

1. Build Status

Version	Date	Author	Reason	Sections
1				
2				

2. Amendments in this Release

Sect No	Section Title	Amendment Summary

3. Distribution

Copy	Version	Issue Date	Issued To
1	1		
Electronic	Yes		

Notes for those preparing the Project Plan

The very first Project Plan was prepared for the Anjuman-e-Ja'affariya Muslim Community of Watford, under the World Federation Capital Projects Processes and Procedures introduced in 2004 and ratified and accepted by the WF EXCO in 2006.

We have taken written permission of the Watford Jamaat for permission to use their paper as a basis of a template, as the original copyright belongs to them. We are thankful for their permission.

Since this Project Plan, the Capital Projects Paper has evolved further, and with it, slightly more stringent requirements for compliance with Audit Trails, and the specific rules for compliance which were not present during the preparation of the first Plan. We have adopted the style and content to suit the requirements today, especially with a section under the Appendix, where Audit Trails have been introduced.

Finally, this Project Plan is a document with resources from our community, for use within our community and to raise awareness, support and funding from within our community, in order to ensure that our projects have added value. The project manager / author (and by extension the Jamaat) is reminded that the Project Plan is prepared on the basis of presenting an accurate project with full details.

WF Capital Projects

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1 Project Definition

Project Definition

Project Title	
Project Ref	
Project Employer	
Project Sponsor	
Project Manager	

High Level Objectives	
-----------------------	--

SMART Objectives	
Specific	<ul style="list-style-type: none">
Measurable	<ul style="list-style-type: none">
Achievable	<ul style="list-style-type: none">
Realistic	<ul style="list-style-type: none">
Time Bound	<ul style="list-style-type: none">

Approach	<ul style="list-style-type: none">
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Dependencies	<ul style="list-style-type: none">
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2 Endorsements

2.1 Letter from Jamaat President

Date: 4th January 2007.

Dear Honourable President,

Re: Approval of NNNNNN Jamaat Capital Project Development Plan (CPDP)

Salamun Alaikum. It gives me great pleasure that having followed the guidelines, processes and procedures of the World Federation for Capital Projects, to confirm that the NNNNNNN Jamaat CPDP has been consulted upon, ratified and approved by the General Body and the Executive Committee (EC). Hence, we now present our CPDP to CoEJ to seek approval of the same.

The relevant documentation is enclosed for your kind consideration. In summary, the key milestones include:

- Resolution passed by the General Body to establish a permanent Capital Project Committee for the lifetime of the project at its Special General Meeting (SGM) held on 3rd July 2005;
- Distribution of the CPDP to the General Body in advance of the Annual General Meeting (AGM) and a detailed presentation given by the Project Manager, at the AGM held on 25th December 2005;
- Resolution passed by the General Body approving the project in principle, subject to further consultation and ratification by the EC on the issues raised, at its AGM held on 25th December 2005;
- Meetings held to further consult, develop and ratify the CPDP throughout 2006 to address issues raised by the General Body;
- Final ratification and approval of the CPDP by the EC at its meeting held on 30th December 2006.

You will find NNNNNNNN Jamaat has worked very hard, with great patience to ensure that we arrive at a well thought out CPDP that meets the current and future needs of the community. Most importantly, we have taken the approach that the completed NNNNNNNN Centre is financially viable and self-sustainable to ensure long term benefit to generations to come.

I thank you for the support that CoEJ has given us throughout this time, the encouragement given by CoEJ members and the WF to enable us to arrive at this juncture. We very much look forward to your continued support to allow us to commence this project with your kind blessing. May Allah (swt) reward you all for your kind support and efforts for the advancement of our communities.

Salaams and duas
NNNNNNNN
President

2.2 Design Acceptance - NNNNNNNN Jamaat

Letter of confirmation of the Design Freeze Layouts to the Project Manager, endorsing the view of the General Body and the Building Committee / CPC

2.3 Concept Architectural Acceptance Form

Acceptance Form - 08

1 Acceptance Form

Acceptance Details

Acceptance ID: 08 – Architectural Layouts – Prelim Design (pending local authority approval)
Requested By: 
Date Requested: 30 Dec 06
Description: Preliminary Design Development

Acceptance Criteria

Criteria: Easy circulation within facility
External and internal aesthetics
Delivery of food, serving and cleaning
Future expansion
Multi-use on Ground Floor

Standards: Jamaat acceptance
Islamic outlook
Taharat areas and namaaz continuity

Acceptance Results

Acceptance	Review Method	Reviewer	Date	Result
Criteria				
Circulation	Layout Drawings	EC	30.12.06	Passed
Internal / External Aesthetics	External elevations	EC	30.12.06	Exceeded
Food delivery / serving	Check: food prep resources	EC	30.12.06	Passed
Future internal expansion	Drawing review	EC	30.12.06	Exceeded
Multi-use on Ground Floor	Discussions and comments	EC	30.12.06	Passed
Standard				
Jamaat acceptance	EC / General body meeting	EC	TBA	TBA
Islamic outlook	External elevations	EC	30.12.06	Passed
Taharat and namaaz	Drawing review	EC	30.12.06	Passed

Failed, Passed or Exceeded expectation

Supporting / Substantiating Documentation

- Architectural drawing
- 3D drawing (To be done prior to General Body acceptance – if required)

Employer Approval

Signature: 

Date: 03, 01, 07

Signature: 

Date: 03, 01, 07

Signature: 

Date: 04, 01, 07

Resolution at EOGM / AGM

The following four types of Resolutions can be applied in most respects, which will leave a clear Audit Trail of a Capital Project. The examples are for information only, and should be adopted for the particular project. However, it is important that any major project (over USD 500,000) must have a clearly defined mandates in order to ensure proper use of huqooq money.

1. Resolution (Project Pre-Sanction Stage Gate Review)

In connection with the proposed NNNNNNN Project, we the General Body, by no less than two thirds majority, hereby confirm that we have inspected the Project Definition and Objectives, and hereby approve the Development Planning, and prepare the deliverables stated for further review, subject to further consultation with the Building Committee in consultation with the Project Manager and related Consultants. The Planning Deliverables will be incorporated into a Summary Project Plan, comprising:

- **Full Demographics and Capacity Analysis**
- **Needs Analysis**
- **Preliminary Project Plan**
- **Value Management**
- **Preliminary Expansion or Architectural Sketches**

Quorum: NN jamaat members with fully paid-up subscriptions

There were NN approvals, NN objections and NN absentions

Resolution Carried / Rejected

2. Resolution (Business Case Stage Gate Review)

In connection with the proposed NNNNNNN Project, we the General Body, by no less than two thirds majority, hereby confirm that we have inspected the Summary Project Plan, and hereby approve the Design Development, and prepare the deliverables stated for further review, subject to further consultation with the Building Committee in consultation with the Project Manager and related Consultants. The Design Development Deliverables will be incorporated into a Detailed Project Plan, comprising:

- **Cost Plans and Timelines**
- **Business Case or Financing plan (as required)**
- **Full architectural drawings**
- **Preliminary Risk Register**
- **Value Engineering**
- **Procurement Route**

Quorum: NN jamaat members with fully paid-up subscriptions

There were NN approvals, NN objections and NN absentions

Resolution Carried / Rejected

3. Resolution (Design Development Stage Gate Review)

In connection with the proposed NNNNNNN Project, we the General Body, by no less than two thirds majority, hereby confirm that we have inspected the Detailed Project Plan, and hereby approve the Procurement Process, and prepare the deliverables stated for further review, subject to further consultation with the Building Committee in consultation with the Project Manager and related Consultants. The Procurement Deliverables will be incorporated into the Revised Detailed Project Plan, comprising:

- **Full architectural drawings**
- **Full Planning Permission**
- **Cost loaded Gantt Chart**
- **Fully valued Risk Register**
- **Change Management Procedures**
- **Maximum Budget Price**
- **Tender Documents**
- **Full Details of Tender Returns**
- **Evaluation Report and Recommendations**
- **Evidence of Financial Capability by the Jamaat**

Quorum: NN jamaat members with fully paid-up subscriptions

There were NN approvals, NN objections and NN absentions

Resolution Carried / Rejected

4. Resolution (Procurement Stage Gate Review)

In connection with the proposed NNNNNNN Project, we the General Body, by no less than two thirds majority, hereby confirm that we have inspected the Revised Detailed Project Plan, and hereby approve the Construction Works to be awarded, subject to further consultation with the Building Committee in consultation with the Project Manager and related Consultants.

Quorum: NN jamaat members with fully paid-up subscriptions

There were NN approvals, NN objections and NN absentions

Resolution Carried / Rejected

3 Project Synopsis

3.1 Background

NNNNNNNNNN, the Shia Ithna-Asheri Muslim Community of NNNNNNNN was established in 1982 and registered as a charity in the UK in 1984. After various temporary accommodations, the present facility was purchased in 1997. This facility was an ex-cinema, with screens on two separate floors and a car park.

Over this time, the community had grown from a few households to over 120 households accounting for over 400 men, women and children. This excludes non-members who use of the facility, with a recent increase of various nationalities.

3.2 Current Accommodation

At present, the two halls for ladies and gents allows the Jamaat to hold key religious and social events, regular Majalis programmes, daily prayers and madressa.

Area	Present Accommodation
Ground Floor	Shelled out halls with no services or finishes
	One Gents and two Ladies washrooms
	Merton Road frontage with shelled out shop
First Floor	Two temporary halls for Ladies and Gents
	Temporary Office accommodation with secretarial services
	Shelled out flats on two floors
External	Merton Road frontage facelift (funded by NNNNNNNN Council)
	Existing car park with a new wall erected recently

3.3 Needs

Only one event can take place at any one time; some programmes such as madressa are cancelled to give priority to more prominent religious events.

The proposed development will include:

- ▶ The ground floor shell developed into a mosque / imambarghah, to comply with disabled and senior citizens access for religious events
- ▶ Additional washroom facilities, including disabled access
- ▶ Kitchen and storage facilities for in-house cooking
- ▶ Ghuslkhana
- ▶ Madressa and crèche and nursery facilities
- ▶ Vocational facilities
- ▶ Office / meeting room
- ▶ Residence for Alim / or allow for purchase in Cost Plan
- ▶ Car park securing with gates and railings

3.4 Summary

The proposed development will give the Shia Ithna-Asheri Muslim Community of NNNNNNNN a complete community centre that can meet the religious, social and educational needs of the community.

This will be a financially sustainable facility with built-in income streams for the upkeep of the Centre for years to come. In turn, this will ensure that the investment made will provide funding to meet the religious, social and educational needs for the advancement of the community, particularly of young children and youth, can be maintained for generations to come.

3.5 Project Facilities Summary

Facility		Remarks
A.	Ground Floor - Gents and Ladies Halls	From existing shell
B.	Amenities (Toilets, Kitchen, Ghusi-khana)	New construction
C.	First Floor (classrooms, vocational studies etc)	From existing imambarghah
D.	Merton Road frontage – shop/office or flats	Existing shell
E.	Lift and Dumb-waiter	New lift structure
F.	Parking facilities secured	Upgrade wall / install gates
G.	Alim Residence (Allowed in Cost Plan)	Allow £25k

3.6 Layout Drawings (To-Date)

Dwg No	Drawing Title	Date	Remarks
SK / 01	Existing Ground Floor Plan	Dec 05	Presentation
SK / 02	Existing First Floor Plan	Dec 05	Presentation
SK / 03	Proposed Ground Floor Plan	Dec 05	Presentation
SK / 04	Proposed First Floor Plan	Dec 05	Presentation
28	Ground and First Floor Plans	Sept 06	Superseded
29	Front and Rear Elevations	Sept 06	Superseded
Sch B / 01	Scheme B: Ground Floor Plan	Dec 06	Concept Design Freeze
Sch B / 02	Scheme B: First Floor Plan	Dec 06	Concept Design Freeze
Sch B / 03	Scheme B: West Elevation	Dec 06	Concept Design Freeze

3.7 Demographic Projection Analysis

The projections are based on growth at 5% for the next 5 year, 4% for yrs 6-10, 3% for yrs 11-15, and 2% growth thereafter.

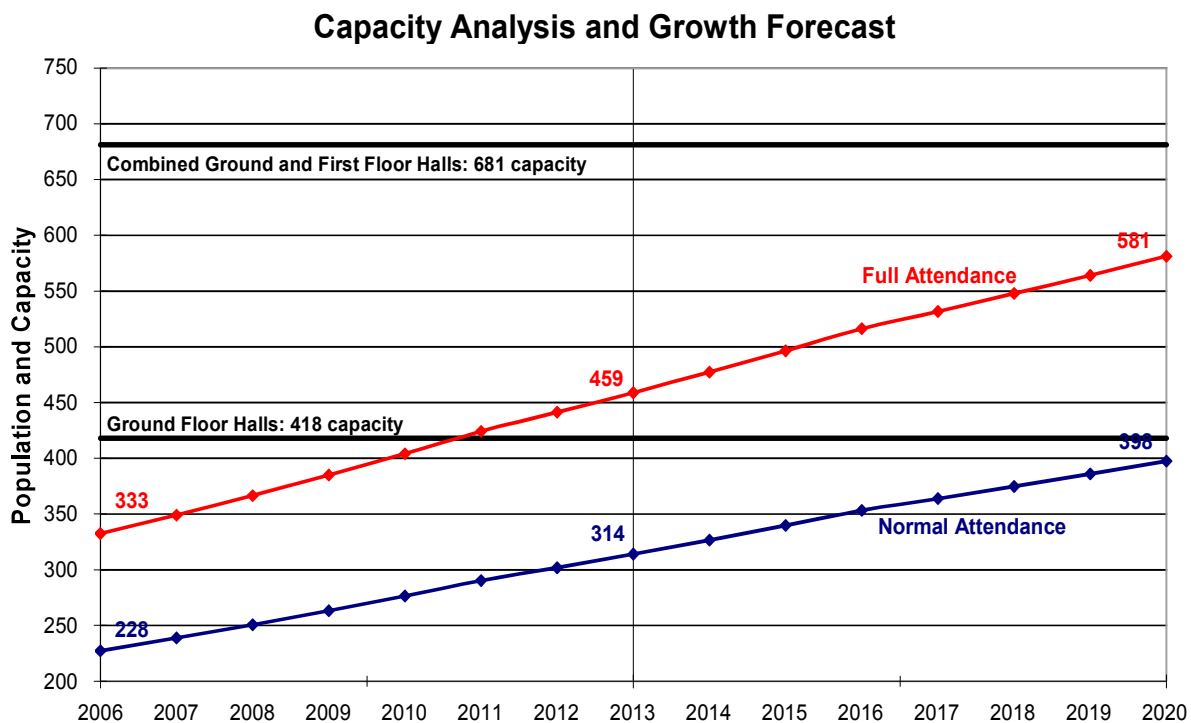
The capacity of the ground floor halls is adequate for a 418 strong attendance with a comfortable seating density for long majlises. The will cater for the needs of the community for normal attendance until beyond 2020.

In cases where there is extra-ordinary attendance for Muharram and Ramadhan functions, then the combined seating capacity well exceeds 681 people (with a further 137 overflow capacity). With this capacity, there will be no more need to have any more extensions for almost 30 years, unless there is significant organic growth and sustained migration to NNNNNNNN.

The extra seating comes at not much expense, except for some refurbishment costs. For most of the year, the upper ladies hall will remain empty, and can be used for the wider community for workshops, classes, health surgeries, local council use, etc, which in turn can raise added revenue for the maintenance of the facility.

There is also a perceived view that - through greater advertisement and awareness - the upper floor can be converted into a bespoke conference facility with excellent links to Central London, international airports and road / rail travel links to the rest of the UK. This will open up further income streams which can be used for lateral investment for the community.

3.8 Demographic Projection Chart



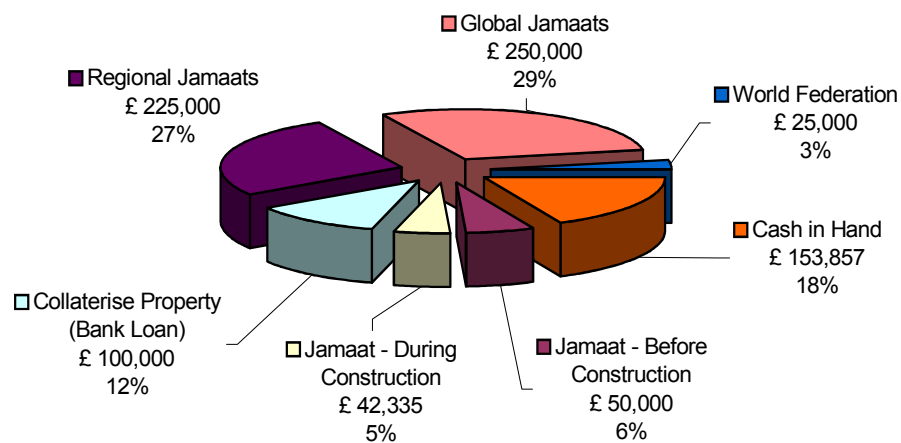
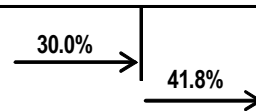
4 Financial Plan

4.1 Revised Project Cost Plan (Target Estimates)

Section	Area	Rate	Cost
	m2		
New Build / Extensions			
Ground Floor Extension	155.1	1,300	£ 201,632
First Floor Extension	155.1	1,050	£ 162,856
Extra-over Folding / Sliding Door (54 dB)	1.0	20,000	£ 20,000
Refurbishment and Re-modelling			
Ground Floor Shop	51.8	250	£ 12,962
First Floor Flat	51.8	300	£ 15,555
Second Floor Flat	51.8	300	£ 15,555
Staircases on Merton Road	12.8	200	£ 2,558
Ground Floor - Gents Imambarghah	144.6	300	£ 43,371
Ground Floor - Ladies Imambarghah	140.2	300	£ 42,062
Lettable Area - Ground Floor	51.1	100	£ 5,113
First Floor - Ladies Imambarghah	171.1	250	£ 42,780
First Floor - Madressah	169.1	250	£ 42,275
Total for Facility Built-up Area	1,156	sq m	£ 606,719
	12,435	sq ft	
Ancillary Costs			
Demolition works (Estimated)			£ 10,000
Asbestos Removal			£ 5,000
Catering Kitchen			£ 20,000
Audio Visual Installation			£ 20,000
Client Fit-out			£ 5,000
Merton Road Face Uplift			£ 10,000
Main Gates and Fencing Upgrade			£ 5,000
Dumb Waiter			£ 10,000
Lift to First Floor			£ 30,000
External Works (car parking + footways)			£ 5,000
Build Cost			£ 726,719
Land and Buildings			
Value of Land and Building			£ 0
Provision: Alim's Residence purchase			£ 25,000
Fees and Contingencies			
Total Professional Fees (Arch, QS, PM)	6.0%		£ 50,870
Risk	5.0%		£ 36,336
Legal, LA, etc	1.0%		£ 7,267
Total Project Cost			£ 846,192

4.2 Revised Financing Plan (Based on Target Estimates)

Funding Details	Amount	% age Total	% age Jamaat	Paid in full	Receive after Approval	Receive before Contract	Collect during Contract
Cash in Hand	£ 153,857	18.2%	18.2%	£ 153,857			
Jamaat - Before Construction	£ 50,000	5.9%	5.9%			£ 50,000	
Jamaat - During Construction	£ 42,335	5.0%	5.0%				£ 42,335
Collaterise Property (Bank Loan)	£ 100,000	11.8%	11.8%		£ 100,000		
Regional Jamaats	£ 225,000	26.6%				£ 25,000	£ 200,000
Global Jamaats	£ 250,000	29.5%				£ 25,000	£ 225,000
World Federation	£ 25,000	3.0%					£ 25,000
Total Project Cost	£ 846,192			£ 153,857	£ 100,000	£ 100,000	£ 492,335
Percentage of Total Project Cost		100%	40.9%	18.2%	11.8%	11.8%	58.2%



Financing Pie Chart v5a

4.3 Basis of Funding Plan

The revised Funding Plan v5 is based on the following documentation received and tabled as follows:

1. Letter of undertaking from NNNNNNNNNNNN Shia Ithna-Asheri Muslim Community of Watford of 18 June 07

The document avers that the Jamaat has:

- Met the criteria set forth in the WF Capital Projects Processes and Procedures
- Raised the necessary 30% threshold by raising the funds internally through internal cash donations totalling £154,203.89, in conjunction with a bank loan of £100,000 raised on the basis of the existing collateral value of the property
- Undertaken that the construction works on the project will not start until at least 40% of the construction costs has been raised. This 40% will amount to £ 338,476.80

2. Details of the above documentation is contained Version 1 (Sections 1.7 to 1.9) of this document. However, this general distribution document does not contain any such commercially sensitive information.

3. It is part of the Jamaat's Funding Strategy to raise in excess of the following amounts between now and the start of the construction works:

- £ 50,000.00 from members of the Jamaat
- £ 25,000.00 from members of the Regional Jamaats
- £ 25,000.00 from members of the Global Jamaats

4. During the construction works, the Jamaat will mobilise all such resources necessary to finance the remainder of the capital costs through a sustained funding drive, generally in accordance with the funding plan given above.

4.4 Jamaat's Letter of Undertaking

Date: 18th June 2007

To Whom It May Concern:

Re: al-Zahra Centre Capital Project

Salamun Alaikum,

This is to confirm that [REDACTED] Shia Ithna-Ashari Muslim Community [REDACTED] is the criteria under the WF Processes and Procedures for Capital Projects of 30% of the total project cost, which is £846,192 must be raised by the Jamaat.

- Under the project funding plan this amounts to £253,857 in hard cash included in which is an amount of £100,000 that has been formally sanction by [REDACTED] Bank.
- The Jamaat gives its undertaking under the WF Processes and Procedures for Capital Projects not to commence works to the project until at least 40% (338,476) of the funds under the project funding plan have been secured, in hard cash.

Should you require any further information, please contact Rafiq Hussain Shah, Capital Project Committee Liaison Officer on [REDACTED] Thank you.



Registered Charity No. in the United Kingdom 290849
Member of the K.S.I. World Federation of Muslim Communities

4.5 Confirmation of Bank Loan

Commercially sensitive information - Page deleted

4.6 Bank Statements (Three pages)

Commercially sensitive information - Pages deleted

5 Project Timeline

ID	Task Name	Start	End	Dur	2005												2006												2007						
					May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun					
1	Capital Project Definition / Identification	06.06.05	22.07.05	7w	<div></div>												<div></div>																		
2	Appoint PM and Team	25.07.05	05.08.05	2w	<div></div>												<div></div>																		
3	Project Execution Plan	08.08.05	16.09.05	6w	<div></div>																														
4	Trend Analysis / Needs Analysis	19.09.05	14.10.05	4w	<div></div>												<div></div>																		
5	Outline Financial Plan	17.10.05	04.11.05	3w	<div></div>												<div></div>																		
6	Outline Architectural Plans	17.10.05	23.12.05	10w	<div></div>																														
7	75% General Body Approval	26.12.05	26.12.05	0w													<div></div>																		
8	Project Definition and Approvals	26.12.05	29.12.06	53w													<div></div>																		
9	Conceptual Architectural Design Freeze	29.12.06	29.12.06	0w																									<div></div>						
10	COEJ Discussions & Support	01.01.07	26.01.07	4w																									<div></div>						
11	COEJ Interface with WF	26.01.07	08.03.07	6w																									<div></div>						
12	World Federation - Mandate	06.03.07	02.04.07	4w																									<div></div>						
13	Final Design and Estimates	01.01.07	06.04.07	14w													<div></div>																		
14	Procurement Stage	06.04.07	24.05.07	7w																									<div></div>						
15	Pledges - 35% Internal Funding	26.01.07	24.05.07	17w																									<div></div>						
16	Start Construction Stage	24.05.07	24.05.07	0w																									<div></div>						
17																																			

6 Cost Loaded Gantt Charts

Item #	Responsibility	Description	TWO THOUSAND EIGHT												TWO THOUSAND NINE												TOTALS	
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	DR/CR	BAL		
		Loan balance on purchase of land	-281																							-281	-281	
		Fundraising target in Canada							337																	337	56	
		Commission Eng. & Approvals																								-66	-10	
		Fundraising target Canada															90									90	80	
		Fundraising target USA*															140									140	220	
		Fundraising target UK*															190									190	410	
		Fundraising target Kenya*															140									140	550	
		Fundraising target Uganda*															40									40	590	
		Fundraising target Tanzania*															75									75	665	
		Fundraising target Dubai*															170									170	835	
		Fundraising target Pakistan/India*															40									40	875	
		Fundraising target Middle East*															40									40	915	
		Khums															110									110	1,025	
		Construction																								0	1,025	
		Site Clearance and foundations															-150									-150	875	
		Structural Steel installation																-153								-153	722	
		Walls and Roofing																	-153							-153	569	
		Electrical Mechanical installations																		-153						-153	416	
		Paving and landscaping																			-153					-153	263	
		Internal furnishings																				-153				-153	110	
		Holdback release																					-100			-100	10	
		* Through contacts of our members																										
		Maintenance of the Centre after Construction:																										
		Estimated cost of all Utilities, Snow removal, Landscaping and Miscellaneous expenditures is projected to be \$25,000 per year.																										
		This cost will be met through membership fees, special fund raising events and donations of our members.																										
		We have already received pledges from some of our members in the total amount of approx \$12,000 a year for 5 years after occupancy.																										

7 Facility Financial Sustainability Plan

7.1 Generating new Income Streams

One of the key features of this development is that it will deliver a facility that is financially sustainable to protect and maintain the investment made, as well as to ensure the long term viability of the Centre. This will be achieved by generating income from:

- ▶ Membership subscriptions which will result from the proposed development
- ▶ Development of the Centre's front by way of a self-contained frontage accommodation comprising of a commercial office and two 1-bed apartments
- ▶ Letting car park spaces for use by local businesses, local residents and community members. The Centre is situated near the town centre where parking is at a premium
- ▶ Hire of the Centre's facilities set aside for local community use.

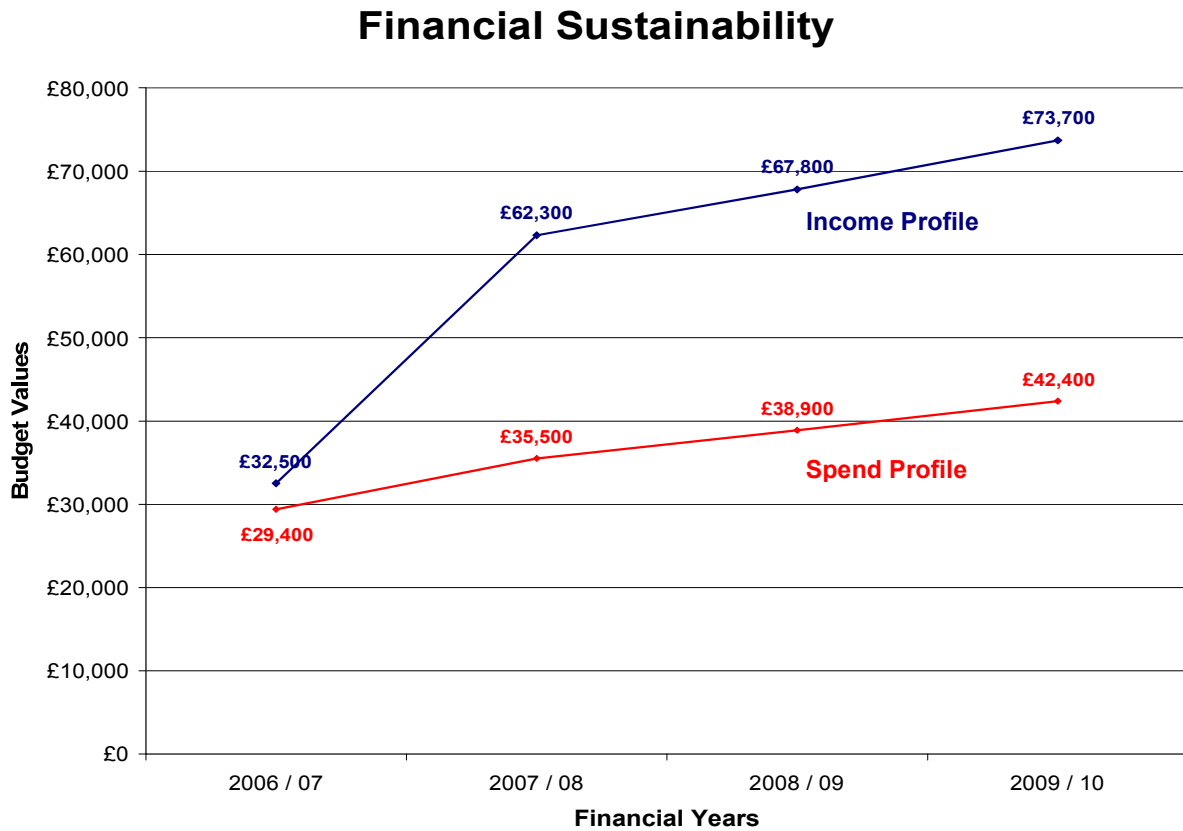
7.2 Annual Projected Spend Profile

No	Description	2006 / 07	2007 / 08	2008 / 09	2009 / 10
1	Staff Totals	15,600	18,000	19,800	21,800
2	Office Totals	2,100	2,500	2,700	2,900
3	Facility Maintenance Totals	4,200	7,000	7,500	8,000
4	Muharram / Safar Costs	6,000	6,500	7,200	7,900
5	Ancillary Costs	1,500	1,500	1,700	1,800
Total Spend Profile		29,400	35,500	38,900	42,400

7.3 Annual Projected Income Streams

No	Description	2006 / 07	2007 / 08	2008 / 09	2009 / 10
1	Rental Revenue	-	18,000	19,800	21,800
2	Facility Hire	-	3,000	3,300	3,600
3	Membership	9,600	12,000	13,200	14,500
4	Muharram Fund	12,000	15,000	16,500	18,100
5	Tax Rebates	7,100	7,100	7,100	7,100
6	Car Parking	3,800	7,200	7,900	8,600
Total Income Profile		32,500	62,300	67,800	73,700

7.4 Annual Projected Financial Sustainability Profile



8 Acceptance Register

8.1 Acceptance Management Register

ID	Deliverable	Status	Reviewer	Date	Status
01	Functional Requirements	100%	Gen Body		
02	Project Plan	100%	Gen Body		
03	Project Execution Plan	100%	Gen Body		
04	Concept Arch drawings	100%	Gen Body		
05	Concept Cost Plan	100%	Gen Body		
06	Concept Expansion Plan	100%	Gen Body		
07	Briefing Document	100%	Gen Body		
08	Prelim Design Development	100%	EC		
09	Prelim Financing Plan	100%	EC		
10	Risk Strategy / Mitigation	100%	PM		
11	Procurement Strategy	100%	EC		
12	Tender Design Development				
13	Planning Permission / Approval				
14	Building Control Application				
15	Revised Estimates				
16	Asbestos Survey				
17	Structural Survey (Tender)				
18	Mech and Elec Tender Design				
19	Building Specification				
20	Employer's Requirements				
21	Tender Documentation				
22	Tender Evaluation				
23	Pre-Let Meeting Agenda				
24	Progress Report Template				
25	Change Management Process				
26	Detailed Structural Design				
27	Detailed Electrical Design				
28	Detailed Mechanical Design				
29	Detailed AV Design				
30	As-Built Documentation				

9 Risk Register

9.1 Risk Factors

The Risk Factor for a particular risk is the product of the risk impact and risk probability, and is in the range of 1 to 25. It is this factor that identifies the overall seriousness of the risk and consequently the appropriateness of the risk mitigation applied to that risk.

Having identified a particular risk, assessed its likely impact and probability and calculated the risk factor, the risk assessment procedure is shown in the form of the matrix below:

Table: Risk Matrix

Risk Factor		Probability				
		V Low (1)	Low (2)	Medium (3)	High (4)	V High (5)
Impact	Negligible (1)	1	2	3	4	5
	Low (2)	2	4	6	8	10
	Medium (3)	3	6	9	12	15
	High (4)	4	8	12	16	20
	Extreme (5)	5	10	15	20	25

9.2 Risk Register

Attached on following three pages

Note:

At this stage, all risk is perceived as **Client Risk**, until it is mitigated whether through actions and studies, or by transfer of the risk (or portion of) to the contractor during the construction stage.

No	Risk Description	Consequences	Prob	Impact	Rating Prob x Impact	Owner	Mitigation
A Third-party Risks							
1	Approvals	Planning approvals not granted	3	2	6	Client	Appeals; Use of Planning Consultants
		Use of hazardous substances on site consents			0	Ignore	
		Tree preservation orders on site			0	Ignore	
		Conservation area consents within area			0	Ignore	
		Scheduled monument consents within area			0	Ignore	
		Need for environmental impact assessments	2	1	2	Ignore	
2	Public inquiries	Consultation with neighbours on development	3	2	6	Client	Address during planning application
3	Legal agreements	Rights of way - maintain school entrance access	2	2	4	Client	Address during planning application
		Rights of light - adjoining property	2	2	4	Client	Address during planning application
		Wayleaves - maintain Victoria Passage open	2	2	4	Client	Address during planning application
		Noise control requirements	2	2	4	Client	Transfer risk to Contractor
		Sites of special scientific interest			0	Ignore	
4	Pressure groups, local protests	Muslim identity of new development	3	4	12	Client	
5	Terrorism and Civil Disobedience	Not mitigatable	1	1	1	Client	
6	Changes in regulations	Not mitigatable	2	3	6	Client	
7	Changes in statutory legislation	Not mitigatable	1	3	3	Client	
B Inherent site-specific risks							
1	Access restrictions or limitations	Site has restricted ingress / egress	3	2	6	Client	Transfer risk to Contractor
2	Existing occupiers / users	Alternative provisions (e.g. accommodation, parking)	2	2	4	Client	Reshot parking during construction
		Working hour restrictions	4	2	8	Client	Transfer risk to Contractor
		Maintenance of access (roads, footpaths, barriers)	3	2	6	Client	Transfer risk to Contractor
		Maintenance of services	3	5	15	Client	Survey of existing services
3	Effect of existing buildings	Need for protection of existing structure	3	5	15	Client	Commission Structural Survey
		Need for demolition existing out-building	3	4	12	Client	Transfer risk to Contractor
		Need to remove hazardous substances	4	5	20	Client	Asbestos survey
4	Existing site boundaries	Need to protect and keep in good condition	3	2	6	Client	Transfer risk to Contractor
		Need for temporary enhancement to suit works			0	Ignore	
5	Security	Protection of works in hand, including temporary works			0	Ignore	
		Security provisions including staffing	3	4	12	Client	Temporary security arrangements
6	Additional land take requirements	For permanent works			0	Ignore	
		For temporary works or for access			0	Ignore	

No	Risk Description	Risk Description	Consequences	Prob	Impact	Rating	Owner	Mitigation
Prob x Impact								
7	Requirements for new services	Water, gas, sewage, electricity, telephone	Not applicable			0	Ignore	
8	Use of existing services	Availability to suit site requirements and conditions	Not adequate supply to extended facility	2	4	8	Ignore	Order upgrades in construction
		Need to determine effect of disruption / need to relocate	Service disruption to facility / neighbours	2	3	6	Client	Survey of existing services
9	Known ground conditions	Pre-construction investigations	Claims from contractor	3	4	12	Client	Geotech Survey / recommendations
		Soil types and variability	Claims from contractor	3	4	12	Client	Geotech Survey / recommendations
		Possibility of mining works, subsidence	Claims from contractor	3	4	12	Client	Geotech Survey / recommendations
		Contamination	Claims from contractor	3	4	12	Client	Geotech Survey / recommendations
C Direct client-controlled risks								
1	Terms of reference	Inaccurate or insufficient	Change Management Costs	3	3	9	Client	Ensure full details prior to tender
2	Changes in requirements	Occupancy, usage, size,	Facility not adequate in near future	3	5	15	Client	Demographic / Needs Analysis
		Scope pre- and post-contract award	In-adequate Scope and Specifications	3	3	9	Client	Design Freeze points identified
3	Changes to timescales	Late decision taking	Claims from contractor	2	4	8	Client	Project Plan (this document)
		Late handing over of site	Claims from contractor	2	2	4	Client	Project Schedule and Documents
		Postponements, accelerations / delayed programme	Claims from contractor	3	3	9	Client	Post-tender Design Freeze Points
		Early handover of part or whole of contract	Client's Cash Flow	2	2	4	Client	
4	Financial implications	Availability of funds, generally	Works stops, Delays / Claims / Litigation	4	5	20	Client	Ensure 50% pledges / funding in place
		Availability of funds to meet contractor payments	Claims from contractor	3	4	12	Client	
		Liabilities to others if contract completed late	Not applicable			0	Ignore	
D Design-team risks								
1	Terms of reference	Inaccurate interpretation	Extensive Change Management on site	4	4	16	Client	Ensure contract is fully specified
2	Errors	Design, contract documents, drawings	Extensive Change Management on site	4	4	16	Client	Ensure contract is fully specified
3	Failure to meet timescales	Producing various phases of duties	Delayed contract award	2	3	6	Client	Project Schedule and Documents
		For co-ordination of sub-consultants	Claims and delays on site	4	4	16	Client	Design-Build Contract procurement
		Delivery of drawings and information to contractor	Claims and delays on site	4	4	16	Client	Design-Build Contract procurement
4	Estimating inadequacies	Changes in labour, plant, material costs & inflation	Claims and delays on site	4	4	16	Client	Design-Build Contract procurement
		Taxation changes	Not applicable			0	Ignore	
5	Experience of team	Experience of members of team	Inadequate Design / Tender production	2	4	8	Client	Hire experienced Professional Team
		Continuity of staff	Not applicable			0	Ignore	
6	Type of design	Established design methods	Lack of buildability in design	2	2	4	Client	Ensure buildability into design
		Leading edge/ unusual structure type designs	Not applicable			0	Ignore	
7	Inadequacy of client protection	Professional indemnity insurance, collateral warranties	Post-contract exposure risk for client	3	5	15	Client	Ensure collateral warranties
		Provisions for maintaining foregoing after hand-over	Not applicable			0	Client	Design-Build Contract procurement

No	Risk Description	Risk Description	Consequences	Prob	Impact	Rating Prob x Impact	Owner	Mitigation
8	Liquidation / Insolvency	By consultants	Delayed design production information	1	3	3	Client	Ignore
E Contractor risks								
1	Failure to meet programme	Inadequate resources, estimates of duration of activities	Delays on site	3	4	12	Client	Ensure adherence to programme
		Poor co-ordination of subcontractors	Claims from contractor	3	4	12	Client	Design-Build Contract procurement
		Inherent weather	Delays on site	2	2	4	Client	Ensure contract is fully specified
2	Price changes	Permitted under certain contracts	Escalation in price	4	5	20	Client	Lump Sum Fixed Price contract
3	Disputes and claims	Delays and claims for other trades / specification	Claims from contractor	4	5	20	Client	Ensure contract is fully specified
4	Poor workmanship	Not upto Client's expectations	Extensive repairs and maintenance	2	3	6	Client	Reputable contractor / supervision
5	Poor site management	Quality control	Poor quality work	2	5	10	Client	Reputable contractor / track record
		Staff experience and continuity	Poor quality work	1	5	5	Client	Reputable contractor / track record
6	Accidents or injuries	Under contract	HSE action / Site Shutdown	2	5	10	Client	Reputable contractor / track record
		Due to client staff or joint site occupancy	Claims and litigation / Court action	4	4	16	Client	Demarcate areas during construction
7	Industrial action	Applicable to contractor only	Not applicable			0	Ignore	
8	Latent defects	Inadequate quality of materials	Extensive repairs and maintenance	3	3	9	Client	Ensure 5 year warranties are included
9	Liquidation / Insolvency	Warranties are worthless	Post-contract exposure risk for client	2	3	6	Client	Reputable contractor / track record
10	Variations to the contract from	Inadequacies in the contract document	Extensive Change Management on site	1	2	2	Client	Ensure contract is fully specified
		Client requirements changing after award	Extensive Change Management on site	3	4	12	Client	Identify Design Freeze Points
11	Breach of contract	Default or abandonment by a contractor	Site delays / litigation / incomplete facility	3	5	15	Client	Ensure adequate legal protection
12	Client Advisors negligence	Client advisors, incl engineering advisors	Escalation in price / contractor claims	2	4	8	Client	Professional Indemnity
14	Subcontractor performance	Un-supervised work by sub-contractors	Poor quality work			0	Client	Supervision / Independent specialists
15	Unrecoverable costs	Litigation or arbitration costs	Not mitigatable - deal when necessary			0	Ignore	

10 Existing Site Layout and Design-Freeze Drawings etc

11 Concept Architectural Drawings

11.1 Comments on Scheme B Design Freeze Drawings

The following table gives details of the comments to be added to the concept architectural layouts to be incorporated into the planning application drawings.

Sect	Concerns and comments
A	Elevations
	West Elevations
	East Elevations – to be re-defined with arches
B	Ground Floor:
	Mehrab position – move to right
	Ladies access to kitchen to be incorporated
	Wudhuu area: Congested area / wet area to be re-configured
	Swap kitchen / ghush area
	1 No Eastern style toilet to be added to each set of toilets
	Ground Floor Ladies Wudhuu area altered to suit flows
	Folding sliding doors to have high Decibel reduction rating
	Ghush Room to be made smaller
C	First Floor:
	Office to try to overlook car-park
	Extra set of toilets (queried)
	Crèche – self contained
	Training / Conference Room incorporated
	Two sets of classrooms to have folding sliding doors
	Library to be incorporated within classrooms
D	General:
	Cost of Alim Quarter (£25k) to be included
	Layout of flats on Front Elevations to be altered to suit
	Boiler Room to be added into layouts

12 Appendices

Appendices included for audit trail purposes

These could include

- Jamaat Membership Records
- Income and Expense Records
- Demographic Trends
- Wider Community Demographics
- Costs per unit / per sq metre etc
- Cost plans
- Business plans (for a social or commercial project – see rules of funding for such a project)
- Local Authority Approvals
- Budgets from Quantity Surveyors / Project Managers, etc
- Etc
- Etc

The information above will be commensurate with the level of Approvals Required

For AIP, generally at the start of the project, not all of the above information will be valid or required

For a full Ijaza, the Project Plan should be fairly detailed and backed up with real information and data, especially if this exposes the jamaat, and by extension, the Regional Body and the World Body to financial exposure

Whilst there is a cost involved in the production of such a document, it must be realised and appreciated that the jamaat embarking on such a project should spend at least 1-2% of the project value in ensuring that the remaining 98% of the project value has been assessed for added value and full benefit of the community.