



RISK REGISTER - STRATEGIC PROJECTS

PROJECT:	Leamington Spa FHSF (without confidential)
STATUS:	Programme
PREPARED BY:	Mark Brightburn
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VERSION:	5



RISK REGISTER - STRATEGIC PROJECTS
Leamington Spa FHSF (without confidential)
Version 5
Programme Risks

Risk number	Risk type	Risk Name	Risk description	Risk status	Timescale	Probability rating	Impact rating	Overall score	Overall rating	Mitigation		Probability rating	Impact rating	Overall score	Overall rating
										Underway	Planned				
1	Procurement	Financial stability of delivery/Supply Chain partners	The risk that delivery/supply chain partners experience credit or liquidity issues and cease trading or go into receivership - impact on programme and costs	Active	S/M/L	2. Low	4. High	8	Medium	WDC has adopted appropriate processes in the selection of delivery partners	Ensure WDC and delivery partners test financial stability through procurement process	2. Low	4. High	8	Medium
2	Procurement	Contractual agreements	The risk that contract design is inadequate resulting in additional costs and/or delays	Active	S/M/L	3. Medium	4. High	12	Medium	Terms for engagement with CDP structured through Collaboration Agreement	Adopt best practice in accordance with standard WDC procedures Seek independent expert advice where appropriate	2. Low	4. High	8	Medium
3	Procurement	Construction risk	The risk that a suitable development partner / contractors cannot be secured or are involved only at a late stage in the design process, resulting in the project not being completed on time, to budget or to specification.	Active	M/L	2. Low	4. High	8	Medium	Key delivery partners engaged in design development (WCC and CDP) WDC has agreed outline approach for project delivery, based on a restricted tender process	Timely selection of development partners/contractors.	2. Low	4. High	8	Medium
4	Procurement	Governance	The risk of not agreeing robust governance structures and accountability during the delivery stage	Active	S/M/L	2. Low	4. High	8	Medium	An appropriate governance structure has already been put in place for oversight and management of the programme.	Continued engagement with delivery partners and regular review of governance arrangements	1. Very low	4. High	4	Low
5	Project generic	Design complexity	The risk of not successfully conforming to the required planning permissions - which could impact on quality, cost and programme	Active	S/M/L	3. Medium	4. High	12	Medium	Identified delivery partners with a high level of relevant experience Secured engagement between delivery partners and planning officers	Promote ongoing engagement with planning officers Appraise proposals at key gateways prior to sign off	2. Low	4. High	8	Medium
6	Project generic	Environmental impact	There is a risk of enhanced environmental impacts through changes to land and infrastructure as proposed	Active	S/M/L	2. Low	3. Medium	6	Medium	Addressing the climate change agenda is a priority for the Council and is a primary objective within each and every project.	Undertake an environmental appraisal of projects as part of the option selection process	1. Very low	2. Low	2	Low
7	Project generic	Capital cost estimates	The risks that the costs are greater than currently identified.	Active	M/L	3. Medium	4. High	12	Medium	Work with delivery partners to identified project costs Establish budget for delivery of scheme outputs	Cost scrutiny as part of appraisal at project gateways Ongoing cost management - supervise process	3. medium	4. High	12	Medium
8	Project generic	Demand risk	The risk of not having a sufficient understanding of the occupier demand in the town and future requirements, particularly in light of Covid.	Active	S/M/L	3. Medium	4. High	12	Medium	WDC has secured market advice to inform investment decisions within the town centre CDP secured as development partner	Continue to monitor market trends and activity within the Creative Quarter	2. low	4. High	8	Medium
9	Project generic	Income risk	WDC investment is predicated on income projections. Failure to generate income could impact on wider Council budgets	Active	M/L	3. Medium	3. Medium	9	Medium	WDC has secured appropriate market advice in relation to key schemes. The Council has accepted a risk position to ensure that regeneration opportunities can be realised.	Where possible the Council will pass risk to the private sector	2. Low	3. Medium	6	Medium
10	WDC Specific	Partner engagement	The risk of not demonstrating effective engagement with all stakeholder groups (including Statutory bodies) resulting in delayed approvals, potential planning objections	Active	M/L	2. Low	3. Medium	6	Medium	WDC is engaging with delivery partners	Formalise partnership arrangements within contracts for grant funding Implement identified delivery and governance structures	1. Very low	3. Medium	3	Low
11	WDC Specific	Internal funding capability	Risk that additional funding sought is not secured or delayed.	Active	M/L	3. Medium	4. High	12	Medium	Continue to develop a robust business case with appropriate evidence around market demand and operating models. Co-funding commitment secured	Explore other sources of external funding, governance and delivery models.	1. Very Low	4. High	4	Low

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12	WDC Specific	Land ownership	The main sites are owned by WDC, although certain properties that are subject to proposed redevelopment are either owned by third parties or leased by occupiers	Active	M/L	4. High	4. High	16	High	WDC owns key assets including Town Hall and Spencer Yard Post office acquisition led by WDC - discussions at advanced stage Sorting office acquisition - WDC to lead acquisition through securing relocation premises WCC Strategic Highway authority	WDC to continue to engage with Royal Mail to secure full control of the Post Office and Sorting Depot	4. high	4. High	16	High
13	WDC Specific	Collaboration	The risk of the failure to develop and maintain relationships with delivery partners and other key stakeholders.	Active	M/L	2. Low	2. Low	4	Low	To continue to engage with delivery partners and stakeholders	To continue in the future to engage with delivery partners and stakeholders and draw up on the experience of the capital delivery team.	1. Very low	2. Low	2	Low
14	WDC Specific	Reputation	Risk of delayed approvals and impact on the programme, cost increases or reputational damage to the partners	Active	M/L	4. high	4. high	16	High	Anticipate challenging project stages and maintain focus on critical success factors.	To closely monitor performance and ensure high levels of effective communication with partners and stakeholders	4. high	4. high	16	High
15	WDC Specific	State aid	The risk that the interventions do not comply with State aid regulations. Funding would need to be repaid.	Active	S/M/L	2. low	4. High	8	Medium	To continue to review the state aid advice/position with direct input from Legal colleagues.	Seek expert advice to inform the continued design of the proposed configuration and delivery arrangements	2. Low	4. High	8	Medium
16	Environmental	Community impacts	The risk that local residents object to proposals	Active	M/L	3. Medium	3. Medium	9	Medium	The Leamington Transformation is now preparing a Framework Plan for the town centre Stakeholder engagement in relation to projects	Establish an engagement plan to guide ongoing collaboration with the community in the design, delivery and operation of projects	2. Low	3. Medium	6	Medium
17	Environmental	Site characteristics	The risk that projects encounter delays and cost increases due to unforeseen barriers to delivery	Active	M/L	3. Medium	3. Medium	9	Medium	WDC has secured CDP as a delivery partner for regeneration schemes Initial project design and cost appraisal makes appropriate provision for contingency based on preliminary surveys	WDC to work with CDP to secure detailed site investigations	3. Medium	3. Medium	9	Medium
18	Environmental	Climate Change Emergency	The risk that any new Government targets integrated into legislation will need to be adapted on the development and physical, political and cost impact on the current development	Active	S/M/L	2. Low	3. Medium	6	Medium	To continue to monitor proposed and actual changes/legislative requirements	To continue in the future to monitor proposed and actual changes/legislative requirements	1. Very low	3. Medium	3	Low
19	Environmental	Planning approval	The risk that projects fail to secure the necessary planning consents or that constraints are imposed that result in changes to the scope of the scheme.	Active	S/M/L	2. Low	4. High	8	Medium	To continue to engage with the local planning authority officers	Head of Planning and Head of Development Management both aware of pending applications.	1. Very low	3. Medium	3	Low
20	External influences	Political	The risk that the scheme lacks support from key political stakeholders.	Active	S/M/L	2. Low	4. High	8	Medium	To continue to engage with local politicians through joint member workin group and key cabinet briefing.	Utilise local elected members as a critical part of the co-design process. Ensure Councillor representation upon the Programme Board	1. Very low	3. Medium	3	Low
21	External influences	Economic	The risk that changes in external economic influences occur that result in a failure to achieve the scheme objectives.	Active	S/M/L	4.High	4. High	16	High	To monitor economic conditions and adjust the scheme focus/timing if necessary	To continue to monitor economic conditions and adjust the scheme focus/timing if necessary	4. high	4. High	16	High
22	External influences	BREXIT	There is potential risks arising from BREXIT in terms of financial markets, economic circumstances and demand	Active	S/M/L	3. Medium	3. Medium	9	Medium	To monitor the proposals in relation to BREXIT and adjust the scheme focus/timing if necessary	To continue monitor the proposals in relation to BREXIT and adjust the scheme focus/timing if necessary	3. Medium	3. Medium	9	Medium
23	External influences	COVID-19	The ongoing impact of Covid 19 on the retail market, and operation of the town centre	Active	S/M/L	2.Low	3.Medium	6	Medium	The Council is following government guidance related to any ongoing response and supporting local busienss.	Market appraisals will be updated regularly, continuous engagement with town centre tenants and local residents, appropriate due dilligence for prospective tenants.	2. Low	3. Medium	6	Medium
24	External influences	Legislative	The risk of legislative / regulatory issues resulting in delays to the project or enforced changes to the scope of the proposed development	Active	M/L	2. low	3. medium	0		To continue to monitor proposed and actual changes/legislative requirements	To continue in the future to monitor proposed and actual changes/legislative requirements	2. Low	3. Medium	0	
25	Personnel	Construction Project Management	The Projects team are managing the FHSF project, but are not experts in Construction Management and the Assets Team, who do have surveyors with this experience, are tight on resource to help.	Active	S/M/L	4. High	4. high	16	High	Purcell Architects to increase their RIBA stage 5 inspections to cover the 'Clerk of Wroks' type role. But WDC Project Management of the day to day aspects of the construction works still under review.	This amendment has been made.	2. low	3. medium	6	Medium



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1. Spencer Yard Risks

Risk number	Risk type	Risk Name	Risk description	Risk status	Timescale	Probability rating	Impact rating	Overall score	Overall rating	Mitigation		Probability rating	Impact rating	Overall score	Overall rating
										Underway	Planned				
1	Costs	Capital cost estimates	The risks that the costs are greater than currently identified.	Active	M/L	3. Medium	4. High	12	Medium	Work with delivery partner to identified project costs Establish budget for delivery of scheme outputs	Cost scrutiny as part of appraisal at project gateways Ongoing cost management - supervise process	2. Low	4. High	8	Medium
2	Supply	Demand risk	The risk of not having a sufficient occupier demand for the Old Dole Office	Active	S/M/L	3. Medium	4. High	12	Medium	CDP currently actively marketing the building for sale and rent	Continue to monitor market trends and activity within the Creative Quarter	3. Medium	4. High	12	Medium
3	Funding	Private sector funding	Risk that private sector funding sought is not secured or delayed.	Active	M/L	3. Medium	4. High	12	Medium	CDP have secured adequate private sector funding to cover the remaining costs of the project over and above the FHSF grant.	Continue to monitor costs and be appraised of the level of private sector funding.	2. low	4. High	8	Medium
4	Utilities	Timing	Risk of delay due to timing of utilities work requiring public realm closures	Active	M/L	3. medium	3. Medium	9	Medium	CDP Project Manager anticipating the works programme and booking these in but subject to risk from utility companies	Closely monitor progress on utilities and CDP to appraise of any delay.	2. low	3. Medium	6	Medium
5	Occupiers	Requirements	Risk that the occupiers (Cogent and SAE) have any further requirements not covered in the existing agreements	Active	S/M/L	2. Low	3. Medium	6	Medium	To continue to monitor the agreements with the occupiers	CDP to appraise of any changes.	1. Very low	3. Medium	3	Low



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2. Town Hall Risks

Risk number	Risk type	Risk Name	Risk description	Risk status	Timescale	Probability rating	Impact rating	Overall score	Overall rating	Mitigation		Probability rating	Impact rating	Overall score	Overall rating
										Underway	Planned				
1	Procurement	Procurement route	Risk that the selection of the procurement route (Framework or Open Restricted Tender) does not result in adequate responses.	Active	S/M/L	4. high	4. High	16	High	Worked closely with WDC Procurement team to understand the market restrictions at present in order to select the best route	Invitation to Tender has now been successfully issued, awaiting responses.	3. medium	4. High	12	Medium
2	Procurement	Contractual agreements	The risk that contract design is inadequate resulting in additional costs and/or delays	Active	S/M/L	3. Medium	4. High	12	Medium	Working very closely with both WDC procurement and Purcell Architects and team cost consultant	Regular checks on progress	3. medium	4. High	12	Medium
3	Procurement	Construction risk	The risk that a suitable main contractors cannot be secured resulting in the project not being completed on time, to budget or to specification.	Active	M/L	3. medium	4. High	12	Medium	Working with WDC procurement to find the best route to secure the best result on quality and time	Regular updates with the team	3. medium	4. High	12	Medium
4	Project specific	Capital cost estimates	The risks that the costs are greater than currently identified.	Active	M/L	3. Medium	4. High	12	Medium	Selected a 2 stage procurement of the contractor to enable fixing their price a little later in the process	Regular updates with the team	3. medium	4. High	12	Medium
5	WDC Specific	Tenants	There are a number of tenants in the Town Hall who will need to remain in place during the construction works so planning for their needs adds in risks	Active	M/L	3. medium	4. high	12	Medium	Regular monthly tenants group meetings as the main contractor procurement is undertaken	Move to weekly meetings once the construction is underway	3. medium	4. high	12	Medium
6	FHSF	Spend deadline	Risk of contractor being unable to achieve the FHSF spend deadline of end of March 2024	Active	M/L	3. medium	4. high	12	Medium	This is being built into the specification documents but a risk the contractors may have other views	Assess the contractor returns and select	3. medium	4. high	12	Medium
7	Personnel	Construction Project Management	The Projects team are managing the FHSF project, but are not experts in Construction Management and the Assets Team, who do have surveyors with this experience, are tight on resource to help.	Active	S/M/L	4. High	4. high	16	High	Purcell Architects to increase their RIBA stage 5 inspections to cover the 'Clerk of Works' type role. Seeking to appoint a 'Construction Project Manager' from Atkins via their Framework arrangement.	This is in progress.	3. medium	3. medium	9	Medium



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3. Stoneleigh Arms Risks

Risk number	Risk type	Risk Name	Risk description	Risk status	Timescale	Probability rating	Impact rating	Overall score	Overall rating	Mitigation		Probability rating	Impact rating	Overall score	Overall rating
										Underway	Planned				
1	Procurement	Construction risk	The risk that a suitable contractor cannot be secured or are involved only at a late stage in the design process, resulting in the project not being completed on time, to budget or to specification.	Active	M/L	2. Low	4. High	8	Medium	CDP have selected a contractor suitable to complete this work.	The specification will set out the FHSF spend deadline.	2. low	3. Medium	6	Medium
2	Project specific	Planning approval	The risk of not successfully conforming to the required specifications with the Planning Team - which could impact on quality, cost and programme	Active	S/M/L	4. High	4. High	16	High	Planning & Conservation Officers still have outstanding concerns on the proposals which CDP and architect team are currently engaged on resolving.	A full planning statement has been submitted to give the evidence to the planning officer to be able to support the determination.	4. High	4. High	16	High
3	Project specific	Capital cost estimates	The risks that the costs are greater than currently identified.	Active	M/L	3. Medium	4. High	12	Medium	Work with delivery partners to identified project costs Establish budget for delivery of scheme outputs	Cost scrutiny as part of appraisal at project gateways Ongoing cost management - supervise process	3. medium	4. High	12	Medium
4	Project specific	Demand risk	The risk of not having a sufficient understanding of the occupier demand for the site.	Active	S/M/L	3. Medium	4. High	12	Medium	CDP are undertaking extensive engagement with the local artistic community to put together a viable and affordable proposal.	Updates from CDP and monitoring the rents to artists in particular.	3. Medium	4. High	12	Medium
5	WDC Specific	Reputation	Risk of delayed approvals and impact on the programme, cost increases or reputational damage to the partners	Active	M/L	4. High	4. High	16	High	Planning and cost risks potential to impact on FHSF spend and risk of not making the spend deadline	Monitoring all impacts on delivery	3. medium	4. High	12	Medium



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4. East West Cycle Risks

Risk number	Risk type	Risk Name	Risk description	Risk status	Timescale	Probability rating	Impact rating	Overall score	Overall rating	Mitigation		Probability rating	Impact rating	Overall score	Overall rating
										Underway	Planned				
1	FHSF	Reallocation	This project is not able to proceed and so a Project Adjustment Request to DLUHC has successfully reallocated this to other FHSF projects.	Active	S/M/L	2. Low	4. High	8	Medium	DLUHC have approved the relocation.	The amounts are now in the budgets for the Town Hall and Stoneleigh arms / Old School.	2. low	3. medium	6	Medium

Impact Rating						
Life & Limb	Customer Service	Growth	Regulatory Compliance	Reputation	Management Time	Rating
No injury to tenants, staff and / or general public	Negligible impact on customer service	Negligible impact on market share / growth plans	Negligible impact that is internalised	One off and temporary reputational damage	Insignificant event where the impact can be easily absorbed	1
Minor injury (e.g. cuts & bruises) to tenants, staff and / or general public	Minor impact on customer service	Minor impact on market share / deviation from growth plans	Minor impact that is internalised	Negative multiple day local media coverage resulting in short term damage to reputation	Minor event where the impact can be readily absorbed but some management effort is required	2
Temporary injury (e.g. broken limb) to tenants, staff and / or general public	Short term loss of service / service disruption	Moderate impact on market share / deviation from growth plans	Moderate breach leading to possible reprimand or sanctions	Negative one day national media coverage resulting in short term damage to reputation	Event where the impact cannot be managed under normal operating conditions requiring moderate level of resource or management input	3
Permanent injury (e.g. loss of limb, senses) to tenants, staff and / or general public	Significant, medium term loss of service	Significant impact on market share / deviation from growth plans	Significant breach leading to reprimand or sanctions	Negative multiple day national media coverage resulting in short to medium term damage to reputation	Major event where the impact requires a high level of management effort and resources to rectify	4
Fatality to tenants, staff and / or general public	Severe, prolonged loss of service	Sustained, severe loss of market share / inability to undertake any development	Severe breach leading to suspension or discontinuance of business	Extensive negative national media coverage resulting in severe damage to reputation	Disaster with potential to lead to business collapse (requires almost total management attention)	5

IMPACT				
Insignificant	Minor	Moderate	Major	Catastrophic
1	2	3	4	5

Probability Rating