

Warwick District Council - Project Risk Register - Transformation Framework v1 04.10.24

REF	DATE RAISED TO RB	RISK OWNER	RISK TITLE	RISK DESCRIPTION	CONFIDENTIAL	RISK EXPOSURE	RAW RISK RATING			RISK CONTROL MEASURES	EFFECTIVENESS OF CONTROL MEASURES	RISK CONTROL ACTION(S)	CURRENT RISK RATING			PROGRESS/COMMENTS	NEGATIVE OR OPPORTUNITY RISK	RISK SOURCE	REVIEW	RISK RESPONSE	RISK STATUS	NOTES
							IMPACT	LIKELIHOOD	OVERALL RISK RATING				IMPACT	LIKELIHOOD	OVERALL RISK RATING							
1	04.10.24	LTB Chair	Leamington Transformation Board (LTB)	Risk that the Leamington Transformation Board (LTB) consisting of all three local authorities under an Independent Chair fails to continue as a body due to disengagement.	No	Reputational	2	4	8	The Independent Chair's role is to monitor and facilitate the three Councils working closely together. Any intractable issue should be identified and relevant Senior Lead Officers at each Council alerted to contribute to finding a solution.	Full Effective	LTB Chair	1	3	3	LTB Chair aware of responsibilities and is actively monitoring this.	Opportunity	Political	Every 6 months	Reduce	Open	/
2	04.10.24	LTB Chair	Newly elected members of LTB	Risk that newly elected LTB members wish to change the direction of travel of the LTB's work.	No	Political	3	4	12	Independent Chair's role to facilitate the smooth on-boarding of newly elected members of the Board and to facilitate their views being brought together with the rest of the Board.	Full Effective	LTB Chair	3	3	9	LTB Chair aware of responsibilities and is actively monitoring this.	Opportunity	Political	At election times, next is May 2025 for WCC	Reduce	Open	
3	04.10.24	LTB Chair	LTB not supporting one of its initiatives	Risk that the LTB may not collectively support one of its initiatives such as the Vision, Parade Masterplan or Transformation Framework.	No	Political	3	4	12	Independent Chair's role to keep in close touch with all members of the Board and gauge the overall level of support and mitigate as needed to keep the programme on-track as per the Board's wishes.	Full Effective	LTB Chair	2	3	6	LTB Chair aware of responsibilities and is actively monitoring this.	Opportunity	Legislative	Every 6 months	Reduce	Open	/
4	04.10.24	LTB Chair	Restricted Funding	Future funding is not forthcoming / CL and L106 monies being insufficient or allocated elsewhere meaning earlier pieces of work cannot be implemented.	No	Programme / Finances	4	4	16	Resource across WCC and WDC needs to be sought to be actively seeking the next Future Funding source after the Future High Streets Fund (FHSF) which ends in March 2025.	Partially Effective	WDC/WCC Senior Officers	3	3	9	Both WCC and WDC are seeking additional human resource in order to have the time inputs to seek the next funding pot.	Opportunity	Capacity	Every 6 months	Reduce	Open	
5	04.10.24	Senior Officers WCC/WDC	Project alignments	Risk that the various pieces of work commissioned by LTB do not align with each other or with other external programmes, such as the Local Plan (WCC) or Transport Plan (WCC).	No	Programme	2	4	8	Senior Officers are very actively involved in the LTB and are very much aware of the various strands of work that need to be co-ordinated in order to deliver the complex work across the town centre.	Full Effective	WDC/WCC Senior Officers	2	3	6	Senior Officers are actively undertaking measures to ensure co-ordination.	Opportunity	Other	Every 6 months	Reduce	Open	/
6	04.10.24	LTB Chair	Three Councils not endorsing LTB projects	Risk that one or other of the three Councils may not choose to endorse one of the LTB projects.	No	Programme	3	4	12	The LTB Chair is again in close contact with leading members of each of the three Councils and takes regular soundings on the Councils views on the projects.	Full Effective	LTB Chair	2	3	6	LTB Chair aware of responsibilities and is actively monitoring this.	Opportunity	Political	Every 6 months	Reduce	Open	
7	04.10.24	LTB Chair	Key stakeholders not supporting LTB or their projects.	Risk that key stakeholders in the town centre may choose not to support the LTB or their projects.	No	Reputation/programme	4	4	16	The LTB are all fully aware of the need to involve key stakeholders in all work on the town centre which aims to ensure all feel involved and have some ownership in the projects to take them forward together.	Partially Effective	LTB Chair	3	4	12	LTB Chair and Board all fully aware of this and actively all working together to mitigate.	Opportunity	Stakeholder	Every 6 months	Reduce	Open	/
8	04.10.24	LTB Chair	Unforeseen catastrophic event	Risk that an unforeseen event, such as Covid, could dramatically change the approach to the LTB's work on the town centre.	No	Programme	3	4	12	No-one could have foreseen the impact of Covid before it happened, but now that has happened, mitigations should be in place should anything similar happen again in the future.	Partially Effective	LTB Chair	3	4	12	LTB Chair and the Board all sensitive to this risk going forward and monitoring any possible future scenarios as they become anticipated.	Negative	Other	Every 6 months	Reduce	Open	

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							HIGH IMPACT	IMPACT	OVERALL RISK RATING				HIGH IMPACT	IMPACT	OVERALL RISK RATING							
1	04.10.24	Project Manager	Terms & Conditions	Risk that the Terms & Conditions already established through the previous WCC commission are not adequate for this new commission via WDC.	No	Legal	2	3	6	WDC procurement have checked the existing Terms & Conditions are are happy to proceed with these along side a defined scope of work.	Full Effective	Project Manager	1	2	2	The new commission is being prepared and set to commence once the Purcuse Masterplan is complete.	Negative	Legislative	Prior to commission	Reduce	Open	
2	04.10.24	Project Manager	Scope change / budget reallocation	Work on the previous WCC commissions led to overrun on the engagement aspects. Risk is the same could happen on this commission unless adequate measures adopted.	No	Programme/Budget	3	4	12	Lessons have been learned by both the consultant and WCC/WDC. Going forward on this commission, reviews of scope and progress will take pace at the end of each project stage and any change identified will be advance by the consultant and discussed and any reallocation agreed with the client before commencing the next stage.	Full Effective	Project Manager	2	3	6	This has been written into the scope and will form the inception meeting and therein at each project stage.	Negative	Contractor	Prior to commission	Reduce	Open	
3	04.10.24	Project Manager	Budget insufficient / costs exceeded	Risk that the scope could change as the project progresses so much so that the original budget is not sufficient and additional budget is required. Costs should not exceed given the scope management above.	No	Programme/Budget	3	4	12	These kind of projects tend to evolve as they progress and therefore careful scope checks are planned in a staged management approach. ITR will be made aware immediately if the scope has extended beyond what the current budget can deliver and additional funds be sought if required.	Full Effective	Project Manager	3	3	9	This has been written into the scope and will form the inception meeting and therein at each project stage.	Negative	Contractor	Prior to commission	Reduce	Open	
4	04.10.24	Project Manager	WDC Procurement team insufficient resources	Risk that the WDC procurement team have insufficient resources to arrange the contract through a direct award.	No	Programme	3	4	12	The procurement team have recently added a new resource to the team but we are aware of new regulations due to come in at counterpart in 2025 which has potential to slow down the teams ability to process procurements.	Partially Effective	Project Manager	3	4	12	Procurement team have been involved throughout and given the consultant is already appointed through WCC, this does reduce the amount of work required to do the WCC procurement.	Negative	Capacity	Prior to commission	Reduce	Open	

Impact	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5
Score			Rare	Unlikely	Possible	Likely	Very Likely
			1	2	3	4	5
			Likelihood				

Response	Description
Reduce the risk.	This option chooses definite action now to change the probability and/or impact of the risk. The term mitigate is relevant when discussing reduction
Accept the risk.	The Accept option means that WDC 'takes a chance' that the risk will occur, with its full impact if it did
Transfer the risk to a third party.	Transfer the risk is an option that aims to pass part of the responsibility to a third party. Insurance is the classic form of transfer.
Avoid the risk.	Avoid a threat is about making the uncertain situation certain by removing the risk. This can be achieved by removing the cause of a threat.
Prepare a contingent plan.	This option involves preparing contingent plans now, but not taking action now. Accept but make a plan for what we will do if situation changes
Share the risk.	Share is different to transfer as it seeks for multiple partners to share the risk on a pain /gain basis.
Enhance the risk.	Making the opportunity more likely to occur.
Exploit the risk.	Exploit an opportunity to gain positive impacts from the risk.

Confidential	Risk Ratings	Effectiveness	Negative / Opportunity	Risk Source	Risk Response	Risk Status
Yes	1	Fully Effective	Negative	Financial	Accept	Open
No	2	Partially Effective	Opportunity	Capacity	Avoid	Closed
	3	Not That Effective		Skills	Contingent Plan	Now an Issue
	4			Legislative	Reduce	
	5			Technology	Share	
				Environmental	Transfer	
				Contractor	Enhance	
				Stakeholder	Exploit	
				Political		
				Technology		
				Scope Creep		
				Other		