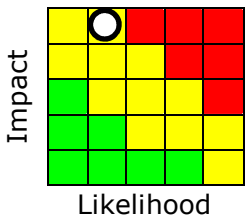
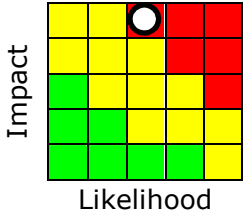
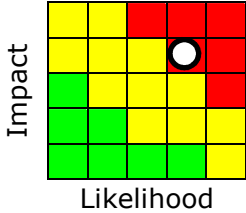
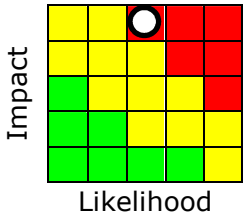
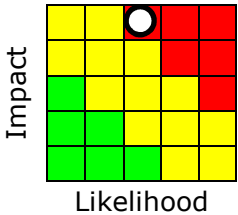
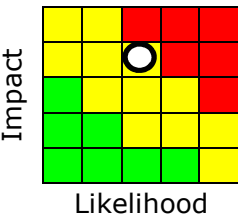


Riverside House Relocation Project – Initial Risk Register 14 March 2014

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
STRATEGIC –									
S1	Council unilaterally pulls out of project.	<ul style="list-style-type: none"> Council's lack of commitment to seeing through this complex and challenging project. Change of political control at WDC; and possible withdrawal of support for the project. 	<ul style="list-style-type: none"> Substantial cost and timing implications. Council would have to potentially fund any abortive Stage 2 design costs incurred by the LLP. Council would have to re-mobilise and plan for an alternative new project and/or find another way to save £400k p.a. revenue savings 	<ul style="list-style-type: none"> Executive in principle approval already obtained (Dec. 2012). Executive approval to Stage 2 work being sought on 26 March 2014. Project Governance processes. CMT consider project weekly. Senior members regularly briefed throughout. Cross party Members Reference Group is being briefed and consulted throughout the project's life. Continue to seek ongoing commitment throughout project's life. 	Project Board	<ul style="list-style-type: none"> Report to Executive on 26 March 2014. Further dialogue with the cross party Members Reference Group throughout the project. Note: WDC will be legally locked into the project after the final approvals to be sought from Executive in Feb. 2015. 	Project Board	Ongoing until Feb. 2015	
FINANCIAL –									
F1	LLP/PSP fail to perform.	<ul style="list-style-type: none"> LLP/PSP pull out of project. LLP/PSP's proposals do not stand up to external validation, and/or do not pass the full project viability tests. LLP/PSP fail to deliver any elements of the design and delivery of their complex proposals. 	<ul style="list-style-type: none"> Delay in programme and opening of new offices. Reduction in programmed capital receipts from the two residential development sites. LLP project possibly aborted. WDC would lose significant time, and incur significant costs, in producing a new HQ via another delivery method. 	<ul style="list-style-type: none"> Constant scrutiny of PSP/LLP's proposals and performance through monthly LLP working and board meetings, Scrutiny of LLP's project via evaluation processes. Ongoing private liaison with other PSP local authority partners. Legal agreements will further lock-in PSP as the project progresses. Council will have copyright to all project designs. WDC could therefore continue itself, or procure new commercial developer 	Project Board	<ul style="list-style-type: none"> Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section. 	Project Board	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
				partner, • Any resulting cost implications would have to be resourced.					
F2	Project delays.	<ul style="list-style-type: none"> Council changing its mind as to what it wants or deferring decisions Delay in agreeing new offices' design and specification. Delays in resolving affordable housing solutions. Delays in procuring planning consents and development partners. Delays in signing-off full viability tests. Market changes. Adverse weather conditions. Any other programme slippage. 	<ul style="list-style-type: none"> New offices not delivered on time. Delay in delivering the planned £400k p.a. revenue savings, Possible need to review relationship with LLP and other partners. Reputational damage of Council on ability to deliver projects on time and within budget 	<ul style="list-style-type: none"> Project governance processes. Outline Project Programme in place. Regularly reviewed for deliverability at bi-weekly Project Team meetings; Project Board meetings and formal monthly LLP Board meetings. Not necessarily fatal, but would push back opening date of new offices, and the cash flow of the programmed £400k p.a. savings. Any financial impacts would have to be re-scheduled. Continual engagement of Members via Member Reference Group 	Project Board	<ul style="list-style-type: none"> Next 'Stage 2' design and full viability work will scope out a detailed delivery programme that will then fully scrutinised and monitored for any possible delays. 	Project Manager	Dec 2014	
F3	Project fails to stack-up financially	<ul style="list-style-type: none"> The LLP's proposed overall development package being uneconomic and/or undeliverable, and not providing new Council offices on a 'cost neutral' basis. Project fails viability tests Cost escalations. Failure to procure suitable developer partner offering the projected capital receipts. 	<ul style="list-style-type: none"> New Council offices might not be deliverable on cost-neutral basis. Additional Council gap funding might be required. Capital cost could escalate with 'project creep'. Delay in project programme as a consequence 	<ul style="list-style-type: none"> Council's outline brief established in agreed Heads of Terms. This will be developed, and agreed, as part of the next Stage 2 work. LLP is funding this £673k work. Formal LLP e2 and e3 feasibility evaluations already completed. Initial project Validation underway. 3 x Stage Gateway project commitment approach. A further full project viability test will be re-run before commitment by WDC. LLP to procure a residential JV partner with a proven track record. Council will be part of this selection process. Project Board to monitor throughout 	Project Board	<ul style="list-style-type: none"> Next 'Stage 2' work will carry out a full test of the detailed proposals, to re-test and clarify the full viability of this project. Report back to Executive in Feb. 2015 	Project Manager And Project Board	Dec 2014	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F4	Failing to obtain planning permissions.	<ul style="list-style-type: none"> Project's affordable housing solutions fail to stack-up. Outline proposals not complying with planning policy. Possible successful planning objections. Planning Committee make a decision contrary to officers recommendations 	<ul style="list-style-type: none"> Not obtaining planning permission for the LLP's proposals for the (i) Spa Centre,(ii) Riverside House and (iii) Court Street sites. Cost and time delays. Reputational damage of Council to support its own projects 	<ul style="list-style-type: none"> Outline massing exercises undertaken. Successful initial pre-application meetings. More programmed. Stage 2 work will provide full designs and details, leading to submission of planning applications in Sept. 2014. Pro-active member, partner and public consultations programmed. 	Project Team	<ul style="list-style-type: none"> Further pre-application discussions with WDC planners as designs emerge 	Project Manager (with LLP design Team)	Sept 2014	
F5	Not achieving projected £300k p.a. new building operational savings.	<ul style="list-style-type: none"> Initial estimates prove to be wrong. Increased occupation cost incurred once WDC occupy the building. 	<ul style="list-style-type: none"> Higher than anticipated occupation costs. Revenue savings not achieved WDC might need to invest in additional building efficiency features to guarantee projected revenue saving or find other savings?. 	<ul style="list-style-type: none"> Initial robust estimates based on industry standards, and detailed decisions undertaken with other LA's who have implemented similar projects. Detailed scrutiny will continue as design details of the new building emerge as part of the Stage 2 work. Further full evaluation at the end of Stage 2. 	Project Team	<ul style="list-style-type: none"> Pro-active input into the emerging design of the new office building, to re-test the present running cost estimates. Working with the LLP's design team throughout this process. 	Project Manager	Sept 2014	
F6	'Different Ways of Working' not implemented.	<ul style="list-style-type: none"> New working practices not agreed or implemented. Resistance to change by staff. 	<ul style="list-style-type: none"> Additional on-site workstations and storage required. Increased building size required. Cost increases/lack of full amount of savings achieved and consequent need to find other ways to save money 	<ul style="list-style-type: none"> Project Team overseeing programme of DWOW now. Substantial liaison to date with other LA's who are ahead of us in this field re: implementation Pro-active staff involvement strategy. 	Project Team	<ul style="list-style-type: none"> Pro-active ongoing consultations with staff, and HR colleagues. Working with new office design team to ensure new building's layouts etc. are suitable for our new working needs. 	Project Team	Ongoing	