

## Appendix 4

Risk matrix - before mitigation measures, with key Mitigation measures in bold						
Extent of damage	Critical			- Very challenging timescales, leads to not all grant spent by 31/3/22 <b>Recruit a dedicated PM, and ensure procurement support is sufficient. Specify that the contractor must finish the works by that date to be paid.</b>		
	Very high	- RE:FIT's Programme Delivery Unit are unable to provide sufficient support in project delivery <b>REFIT say have resource</b> - None of RE:FIT's approved contractors have sufficient capacity to deliver the works within the timescales <b>As above</b>	- Unable to recruit an experienced PM <b>Initial conversations will be required with RE:FIT to understand the extent of their project management provision</b> - Delays to project due to circumstances related to Covid	- Insufficient procurement support and dedicated procurement staff resource to ensure that the timescales can be met <b>Instruction to procurement to ensure sufficient resource is dedicated to this project - recruited if necessary</b>	- Insufficient internal PM resource <b>Recruit a dedicated PM</b>	
	High		- Service user disruption during works installations			
	Medium	- Potential loss of Civic Centre energy knowledge if new FM hard services contract is awarded to a different contractor this summer	- Carlton and Granville Centres redevelopment project is insufficiently advanced to incorporate energy efficiency technologies by 31/3/22			
	Low				- Willesden Sports Centre does not meet grant requirements (of bill paying responsibility)	
		Very low	Low	Medium	High	Very high
		Likelihood of occurrence				

Table 4: Risk matrix – before mitigation measures, with key mitigation measures in bold