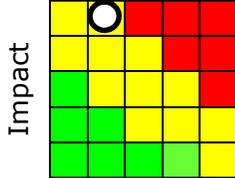
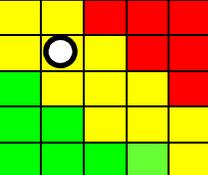


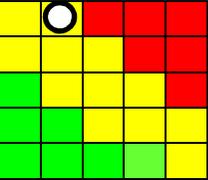
Appendix E – Europa Way Project Risk Register

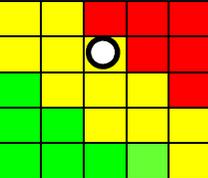
Europa Way Risk Register Governance	
Accountable	Chief Executive
Responsible	Paddy Herlihy, Tim Wall
Consulted	To follow
Informed	Executive
Review Date	28 th November 2018

NOTE: This Risk Register currently addresses high level risks on a project-wide basis. As the project progresses more detailed Risk Registers will be maintained for the individual work streams within the overall project

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
1. The County Council does not agree to the various land purchases or the relocation of the sites reserved for schools	i. Current land sale of the stadium site does not take place ii. WCC do not want to move secondary school site to Oakley Wood Road iii. WCC do not want to move primary school to the '7 hectares' iv. WCC do not want to sell the primary school site to WDC v. WCC do not want to accommodate the athletics track on the '7 hectares'	i. Project does not proceed ii. Less land available for development iii. Less income from land sales iv. Site is more fragmented v. Not possible to move athletics track to the new site	i. Regular and detailed liaison with WCC ii. Joint project for secondary school to retain WCC involvement iii. Develop the remainder of the site iv. Develop the remainder of the site v. Retain athletics track at Edmondscote Road	i. Complete current purchase of land ii. Work closely with County on strategic need iii. Work closely with County on strategic need iv. Work closely with County on design v. Work closely with County on design	Chris Elliott Paddy Herlihy Tim Wall	 <p style="text-align: center;">Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
2. Master Plan is not accepted	<ul style="list-style-type: none"> i. Members do not consider that the Master Plan creates a good sense of place ii. Partners such as County Council do not approve of recommendations iii. Commercial companies are not interested in the parcels of land offered and the proposed land uses iv. Surveys reveal practical issues with implementing Master Plan 	<ul style="list-style-type: none"> i. Master Plan is not accepted as basis for development ii. County Council do not sell land as do not share vision iii. Sales fail to raise expected capital sums iv. Practical issues such as drainage or archaeology prevent development as proposed 	<ul style="list-style-type: none"> i. Explain benefits of Plan and adjust as necessary ii. Work closely with County Council on shared vision for the site iii. Market parcels widely iv. Conduct surveys earlier to identify any practical issues 	<ul style="list-style-type: none"> i. Demonstrate benefits of Plan ii. Regular meetings with County iii. Excellent marketing campaign iv. Early surveys 	<p>Chris Elliott</p> <p>Paddy Herlihy</p> <p>Tim Wall</p>	 <p style="text-align: center;">Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
3. Problems are experienced with the acquisition and disposal of land	<ul style="list-style-type: none"> i. Prices for land to be acquired are too high ii. Prices received for land to be disposed of are too low iii. Timescales for purchase and sale do not align iv. Potential partners do not wish to approve the proposed transaction(s) 	<ul style="list-style-type: none"> i. Land involved in the work streams becomes unaffordable ii. Land sales fail to raise the required sums for other elements of the work area iii. The project is unacceptably delayed by mismatches in timescales and programmes iv. Potential partners pull out of the proposed transactions 	<ul style="list-style-type: none"> i. Work with valuers to secure best deals on acquisitions ii. Work with valuers to receive best price for disposals iii. Ensure that timescales, programmes and lead-in times work correctly across the work area iv. Work closely with potential partners 	<ul style="list-style-type: none"> i. Verify all values ii. Market thoroughly iii. Continually review programme iv. Regular meetings with potential partners 	<p>Chris Elliott</p> <p>Paddy Herlihy</p> <p>Tim Wall</p>	 <p style="text-align: center;">Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
4. Problems are experienced with the management of the work area	<ul style="list-style-type: none"> i. The Project Timetable is not delivered ii. Project governance is not appropriate in scale or accuracy iii. Insufficient staff resource is available to deliver the work area iv. Budgets are not achieved for either land deals or project management 	<ul style="list-style-type: none"> i. Delivery of the stadium and other outcomes is delayed ii. Project governance fails and creates reputational damage for the Council iii. Work is delayed or inaccurate due to insufficient staff resource iv. Budgets are not achieved, causing financial issues for the Council 	<ul style="list-style-type: none"> i. Monitor and review the Project Timetable regularly ii. Regular reporting to Members will ensure effective project governance iii. Ensure sufficient staff resource is available iv. Monitor financial performance regularly and adjust decisions in order to achieve financial targets 	<ul style="list-style-type: none"> i. Regular reviews and reports on timetable ii. Regular project reports to Members' Working Group iii. Employ new temporary post iv. Regular meetings with finance to review financial performance 	Paddy Herlihy Tim Wall	 <p style="text-align: center;">Likelihood</p>