

Residual Risk Score					
LIKELIHOOD	A Very High				
	B High			Strategic	
	C Medium				1, 2, 3, 4, 7,8
	D Low Very Low		6	5	
		4 Insignificant	3 Minor	2 Moderate	1 Major
IMPACT					

Corporate Risk 16 – Accommodation Project

RISK NO.	RESIDUAL RISK SCORE	DESCRIPTION
Strategic	B2	Failure of the accommodation project
1	C1	Failure to achieve Listed Building Consent
2	C1	Delays and disruption to services through the decant process.
3	C1	Major incident on work site
4	C1	Interruption of CCTV and Safer Neighbourhoods Team
5	D2	Disruption through the decant arrangements to Member Meetings and civic calendar
6	D3	Failure of Staff Communications Strategy
7	C1	Delays in the Procurement Process
8	C1	Overrun on cost and timescales of the project

Risk assessment matrix

Likelihood	Definite >90% has happened or has happened on a regular basis over the last 12 months	A Very high (Almost certain)	A4	A3	A2	A1
	Occurs in most circumstances 55% to 90%. Or has happened once or twice in the last 2 years	B High (Likely)	B4	B3	B2	B1
	Occurs in certain circumstances 10% to 55% or has happened once or twice in the last 5 years.	C Medium (Possible)	C4	C3	C2	C1
	Occurs exceptionally/very unlikely <10% or has not happened in the last 5 years	D Low/very low (Unlikely/rare)	D4	D3	D2	D1
			4 Insignificant	3 Minor	2 Moderate	1 Major
Impact	Financial	Loss/overspend under £10K	Loss/overspend £10K-£250K	Loss/underspend £250K-£1M	Loss/underspend over £1M	
	Service	Marginal disruption to service capability	Short term disruption to service or marginal reduction in service. Objectives of one section not met.	Short term loss of service or significant reduction service. Directorate objectives not met.	Medium/longer term loss of service. Failure to deliver at least one the Council's corporate objectives.	
		Unlikely to cause complaint/litigation	High potential for complaint with possible litigation	High potential for complaint with probable litigation	Litigation almost certain and difficult to defend.	
	Reputation	No adverse publicity	Minor adverse publicity	Adverse national publicity/significant adverse local publicity	Significant adverse national publicity	
	Legal/regulatory	Breaches of local procedures/standards	Breaches of regulations/standards	Breaches of law punishable by fines	Breaches of law punishable by imprisonment	
	Environmental/Public Health	Incident with no lasting effect	Short term incident (weeks)	Medium term major incident (1 month – 1 year)	Long term major incident (1 year +)	
	Health and Safety	'First Aid' level injury	Medical treatment required – long term injury	Extensive permanent injury – long term absence	Fatality	

	RISK (IF - THEN)	BACKGROUND - CAUSE/EFFECT	LIKELIHOOD	IMPACT	INHERENT RISK RATING	MITIGATION / CURRENT CONTROLS	LIKELIHOOD	IMPACT	RESIDUAL RISK RATING	FURTHER ACTION REQUIRED (INCLUDE TIMESCALES)	RISK OWNER	COMPLETION/ REVIEW DATE
Strategic	<p>Failure of the accommodation project to deliver:</p> <ul style="list-style-type: none"> • New ways of agile working • Better use of Council assets • Financial savings <p>which ultimately impacts on the Council's objectives and delivery of services</p>	<p>Background: The Council has embarked on ambitious plan for the renovation and refurbishment of the civic offices that will involve a decant and repopulation of staff and Members. As well as offering space to external partners.</p> <p>Effects</p> <ul style="list-style-type: none"> • Affecting staff wellbeing leading to a loss of staff and organisational knowledge, which impacts on delivery of Council services • Need to ensure IT resilience that supports agile working practices 	Very high	Major	A1	<ul style="list-style-type: none"> • Monthly meetings of the newly created Accommodation Board, which will oversee the workstream action plans • Dedicated programme manager • Use of specialist for procurement and major works 	High	Moderate	B2	Creation and monitoring of workstream action plans	Sacha Jevans	Monthly

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1	Failure to achieve Listed Building Consent	<p>Cause Refusal for the proposed internal changes from Historic England.</p> <p>Effect Abortive project costs of £75k to be funded from reserves. Requirement to find another accommodation option – potential delay to the development of the Condor Building.</p>	Medium	Major	C1	<p>Officer led monthly Programme Board meets to review progress against Programme, key risks and financial performance.</p> <p>Appointment of architects Bisset Adams to provide expert advice on design and limitations of the listed audits.</p> <p>Input from EFDC Conservation Officers to provide expert advice from an EFDC planning perspective.</p> <p>Independent Fire Risk Strategy to inform the design proposals.</p> <p>Independent Approved Inspector report to provide advice on building control regulations.</p> <p>Final sign off by EFDC Building Control department.</p> <p>Independent consultant reports to validate/approval all aspects of the project.</p>	Medium	Major	C1	<p>Achieve listed building consent - 11th November for submission of listed building consent.</p> <p>Achieve a compliant fire strategy</p> <p>Achieve Building Control sign off</p>	Alison Girdiefski	At monthly Programme Board meeting

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2	Delays and disruption to services through the decant process	<p>Cause Loss of electricity, ICT in the Condor Building during the decant works period.</p> <p>Effect Interruption to the provision of council services and reputation damage.</p>	Very high	Major	A1	<p>Appointment of Specialist Mechanical and Electrical consultant to advise on the risk around the loss of services to the Condor building during the works period.</p> <p>Commission of IT specialist iTica to undertake all aspects of the ICT project for the decant elements and the refurbishment of the Civic Offices.</p> <p>Review of work at the monthly Programme Board.</p> <p>Additional works to the Condor building being identified and undertaken.</p>	Medium	Major	C1	<p>Achieve a fully costed specification for refurbishment works of the Civic Offices meeting all legal and safety requirements.</p> <p>Achieve a disaster recovery arrangement doe the decant period and full IT capacity infrastructure works for the refurbishment of the Civic Offices</p>	Alison Girdiefski	At monthly Programme Board meeting

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3	Major incident on work site	<p>Cause Health and safety incident during the construction phase.</p> <p>Effect Serious breach under health and safety regulations – potential prosecution, reputation damage.</p>	High	Major	B1	<p>Works contract to be procured in line with EFDC procurement regulations. Bisset Adams to develop the tender specification to cover responsibility for work on site.</p> <p>Legal team to ensure that the correct contract is in place to ensure contractor responsibilities for health and safety are adequate.</p> <p>EFDC commissioning a Contract Administrator to oversee the works on site.</p>	Medium	Major	C1	<p>Tenders out in January 2020.</p> <p>Achieve the full set of tender documents for the refurbishment</p>	Alison Girdiefski / Paul Pledger	At monthly Programme Board meeting

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4	Interruption of CCTV and Safer Neighbourhoods Team	<p>Cause Disruption of essential CCTV services for the safer neighbourhoods Team.</p> <p>Effect Failure to respond adequately to safe guarding matters, increase in complaints.</p>	High	Major	B1	<p>Decant Strategy to include detailed plans regarding the relocation of the CCTV equipment and IT infrastructure requirements.</p> <p>Commission of iTica IT specialists to advise on the requirements.</p> <p>Project programme to review decant plans to ensure robust arrangements in place to protect against failure of equipment.</p>	Medium	Major	C1	Successful decant of team by January 2020.	Alison Girdiefski	At monthly Programme Board meeting

Major

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5	Disruption through the decant arrangements to Member Meetings and civic calendar	<p>Cause Failure to find suitable alternative arrangements for temporary facilities to hold the Member meetings.</p> <p>Effect Failure to meet key governance decisions/responsibilities. Reputation damage, and increase in member complaints.</p>	Medium	Moderate	C2	<p>Identify Member requirements and confirm meeting calendar.</p> <p>Book suitable venues to ensure availability.</p> <p>Develop a communications Strategy for Members about the temporary arrangements.</p> <p>Project programme to review decant plans to ensure robust arrangements are in place.</p>	Low/Very Low	Moderate	D2	Successful management of member requirements with arrangements in place by January 2020.	Alison Girdiefski / Rob Pavey	At monthly Programme Board meeting

Major

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6	Failure of Staff Communication Strategy	<p>Cause Decant process poorly managed having an impact on service delivery.</p> <p>Effect Customer satisfaction declining and complaints increasing. Reputation damage.</p>	Medium	Major	C1	<p>Develop detailed decant strategy.</p> <p>Ensure sufficient customer service provision in the Condor Building.</p> <p>Deliver effective and regular communication updates.</p> <p>Deliver an effective Champions Group.</p> <p>Monthly Design Team meeting will oversee the decant programme.</p> <p>Communications plan in place.</p>	Low/Very Low	Minor	D3	<p>Decanted building by end of May 2020.</p> <p>Adequate IT in place for decant</p> <p>Adequate meeting and desk facilities in the Condor building on 7:10 ratio</p>	Alison Girdiefski / Stuart Mitchell	At monthly Programme Board meeting
7	Delays in the Procurement Process	<p>Cause Delay in preparation of tender document.</p> <p>Effect Delays in the overall programme extending the period of disruption.</p>	High	Major	B1	<p>Ensure a robust procurement timetable in place.</p> <p>Monthly design team meetings to oversee the procurement process.</p> <p>Specialist project manager with a construction background commissioned to provide EFDC with a strong client-side function.</p>	Medium	Major	C1	Contract Award June 2020.	Stuart Mitchell	At monthly Programme Board meeting and monthly design team meeting

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8	Overrun on cost and timescales of the project	<p>Cause Unforeseen construction works or contractor delays.</p> <p>Effect Failure to meet overall programme extending period of decant and increase in budget.</p>	High	Major	B1	<p>Ensure robust client-side management of the procurement and works programme.</p> <p>Specialist project manager with a construction background commissioned to provide EFDC with a strong client-side function.</p> <p>Detailed project management programme and procurement of a contract administrator to oversee the works contract.</p>	Medium	Major	C1	<p>Strong financial management of project costs.</p> <p>Completion of works on time and in budget.</p> <p>Sufficient contingency in the budget for unforeseen costs.</p> <p>Monthly project management meetings with contractor and consultants</p>	Stuart Mitchell	At monthly Programme Board meeting

