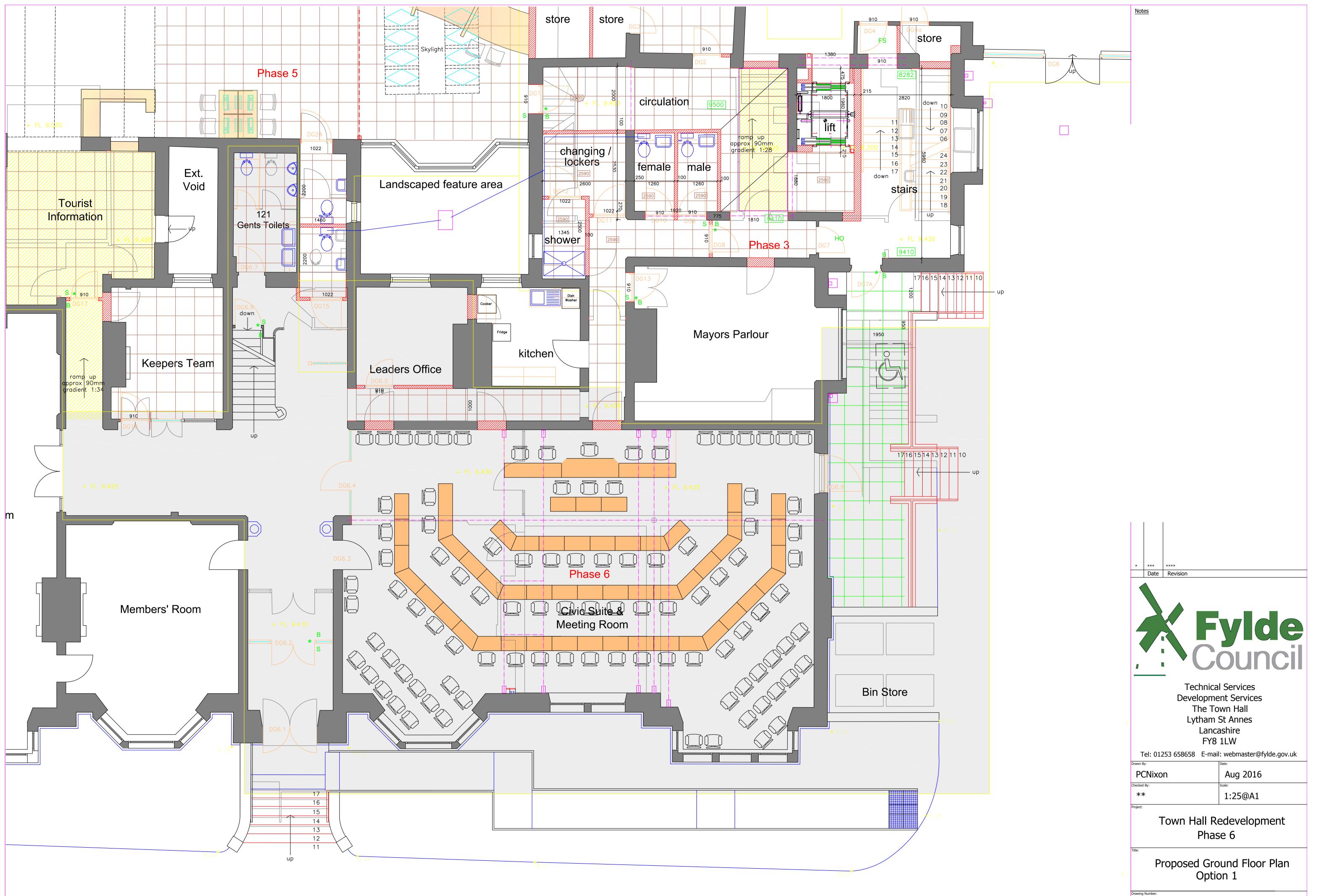
IMPLICATIONS
This report summarises the progress to date in the delivery of the Accommodation Project capital scheme and outlines the current position with regard to the next phases of the works, phases 6 and 7.
The report requests approval to a funded budget increase to the capital scheme for the Accommodation Project, currently within the approved Capital Programme for delivery in 2016/17, in the total sum of £194k (£67k for phase 6 of the scheme and £127k for phase 7 of the scheme) such that the revised total costs re £363k for phase 6 of the project and £475k for phase 7.
The report further requests that approval is sought from Council for the transfer of monies from a number of earmarked and General Fund revenue reserves to the Accommodation Project Reserve in order to provide funding for the proposed works in the total sum of £518k, details of which are contained within the report.
As a consequence of the above the Committee is asked to note: - that, subject to Council approval for the transfer of funding set out above, the financing of the remaining phases of the Accommodation Scheme, currently shown within the approved Capital Programme as being by way of a capital receipt (arising from the sale of the former public offices site) will be amended to show the increase in total project cost of £194k and the financing by the use of revenue reserves in the total sum of £518k as detailed in the report; and
- that the remaining works relating to phase 7 of the Accommodation Project will be in the sum of £310k and that a further report will be presented to this committee to address this matter in due course.
Finally, the report requests approval to award a contract in this regard to F Parkinson Ltd Blackpool in the sum of £444,584.
None arising from this report
The outcomes of the project are intended to deal with previously identified health and safety risks

LEAD AUTHOR	TEL	DATE	DOC ID
Paul Walker	01253 658431	15 th September 2016	

LIST OF BACKGROUND PAPERS						
Name of document	Date	Where available for inspection				
Council, Cabinet, Portfolio Holder and Programme Committee reports and minutes	31 st August 2010 (Cabinet) 15 th December 2010 (Cabinet) 16 th November 2011 (Cabinet) 15 th February 2012 (Cabinet) 26 th March 2012 (Council) 19 th June 2012 (PH Decision) 24 th September 2012 (Council) 3 rd December 2012 (Council) 16 th January 2013 (Cabinet) 10 th April 2013 (Cabinet) 2 nd July 2013 (Cabinet) 5 th March 2014 (Cabinet) 5 th March 2014 (Cabinet) 3 rd August 2015 (Finance & Democracy Committee) 30 th November 2015 (Finance & Democracy Committee) 14 th December 2015 (Council) 22 nd February 2016 (Finance & Democracy Committee)	http://www.fylde.gov.uk				

Attached documents

- 1. Council Chamber option 1
- 2. Council Chamber option 2B
- 3. Risk assessment



TS10009-sketch 3-G



A Sept16 Council chamber configuration amended to reduce cost Fylde

> **Technical Services Development Services** The Town Hall Lytham St Annes Lancashire FY8 1LW

Tel: 01253 658658 E-mail: webmaster@fylde.gov.uk

PCNixon	March 2016	
Checked By:	Scale:	
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Project:		

Town Hall Redevelopment Phase 6

Proposed Ground Floor Plan Option 2B

TS10009-153A



Appendix 3 Risk assessment

Committee Risk Assessment Template

Directorate: Development Services			Date of Assessment: 16 th September 2016					
Section: Technical Services			Assessment Team: Paul Walker/Andrew Dickson/Steve Ball					
Assessment Activity / Area / Type: Town Hall/C	haseley Buildir	ng refurbishm	nent – Phases 6 and 7					
Do the hazards create a business continuity risk	Do the hazards create a business continuity risk? Yes							
RISK DESCRIPTION	RISK SCORE (Likelihood x Impact)	RISK MITIGATION		RESIDUAL RISK SCORE (Likelihood x Impact)	RISK OWNER / RISK REGISTER			
Not commissioning phases 6 and 7 now and instead later commissioning the work at higher cost	1x3=3	The report sets out the competitive process followed and the risks of additional costs that could be incurred if work is stopped through additional preliminaries and potential further inflation		1x3=3	Paul Walker			
Noise and disruption due to the nature of the works	5x3=15	Move some staff located in some locations to other parts of the building and Public Offices during critical stages of the work and/or hold public meetings off site when the works may disrupt public meetings		5x2=10	Andrew Dickson			
Loss of car parking spaces during the works due to contractors occupation	5x2=10	Relocate staff parking to North Promenade with limited public and disabled provision retained on site		5x1=5	Andrew Dickson			
Unforeseen defects with associated costs	3x2=6	Contingenc	y budget to deal with unforeseen	2x2=4	Andrew Dickson			

		works. Project management practices will be adopted and supervision to oversee the works		
Inclement weather delays	3x2=6	Project management practices will be adopted and supervision to oversee the works	2x2=4	Andrew Dickson
Works overrun	3x2=6	Project management practices will be adopted and supervision to oversee the works. Penalty clause included in the contract to discourage delays.	2x2=4	Andrew Dickson

Risk Likelihood

- 6 = Very High
- 5 = High
- 4 = Significant
- 3 = Low
- 3 = Critical

Risk Impact

1= Negligible

2 = Marginal

- 4 = Catastrophic
- 2 = Very Low

1 = Almost impossible

Multiply the likelihood by the impact and if the score is above 12 then mitigating action should be undertaken to reduce the risk. This action should be recorded and monitored in either a directorate or corporate risk register.