

ET Projects - Detailed Report - Apr 10

DATE: 25/09/2009

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0007 - Threat Planners failure to have in place an appropriate Waste Development Framework which delays planning permission for Energy from Waste Facility. This will cause severe delays to the Programme.	Major 4	Moderate 3	High 12		Major 4	Rare 1	Low 4	Jim Aldridge

Control Measure	Control Measure Details	Status	Control Owner
Alignment of Waste Procurement Programme and Waste Development Framework - for approval Dec 2010	The Waste Procurement Programme (WPP) and Waste Development Framework (WDF) programmes are currently aligned with the WDF due for approval in Dec. 2010. Progress of both will be reported regularly to the Programme Board to ensure that alignment continues.	Implemented	Jim Aldridge
Liaison with SCC Development Manager	To monitor the progress of WDF and alert Programme Board if delays arise and jeopardise the project plan for the WPP.	Implemented	Jim Aldridge
Appoint Public Relations consultants.	Quantum Public Relations have been commissioned to support the Waste Development Framework with their communication and stakeholder engagement responsibilities.	Implemented	Jim Aldridge
Escalate Risk to E&T DMT	Agreed on 9.9.09 that risk would remain at DMT level. Met with Fran Toomey on Friday 16.10.09 and make her aware of the sensitivities associated with the Waste Development Framework.	Implemented	Jim Aldridge
Monitor that the Waste Development Framework remains on schedule and will be ready for use by waste procurement in Dec 2010	Sites have formally been agreed by Cabinet which includes the Procurement Team's preferred site in Great Blakenham Public representation period closed in February. Responses now being assessed by planners before formally submitting Core Strategy to Government for Examination in Public. This will be done in mid March. Timetable for EiP agreed with Planning Inspectorate for late June/early July. This is in line with current timetable.	In Progress	David Palk

ET Projects - Detailed Report - Apr 10

DATE: 25/11/2009

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0010 - Threat Disputes between partners over funding allocation. Failure to deliver projected waste diversion targets	Moderate 3	Moderate 3	Medium 9		Moderate 3	Unlikely 2	Medium 6	Bryn Griffiths

Control Measure	Control Measure Details	Status	Control Owner
Agree final capital allocations at December's SWP meeting	The Partnership needs to agree the allocations to Mid Suffolk/Babergh and IBC	Implemented	Bryn Griffiths
Monitor impact of measures	Regular reports on success to SWP	Implemented	Bryn Griffiths

ET Projects - Detailed Report - Apr 10

DATE: 25/11/2009

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0011 - Threat Ensure that the Colnbrook contract is utilised to the full	Moderate 3	Moderate 3	Medium 9	Variancies in waste arisings could mean failure to utilise the Colnbrook contract to it's full potential	Moderate 3	Unlikely 2	Medium 6	Bryn Griffiths

Control Measure	Control Measure Details	Status	Control Owner
Work with Viridor to trade some or all of the Colnbrook capacity	Curently in discussions with London Borough of Kingston to trade some of Suffolk's Colnbrook capacity Other options will also be explored if the Kingston proposal can not be progressed	In Progress	Adam Smith

ET Projects - Detailed Report - Apr 10

DATE: 28/01/2010

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0012 - Threat State Aid threat to project raised by BT Lawyers in Brussels and now with compliance conditions introduced into the EEDA funding agreement	Extreme 5	Moderate 3	High 15	Perceived threat of State Aid challenge arising from another developer or office landlord	Minor 2	Unlikely 2	Low 4	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
State Aid procedures	A wash through case has been prepared to demonstrate that all the financial benefits of the grants received reach tenants and not the company. Individual tenants can receive aid under de minimis rules. In the unlikely event of a challenge this case will be sued to rebut claims of market distortion,	Approved	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 14/04/2010

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0013 - Threat SCC is to act as guarantor for the construction phase of the MIC project up to a ceiling of £4.5 million.	Major 4	Unlikely 2	Medium 8	Introduced as a response to a likely requirement from contractors that they will not sign a contract with MIC Ltd without some form of underwriting guarantee. Issue was reported to SCC Cabinet in April 2010.	Minor 2	Rare 1	Low 2	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
Guarantor risk	Risk is only likely to be triggered if MIC defaults on payments. SCC is not a direct party to the building contract but a guarantor. Ceiling is being put in place at £4.5 million.	Approved	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 25/11/2009

SERVICE: E&T Projects & Programmes

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET PRO0009 - Threat Secure waste disposal capacity for SEBC and FHDC Insufficient landfill capacity for west of county. Disruption to collection arrangements as a result of new contract. Increase budget pressure	Moderate 3	Likely 4	High 12	The solution must work (operationally and financially) for both County and Districts/Borough	Moderate 3	Moderate 3	Medium 9	Bryn Griffiths

Control Measure	Control Measure Details	Status	Control Owner
Let contract to secure capacity	Procurement underway and almost complete	Implemented	Adam Smith
Negotiate financial package to support FHDC and SEBC service transition	Budget agreed with BG & WCAs	Implemented	David Gazeley
Communication strategy to explain use of new transfer station to residents in Red Lodge area.	There is currently controversy regarding heavy lorry movements in the Red Lodge area	Proposed	Bryn Griffiths
Monitor implementation of St. Eds/Forest Heath transition plan	Also ensure all the funded proposals are carried out	In Progress	Adam Smith

ET Projects - Detailed Report - Apr 10

DATE: 12/05/2009

SERVICE: Innovation Martlesham Hub

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET IMH0001 - Threat Principle risks relate to funding shortfalls. Both capital and revenue funding profiles are tight for a project of this size, quality and services offered.	Major 4	Moderate 3	High 12	Risks relate to either capital (development) overspend or revenue (operational) overspend. Capital spend control measures are being put in place by a delegated design and build package approach to be controlled by SCC Property Division. In the event that the contractors tenders are in excess of £4.5 million budget the project will not be allowed to proceed. For the revenue risk a cost control plan is being implemented backed up by a risk sharing agreement between the SPV members with a ceiling of £100,000 per tripartite partner.	Major 4	Moderate 3	High 12	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
Potential involvement of NWES Ltd	The capital risk is being countered by the potential involvement of NWES Ltd who will hopefully bring an extra £1 million to the project. In terms of ongoing revenue expenditure exposure the risk mitigation action is to transfer this liability onto NWES who will manage and run the project on behalf of the SPV under a separate contract. This will also include a requirement to deliver to EEDA outputs and outcomes.	Proposed	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 26/05/2009

SERVICE: Innovation Martlesham Hub

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
<p>ET IMH0002 - Threat Risk relates to delay or problems with operating the SPV that controls the project and is also the accountable body. This could jeopardise the delivery of the project or lead to future disputes over liabilities. It could also create problems in terms of VAT recovery and CDM responsibilities. SCC is a partner to the EEDA funding agreement in terms of claims and receipt of payments.</p>	Major 4	Moderate 3	High 12	<p>The SPV is to be a Company Limited by Guarantee with three partner organisations involved including BT, SCDC and SCC. As such the SPV vehicle is the recipient of the external funding and protects the three nominated Directors from any liability in the event that the project has to cease operating. Individual member liability is a nominal £10.</p> <p>The SPV is also the "accountable body" for the funding i.e the means by which the funding is channelled into the project. Delay in establishing the SPV in operational terms (not company registration which is now complete) would prohibit the injection of funding into the construction phase and / or grant reclaims.</p>	Insignificant 1	Rare 1	Low 1	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
Operating the SPV	The company is registered and steps are being put in place to ensure it can operate to recover VAT and operate a bank account This should help assist SCC programme management team to comply with claims procedures for grant pull down	Proposed	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 26/05/2009

SERVICE: Innovation Martlesham Hub

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET IMH0003 - Threat Insufficient demand for the units offered by the centre would affect project viability.	Moderate 3	Likely 4	High 12	The centre has to ultimately reach 85% occupancy to break even. The question is how quickly this can be achieved in a depressed property market. It also has to attract tenants willing and able to yield £27.50 per square foot. Work is proceeding to try and establish a pipeline of tenants from the remainder of the park and elsewhere in the area and to have contingency measures in place to accept compromise tenants in the short term. It is also now intended to transfer the risk and responsibility for the achievement of tenant occupancy to a separate Management Operator.	Minor 2	Unlikely 2	Low 4	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
Tenant achievement	Work is underway to create a pipeline of tenants from firms wishing to relocate / start up on the Adastral Park complex. It is also intended to transfer risks about tenant achievement and the operation of the MIC centre to a dedicated Management Operator with expertise in this field. Work has been done on double checking the financial assumptions underpinning the operation of the centre.	Approved	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 29/05/2009

SERVICE: Innovation Martlesham Hub

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ET IMH0004 - Threat The threat relates to time-tabling issue over the build and grant claim process. Both are tight and prescribed by the various funding agreements. Failure to achieve milestones and or grant claims could risk reputational damage.	Moderate 3	Likely 4	High 12	Whilst the site is relatively straightforward the procurement and control of the project is complex largely as a result of it being funded by a variety of agencies with different conditions applied to offer letters. The project completion phase is tight and has little room for slippage if the centre is to open in March 2011. Any critical path delays could push completion significant back. Relating to the construction period as both the EEDA and HGP funds have to demonstrate incurred expenditure by the 31/3/2011 A project plan has been prepared with critical milestones. If time is lost and cannot be recovered then the project would have to seek a time extension. The modular build approach was opted for to accelerate build timetable not reduce cost.	Minor 2	Unlikely 2	Low 4	Mike Dowdall

Control Measure	Control Measure Details	Status	Control Owner
Move to a modular design:	This is being mitigated by moving to a modular building solution that should limit the time span for the construction phase. Failing that the only other respite would be to seek an extension to the funding offers or pull the project before award of contracts.	Proposed	Mike Dowdall

ET Projects - Detailed Report - Apr 10

DATE: 18/06/2009

SERVICE: OrbisEnergy

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
OREC0003 - Threat Orbis Energy - Under-Occupancy Due to the economic recession or a failure to implement a coherent marketing strategy and continued buy-in from partners, there will be under-occupancy of Orbis Energy. This will adversely affect projected income streams and other dependent regeneration projects.	Major 4	Moderate 3	High 12	Orbis Energy is a leading Flagship project. If threats materialise, or are not dealt with within a reasonable time, other regeneration projects for the Lowestoft/Gt Yarmouth sub-region could lose momentum or future external funding. Risks relating to the wider economic development of the area may be developed in due course. With the formation of the Executive Committee - Buy-in is less of a risk.	Moderate 3	Unlikely 2	Medium 6	Jai Raithatha

Control Measure	Control Measure Details	Status	Control Owner
Review existing Marketing Strategy	Executive Committee formed and has considered marketing opportunities. A formal plan yet to be agreed but there is on-going marketing.	In Progress	Jai Raithatha
Formation of Executive Committee	This committee will be responsible for management of centre. The Committee will be supported by an Advisory Group.	Implemented	Jai Raithatha
Appointment of Champion to promote Orbis	Linked to Marketing Strategy and Executive Committee control measures. Ongoing discussion over whether an OrbisEnergy Champion is required or one for the wider energy sector promoting the coastal energy offer in Norfolk/Suffolk/Essex.	In Progress	Jai Raithatha