

Lowestoft Shared Office and Public Access Facilities		Programme Risk Register							14th May 2013							Lowestoft Shared Office and Public Access Facilities	
ID	Date	Owner	Title	L	I	Risk	Original Risk Severity	Description	Mitigation	L	I	Risk	Current Risk Severity	Actions completed	Status		
27	29/04/2013	Programme Director	Telecomms mast adjacent to site	4	3	12		There is a telecomms mast adjacent to the location of our new building which will likely have to be moved or altered. This could cause cost and time delay to our programme and/or generate opposition to planning application.	Review of all the Waveney Campus agreements being instigated to understand what was agreed before. - Establish contact with owners asap to reach agreement	4	2	8		14/5/13 - Previous agreements indicate agreement will be reached by paying for height extension to mast - still trying to make firm contact though.	Open		
28	29/04/2013	Programme Director	Land Contamination and underground fuel tanks	4	3	12		Initial surveys and feedback from EA indicates there are non decommissioned fuel tanks on site and therefore further land contamination - this could mean mitigation will incur unplanned costs and time delay	Detailed surveys being instigated. Full impact not known until completed	4	2	8		14/5/13 - Design team believe that programme time should not be adversely affected but cost impact not known until surveys complete -	Open		
7	30/10/2012	Programme Director	Construction costs	3	3	9		There is a risk that the costs for construction are under estimated and have an impact on ability to deliver programme.	Establish early cost plan - test feasibility numbers so far - Employ QS and construction PM. - regular assessment of predicted spend	2	3	6		QS appointed - will be asked to produce early cost plan - First report produced 2/4/13 and still within budgeted amounts - 14/5/13 latest feasibility still on track	Open		
10	25/11/2012	Programme Director	Marina Centre Refurbishment requirements not known	3	3	9		The Marina Centre refurbishment has had no feasibility assessment so may have issues that are unknown and will impact cost, time and useability assumptions	Develop requirements early in the programme so a costed feasibility can be carried out	3	2	6		Looking to create separate workstream dedicated to delivering the Marina Centre solution. This follow discussion with the workstream leads and some false starts in obtaining requirements. Leaving risk at same level until new workstream in place - initial meeting planned for 16 April 2013 - ongoing	Open		
11	25/11/2012	Programme Director	Space allowance not sufficient	3	3	9		Space allowance in business case may not be sufficient and therefore not suitable for purpose - increase in cost to meet needs or requires compromise on use	Focus on employers requirements with strong control of expectations on occupiers to ensure we design to reality rather than a wish list	2	3	6		Draft requirements are being reviewed. This work will accelerate and risk fully understood once designers are on board from the start of February 2013. Leaving risk as is - 14/3/13 Designs are firming up and risk is lessening but keeping as is until designs firmed up.	Open		
18	25/11/2012	Programme Director	Construction timescales	3	3	9		There is a risk that the timescales for construction are under estimated and have an impact on ability to deliver programme and the likelihood to increase costs.	Engage with construction workstream; ensure timescales are agreed with contractor and any slippage is notified as early on as possible. Early warnings to Programme Director and JMG of any potential slippage to programme.	2	3	6		Early feasibility work indicates timescales are reasonable - Gills have produced revised programme that still keeps our occupation well within timeframe - to be discussed at 17 April JMG meet. - 14/5/13 Programme endorsed by JMG and still on track	Open		
22	25/11/2012	SRO Group	Press/Public perception of the programme is negative	3	2	6		There is a risk that the programme is seen as a waste of public money at a time of financial uncertainty which in turn could lead to a lack of political will to deliver the programme.	Joint Communications workstream to develop reactive and proactive strategies and plans - also ensuring strong protocols are established so a consistent and strong message is being communicated	3	2	6		Comms workstream have produced comms strategy and plan and continue to create proactive response to on-going town hall petition issues in Lowestoft - upping likelihood rating to 3 until petition issues resolved	Open		
24	28/01/2013	ICT Workstream	Inability to agree joint way forward for ICT	2	3	6		If unable to agree joint way forward on ICT solutions could lead to fragmented approach, possible duplications, increased costs and/or current functionality from either or both councils	Workstream established and working on approaches and using lessons learned from previous similar projects	3	2	6		Captured in workstream progress report and therefore easily able to monitor. Vision statement also now agreed. JMG asked for this risk to be medium so we can maintain some attention to it. Therefore currently yellow	Open		
14	25/11/2012	Programme Director	Records Management Assumption	4	3	12		Business case assumes that a new records management solution will be in place within WDC reducing the need for storage etc within the new sites. - If not in place will likely impact on space requirements in new buildings or impact on	Seek clarity on where/how this work is being done and monitor progress highlighting dependency to this programme	2	2	4		Following meeting with Sandra Lewis and Bev Herring and ensuring the dependency with this work is understood reducing the current risk to green	Open		
4	30/10/2009	Programme Director	Data submitted for the business case is not reliable	2	4	8		There is a risk that the data for the business case is inaccurate or incorrect assumptions have been made which means objectives not achievable	Early evaluation of data by the new programme team and on-going monitoring throughout	1	4	4		Early indications are that this risk remains low but until all data is reconciled leaving on the register. - SCC carrying out further workplace occupancy surveys. Leaving at Green until results known. - 14/5/13 Occ survey results indicate likelihood of risk is very low - leave as is	Open		
9	25/11/2012	Programme Director	Business Case estimated costs	2	3	6		The allowance in the business case for 'other' costs is based on 30% of the construction total - there is a risk this is not enough	Early assessment of 'other' costs to test against budget enabling easier reduction of spend and alignment with budget	2	2	4		Remains same level risk - Marina Centre specific workstream should highlight any issues early and when QS on board other budgets will be able to be tested more vigorously - 14/5/13 Marina Centre feasibility still to be completed. Risk remains until all costs known	Open		
13	25/11/2012	Programme Director	Public Service Network Assumption	2	3	6		Business case assumes the buildings will make use of the Public Service Network - if this is not achievable then could affect shared use of the facility	ICT workstream to assess early in their strategic activity and constantly monitor throughout programme	2	2	4		Early discussion with CSD suggest shouldn't be a problem as element of PSN already exists in Lowestoft	Open		

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16	25/11/2012	Programme Director	Savings are not achievable for both organisations	3	2	6		There is a risk that one or other of the organisations doesn't achieve the assumed level of savings expected	Ensure programme team and joint management group are focused on achievement of benefits. Develop a Benefits realisation plan and include workstreams in the development and implementation of the plan.	2	2	4			Open						
19	25/11/2012	Programme Director	Major change to Council strategies, budgets and/or structures	2	3	6		If either council goes through major change - divestment of large service or huge cut in people numbers etc - this could significantly affect the requirements of the programme	JMG members to monitor likelihood and ensure early warning to this programme can be achieved and impact therefore mitigated	2	2	4			Open						
25	25/02/2013	JMG	Change of SCC Administration	2	2	4		County council elections in May may result in a change of administration and therefore change to approach for this programme	Currently have cross party support - Regular discussion with opposition councillors to ensure they have support for the programme	2	2	4		14/5/13 - Elections complete and although no change in administration the JC members will be. Awaiting full understanding of impact before closing this risk	Open						
8	30/10/2012	Programme Director	Procurement option	3	3	9		There is a risk that an inappropriate procurement for the design and construction is taken leading to difficulty in managing time, cost and quality parameters	Independent analysis being undertaken by QS to recommend options - Use of own Client Design Advisor - Procurement Workstream established to support decision and ongoing process	1	3	3		Draft report produced by Gill Associates - Advice taken and all agreed that our procurement route is appropriate - reducing risk to green	Open						
26	11/03/2013	Programme Director	Waveney Campus Contractors challenge	3	3	9		One of the contractors for the campus project has made a challenge regarding their previous involvement and the costs they incurred and why they are not being considered for this project	Advice sought from procurement workstream and there is no case to answer as scope significantly different and new frameworks have been established since the campus project was halted	1	3	3		Full response provided to challenge via email 25/3/13 - no further response yet received - lowering risk to green and leaving open for 2 months in case further correspondence is had	Open						
1	15/10/2012	Programme Director	Workstream Leader availability	2	3	6		There is a risk that suitable workstream leaders cannot be identified to deliver the programme effectively	Careful selection of workstream leaders in conjunction with Council programme leads and the Programme Director	1	3	3		This to be raised with workstream leaders in forthcoming 1:1s to test if this is proving problematic	Open						
2	14/10/2009	Programme Director	Lack of resources for the programme leads to not achieving all objectives	2	3	6		There is a risk that a lack of resources means that the objectives agreed by the Joint management group cannot be achieved as priorities have to change or areas of work stopped	Resource need for business case and implementation stage to be documented and agreed by joint management group/joint committee asap. Monitor throughout lifecycle of programme.	1	3	3		Governance and structure paper to be taken to JMG meeting 30/10/12 and then on to Joint committee - all agreed but regular monitoring required	Open						
21	25/11/2012	Programme Director	Staff perception of the programme is negative	2	3	6		There is a risk that some staff may have a negative view of the programme in general which could influence other staff and create low morale	Early engagement with staff. (led by HR&OD workstream) Joint briefing sessions across both partners on a quarterly basis. Use of rumour buster and internet pages to promote programme and keep staff up to date. Use of Change	1	2	2		General anecdotal comment so far is positive - risk will be reassessed post staff event at end of Feb 13 - The staff events were successful and general perception is positive therefore leaving risk level as is	Open						
3	14/10/2009	Programme Director	Communications are not managed jointly leading to confusion for staff over programme and objectives	2	2	4		There is a risk that communications between the partners is not managed and co-ordinated and that inappropriate or untimely messages are sent out.	Communications workstream to be established which will develop comms principles and protocols	1	2	2		Workstream established and protocols being agreed at next JMG meeting on 31/1/13 therefore reducing likelihood to 1 - All agreed	Open						
5	30/10/2009	Programme Director	Governance structure of the partners do not allow for timely decision making	2	2	4		There is a risk that, due to different delegations of authority and structures, the partners are not able to make decisions in a timely manner to support the delivery of the business case.	Joint Committee and management governance and structure agreed early on to ensure this doesn't cause any issues. A decision register to be established also in order that decision planning can	1	2	2		Paper approved by Joint Mgt Group on 30th Oct 12 - still to go to JC - Agreed at JC	Open						
12	25/11/2012	Programme Director	Building Closure and Dual Running Costs	2	2	4		Risk that building closure and dual running costs not accounted for in business case or other budgets	Discussions with finance workstream leads to ensure this is accounted for	1	2	2			Open						
20	25/11/2012	Programme Director	Accuracy of staff data	2	2	4		There is a risk that that the staff data within the business case is inaccurate	Engage with SM teams and regular reassess staff numbers and agreed workstyles etc	1	2	2		First tranch of data is positive although still needs full ratification but leaving risk as low	Open						
23	25/11/2012	Programme Director	Partners do not agree how to manage the building(s)	2	2	4		There is a risk that partners cannot agree how to manage areas such as FM and ICT in the building leading to solutions being developed which are inappropriate or unaffordable.	Integration workstream to be established to lead on ensuring these objectives are met - Also operating agreement to be established early in the programme and not left until the end	1	2	2		14/3/12 - First strategic meeting planned for 18th June 2013	Open						