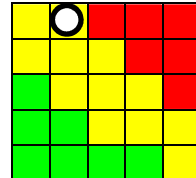
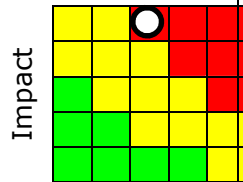


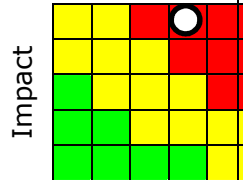
Appendix 4

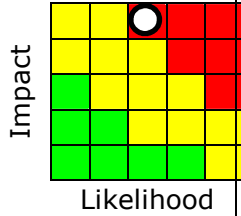
Riverside House Relocation Project – Risk Register 12 November 2014

	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 	<ul style="list-style-type: none"> Executive in principle approval originally obtained (Dec. 2012). Reports taken k to Executive on 26 March, 8 May, and Council on 25 June 2014. Project Governance processes. CMT consider project weekly. Senior members regularly briefed throughout. Cross-party Members Reference Group is being briefed 	Project Board	<ul style="list-style-type: none"> 25 June Council asked officers to report back with a wider long-list of relocation options. This is programmed to be reported back to Executive on 3 December. Further dialogue being undertaken via the Members Reference Group and al-member briefings on 3 November 	Project Board	Ongoing	 <p>Impact</p> <p>Likelihood</p>

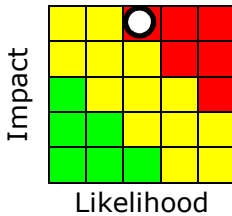
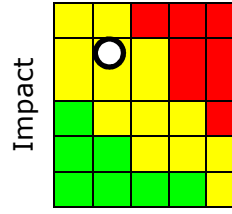
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
			£300k p.a. revenue savings	and consulted throughout the project's life. <ul style="list-style-type: none"> Continue to seek ongoing commitment and Council's formal approvals for this project, and throughout project's life. 					
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 	<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 	Project Board	<ul style="list-style-type: none"> Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section. Note: LLP/PSP involvement in this project has been put on hold until 3 December Executive has approved a short-list of relocation sites for further feasibility 	Project Board	Ongoing	 <p>Impact</p> <p>Likelihood</p>

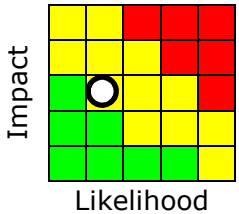
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
			incur significant costs, in producing a new HQ via another delivery method.	<p>PSP as the project progresses.</p> <ul style="list-style-type: none"> • Council will have copyright to all project designs. WDC could therefore continue itself, or procure new commercial developer partner, • Any resulting cost implications would have to be resourced. 		work.			

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F2	Project delays.	<ul style="list-style-type: none"> Delay in the Council choosing a short-list of sites, and subsequently the specific relocation site. 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. 	<ul style="list-style-type: none"> New offices not delivered on time. Delay in delivering the planned £300k 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. Initial Project Programme 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 £300k 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"> Report to 3 December Executive. This will report back the wider and more comprehensive long-list of sites requested on 25 June. The re-programming of the start-date for the £300k savings to be considered by SMT (BH leading) 	Project Manager	Dec 2014	

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		<ul style="list-style-type: none"> Adverse weather conditions. Any other programme slippage. 							
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 	<ul style="list-style-type: none"> New Council offices might not be deliverable on cost-neutral basis. Additional Council gap funding might be required. 	<ul style="list-style-type: none"> Council's outline brief, agreed Heads of Terms. LLP e2 and e3 feasibility evaluations, and initial project Validation were completed for the Spa Centre 	Project Board	<ul style="list-style-type: none"> Report back to 3 December Executive. 	Project Manager And Project Board	Dec 2014	

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		<p>on a 'cost neutral' basis.</p> <ul style="list-style-type: none">• Project fails viability tests• Cost escalations.• Failure to procure suitable developer partner offering the projected capital receipts.	<ul style="list-style-type: none">• Capital cost could escalate with 'project creep'.• Delay in project programme as a consequence	<p>site, but not approved by Council on 25 June.</p> <ul style="list-style-type: none">• All of this work will be re-commissioned again in due course once a relocation site has been agreed. Then a further full project viability test will be re-run before any commitment by WDC.• Project Board to monitor throughout					

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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 agreed relocation site(s) Cost and time delays. Reputational damage of Council to support its own projects 	<ul style="list-style-type: none"> Outline massing exercises will be undertaken and initial pre-app meetings held for chosen site when known/agreed. 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. 	Project Team	<ul style="list-style-type: none"> Further pre-application discussions with WDC planners once short-list of sites, and then the chosen site are identified. 	Project Manager (with LLP design Team)	Ongoing	
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 	<ul style="list-style-type: none"> Higher than anticipated occupation costs. Revenue savings not achieved WDC might need to invest 	<ul style="list-style-type: none"> Initial robust estimates based on industry standards, and detailed decisions undertaken with other LA's 	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 	Project Manager	July 2015	

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		building.	in additional building efficiency features to guarantee projected revenue saving or find other savings?	who have implemented similar projects. <ul style="list-style-type: none"> 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. 		estimates. <ul style="list-style-type: none"> Space Planner consultants now being commissioned to provide an initial 'visual brief/sizing review' to inform and validate the above 			
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 staff facilities required. Increased or changed building size and specification required. Cost increases/lack of full amount of savings achieved and consequent need to find 	<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: Service Heads, staff, Staff Voice and HR colleagues. Working with new office design team to ensure new building's layouts and specifications are suitable for our new working needs. 	Project Team	Ongoing	

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			other ways to save money			<ul style="list-style-type: none"> Project Team/SMT now considering an initial phase of DWoW roll-out prior to the office move. 			