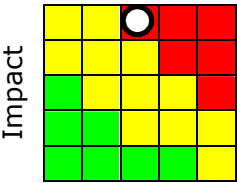
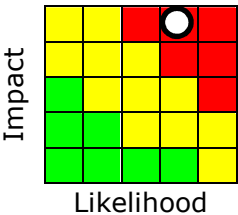


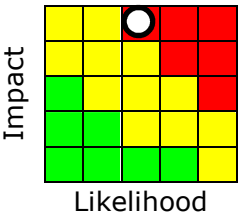
# Appendix Two

## Riverside House Relocation Project – Risk Register 14 September 2015

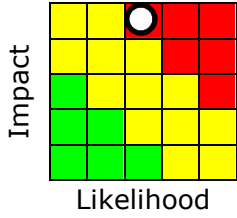
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
<b>STRATEGIC –</b>									
<b>S 1</b>	<b>Council unilaterally pulls out of project.</b>	<ul style="list-style-type: none"> <li>Council's lack of commitment to seeing through this complex and challenging project.</li> <li>Change of political control at WDC; and possible withdrawal of support for the project.</li> </ul>	<ul style="list-style-type: none"> <li>Substantial cost and timing implications.</li> <li>.</li> <li>Council would have to re-mobilise and plan for an alternative new project and/or find another way to save £300k p.a. revenue savings</li> </ul>	<ul style="list-style-type: none"> <li>Executive in principle approval originally obtained (Dec. 2012).</li> <li>Reports taken k to Executive on 26 March, 8 May, Council on 25 June 2014, and Executive on 3 December 2014.</li> <li>Project Governance processes.</li> <li>CMT consider project weekly.</li> <li>Senior members regularly briefed throughout.</li> <li>Cross-party Members Reference Group previously briefed and</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>3 December Executive asked officers to report back on the further feasibility analysis of its approved short-list of four site options. This is to be reported back to Executive on 30 September.</li> </ul>	Project Board	Ongoing	<p>Impact</p> <p>Likelihood</p>

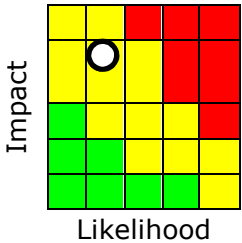
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
				<p>consulted throughout the project's life.</p> <ul style="list-style-type: none"> <li>Continue to seek ongoing commitment and Council's formal approvals for this project, and throughout project's life.</li> </ul>					
<b>FINANCIAL -</b>									
<b>F1</b>	<b>LLP/PSP fail to perform.</b>	<ul style="list-style-type: none"> <li>LLP/PSP pull out of project.</li> <li>LLP/PSP's proposals do not stand up to external validation, and/or do not pass the full project viability tests.</li> <li>LLP/PSP fail to deliver any elements of the design and delivery</li> </ul>	<ul style="list-style-type: none"> <li>Delay in programme and opening of new offices.</li> <li>Reduction in programmed capital receipts from the two residential development sites.</li> <li>LLP project possibly aborted.</li> <li>WDC would lose</li> </ul>	<ul style="list-style-type: none"> <li>Constant scrutiny of PSP/LLP's proposals and performance through monthly LLP working and board meetings,</li> <li>Scrutiny of LLP's project via evaluation processes.</li> <li>Ongoing private</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section.</li> <li>Note: LLP/PSP involvement in this project has been put on hold until 30 September Executive has approved its preferred relocation option site, and further</li> </ul>	Project Board	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		of their complex proposals.	significant time, and incur significant costs, in producing a new HQ via another delivery method.	liaison with other PSP local authority partners. • Legal agreements will further lock-in PSP as the project progresses.		more detailed feasibility work.			
<b>F2</b>	<b>Project delays.</b>	<ul style="list-style-type: none"> <li>Delay in the Council choosing a preferred relocation site option</li> <li>Council changing its mind as to what it wants or deferring decisions</li> <li>Delay in agreeing new offices' design and specification.</li> <li>Delays in resolving affordable housing solutions.</li> <li>Delays in</li> </ul>	<ul style="list-style-type: none"> <li>New offices not delivered on time.</li> <li>Delay in delivering the planned £300k p.a. revenue savings,</li> <li>Possible need to review relationship with LLP and other partners.</li> <li>Reputational damage of Council on ability to deliver projects on time and within budget</li> </ul>	<ul style="list-style-type: none"> <li>Project governance processes.</li> <li>Initial Project Programme reviewed for deliverability at bi-weekly Project Team meetings; Project Board meetings and formal monthly LLP Board meetings.</li> <li>Not necessarily fatal, but would push back opening date of new offices, and the cash flow</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Report to 30 September Executive. This will report back a recommended single relocation site option, for further feasibility scrutiny.</li> <li>A further report back to Executive in January 2016 with the outcome of the above work, and seeking further commitment to this project.</li> <li></li> </ul>	Project Manager	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		procuring planning consents and development partners. <ul style="list-style-type: none"> <li>Delays in signing-off full viability tests.</li> <li>Market changes.</li> <li>Adverse weather conditions.</li> <li>Any other programme slippage.</li> </ul>		of the programmed £300k p.a. savings. <ul style="list-style-type: none"> <li>Any financial impacts would have to be re-scheduled.</li> <li>Continual engagement of Members via Member Reference Group</li> </ul>					
<b>F3</b>	<b>Project fails to stack-up financially</b>	<ul style="list-style-type: none"> <li>The LLP's proposed overall development package being uneconomic and/or undeliverable, and not providing new Council offices on a 'cost neutral' basis.</li> <li>Project fails viability tests</li> <li>Cost</li> </ul>	<ul style="list-style-type: none"> <li>New Council offices might not be deliverable on cost-neutral basis.</li> <li>Additional Council gap funding might be required.</li> <li>Capital cost could escalate with 'project creep'.</li> <li>Delay in project programme</li> </ul>	<ul style="list-style-type: none"> <li>If Executive approves the 30 September report the following work will be commenced and concluded: Heads of Terms; LLP feasibility evaluations, and initial project Validation.</li> <li>After the</li> </ul>	Project Board	<ul style="list-style-type: none"> <li>Report back to 30 September Executive.</li> </ul>	Project Manager And Project Board	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		<p>escalations.</p> <ul style="list-style-type: none"> <li>Failure to procure suitable developer partner offering the projected capital receipts.</li> </ul>	as a consequence	<p>planned January 2016 Executive report further full project viability testing will be completed before any final Executive report seeking project commitment by WDC.</p> <ul style="list-style-type: none"> <li>Project Board to monitor throughout</li> </ul>					

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F4	<b>Failing to obtain planning permissions.</b>	<ul style="list-style-type: none"> <li>Project's affordable housing solutions fail to stack-up.</li> <li>Outline proposals not complying with planning policy.</li> <li>Possible successful planning objections.</li> <li>Planning Committee make a decision contrary to officers recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Not obtaining planning permission for the agreed relocation site(s)</li> <li>Cost and time delays.</li> <li>Reputational damage of Council to support its own projects</li> </ul>	<ul style="list-style-type: none"> <li>Outline massing exercises will be undertaken and initial pre-app meetings held for chosen site when known/agreed.</li> <li>Stage 2 work will then subsequently provide full designs and details, leading to submission of planning applications. Pro-active member, partner and public consultations will be programmed.</li> </ul>	Project Team	<ul style="list-style-type: none"> <li>Further pre-application discussions with WDC planners once preferred site option chosen, and initial design work is commenced.</li> </ul>	Project Manager (with LLP design Team)	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F5	<b>Not achieving projected £300k p.a. new building operational savings.</b>	<ul style="list-style-type: none"> <li>Initial estimates prove to be wrong.</li> <li>Increased occupation cost incurred once WDC occupy the building.</li> </ul>	<ul style="list-style-type: none"> <li>Higher than anticipated occupation costs.</li> <li>Revenue savings not achieved</li> <li>WDC might need to invest in additional building efficiency features to guarantee projected revenue saving or find other savings?</li> </ul>	<ul style="list-style-type: none"> <li>Initial robust estimates based on industry standards, and detailed decisions undertaken with other LA's who have implemented similar projects.</li> <li>Detailed scrutiny will continue as design details of the new building emerge as part of the Stage 2 work.</li> <li>Further full evaluation at the end of Stage 2.</li> </ul>	Project Team	<ul style="list-style-type: none"> <li>Pro-active input into the emerging design of the new office building, to re-test the present running cost estimates.</li> <li>Space Planner consultants work has already been completed to provide an initial 'visual brief/sizing review' to inform and validate the above</li> </ul>	Project Manager	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F6	'Different Ways of Working' not implemented	<ul style="list-style-type: none"> <li>New working practices not agreed or implemented.</li> <li>Resistance to change by staff.</li> </ul>	<ul style="list-style-type: none"> <li>Additional on-site staff facilities required.</li> <li>Increased or changed building size and specification required.</li> <li>Cost increases/lack of full amount of savings achieved and consequent need to find other ways to save money</li> </ul>	<ul style="list-style-type: none"> <li>SMT overseeing programme of DWOW.</li> <li>Substantial liaison to date with other LA's who are ahead of us in this field re: implementation</li> <li>Pro-active staff involvement strategy.</li> </ul>	Project Team +SMT	<ul style="list-style-type: none"> <li>Pro-active ongoing consultations with: Service Heads, staff, Staff Voice and HR colleagues.</li> <li>Working with new office design team to ensure new building's layouts and specifications are suitable for our new working needs.</li> <li>SMT now considering an initial phase of DWoW roll-out prior to the office move.</li> </ul>	SMT and Project Team.	Ongoing	