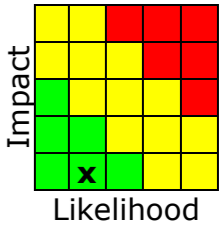
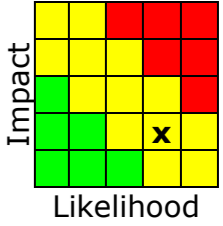
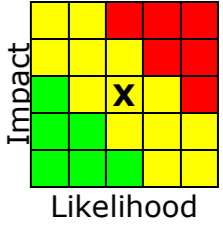
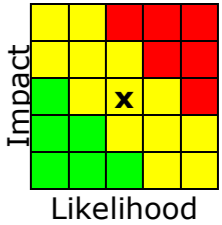
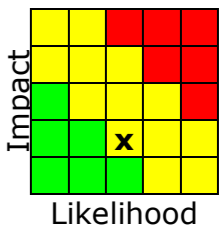
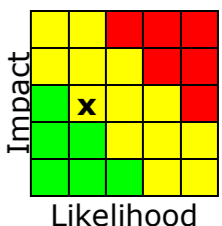
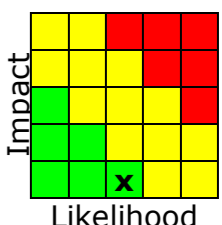
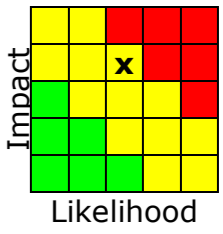


Risk Register: Demolition of Covent Garden MSCP
Reviewed: 11 January 2023

x Current position

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officers	Actions	Residual Risk Rating
1. Clarity as to whether the project is being taking forward	Whether the demolition contract has been signed by the election	Stop the project Review options for delivery Continue with current plan Continue with an amended plan Delay Increased project costs Increased contracts cost	Regular engagement Regular review through Highlight report and relocation meeting Sign contract by election	Chris Elliott/Heather Johnson	Engagement with new Council administration following general election	
2. Delivery mechanism for the project	Inability to find a delivery partner	Delay in ventures with other delivery partners	Regular review of options		Regular engagement with delivery partners Regular engagement with legal advisors	
3. Budget exceeds approved limits	Changes in economic climate Lack of financial and management controls Change in contractor costs and need for re-procurement Material costs rise post-Brexit	Potential WDC reputational impact Stakeholder challenges Potentially changes to full scope Decisions required on further funding Delay Inability to fund project	Review and monitor budget on a regular basis Highlight potential financial risks to CMT	Chris Elliott/Heather Johnson	Ensure budget controls and management are fit for purpose	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officers	Actions	Residual Risk Rating
4. Contractor goes into administration and is unable to deliver contractual obligations	Changes in economic climate eg uncertainty around concerns Contractor disputes	Reputational risk Contractor does not deliver contractual obligations Contractor does not deliver to agreed quality expectations Delay to project/impact on viability of the project Resource issues Stakeholder challenges	Ongoing review and engagement with contractor Engagement with stakeholder groups to provide reassurance Ensure appropriate legal advice for this scenario is in place and kept updated	Chris Elliott/Heather Johnson	Monitor progress against the contract delivery and plan Regular engagement with contractor Regular monitoring Develop contingency plan	
5. Slippage to implementation timeframe	Judicial review of decision Election outcome impacts on way forward and a future decision on timeframe Potential contractor dispute	Delay to delivery of next stage impacting on other dependencies Impact on staff morale Escalating costs Sequence of delivery is disrupted/impacted	Monitor and review delivery regularly Highlight & escalate any potential delays Engage with staff	Chris Elliott/Heather Johnson	Monitor delivery of implementation plan Ensure dependencies are closely monitored	
6. Lack of readiness	Lack of engagement Lack of planning	Potential disruption to town centre businesses and impact on customers Potential risk to WDC reputation	Engage to ensure readiness and consistent approach Engage with staff Engage with the public & customers	Chris Elliott/Heather Johnson	Ensure dependencies are closely monitored Monitor and review progress against the implementation plan regularly Ensure collaborative working with dependencies eg Media/Car Park Displacement Strategy Ensure sufficient resource & expertise & support in place to implement plan	
7. Risk of successful judicial review of decision for demolition of Covent Garden MSCP	Stakeholder challenges through legal process	Halt project Delay to project delivery	Engage with public & other stakeholder groups Keep stakeholders informed	Chris Elliott/CMT	Ensure appropriate legal advice for this scenario Monitor and review the implementation plan	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officers	Actions	Residual Risk Rating
8. Damage to community relations	Public perception	Potential risk to WDC reputation	Engage with key stakeholder groups, businesses and residents on a regular basis and in different formats	Chris Elliott/Heather Johnson	Engage with key groups, business and customers Monitor feedback arrange stakeholder meetings Ensure Parking Displacement Plan in place and communicated on regular basis Monitor the plan	 <p>The Residual Risk Rating matrix is a 4x4 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid cells are colored as follows: Row 1 (High Impact): Green, Yellow, Red, Red. Row 2 (Medium-High Impact): Green, Yellow, Yellow, Red. Row 3 (Medium-Low Impact): Green, Green, Yellow, Yellow. Row 4 (Low Impact): Green, Green, Green, Yellow. An 'x' is located in the cell at the intersection of High Impact and Medium Likelihood.</p>