APPENDIX 3

PROPERTY STRATEGY

TOP LEVEL RISK REGISTER

This document will be split into individual risk registers for each component of the Property Strategy
### APPENDIX 3 – TOP LEVEL RISK REGISTER

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Details of risk</th>
<th>Probability</th>
<th>Potential impact</th>
<th>Mitigating actions</th>
<th>Progress on putting in place the mitigating actions</th>
<th>Assessment of probability after mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Unrealistic cost assumptions</td>
<td>low</td>
<td>Major</td>
<td>Detailed cost checks, appointment of cost manager, build in budget contingencies</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Delays in securing receipts</td>
<td>Medium</td>
<td>Major</td>
<td>• Ensure adequate interim financial resource to fund cashflow and monitor on a regular basis</td>
<td></td>
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<tr>
<td>Political / Consultation</td>
<td>Community Groups / Residents oppose elements of schemes</td>
<td>Medium</td>
<td>Major</td>
<td>• Regular meetings and consultation with Ward Members and constituents</td>
<td></td>
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<tr>
<td>Property and Construction Sector</td>
<td>Double dip in Property Market reduces valuations of land and property flagged for disposal</td>
<td>Medium</td>
<td>Major</td>
<td>• Constant monitoring of market conditions and advice on timing of taking assets to market by Cushman and Wakefield</td>
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<tr>
<td></td>
<td>Construction cost inflation</td>
<td>Medium</td>
<td>Major</td>
<td>• Constant monitoring of trends in costs by EC Harris</td>
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<td></td>
<td>Council signs up to contracts for construction that generate low margins for contractors who then win more profitable work and lower the priority of our work</td>
<td>Medium</td>
<td>Major</td>
<td>• Penalty clauses built into contracts</td>
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<td></td>
<td>Failure to secure tenants for elements developed for private sector</td>
<td>Medium</td>
<td>Medium</td>
<td>• Soft Market testing at an early stage, may need to incentivise</td>
<td>Medium</td>
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<td></td>
<td>Disposals fail to materialise</td>
<td>Medium</td>
<td>Major</td>
<td>Review alternative funding options until market improves</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Procurement and Design</td>
<td>Brief not clear to design team</td>
<td>Low</td>
<td>Major</td>
<td>• Detailed written brief</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Major obstacles revealed through surveys</td>
<td>Medium</td>
<td>Major</td>
<td>• Commission surveys at an early stage</td>
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<tr>
<td>Third party land</td>
<td>Fail to secure ownership of land behind Dominion Centre for a service centre</td>
<td>Medium</td>
<td>low</td>
<td>• Build service centre on Featherstone Terrace Car Park</td>
<td>Low/medium</td>
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<tr>
<td>Planning</td>
<td>Delay in processing application due to staff shortages at GLA and English Heritage</td>
<td>Medium</td>
<td>Major</td>
<td>• Good communication pre and post appln. With GLA and EH to ensure all paperwork is in place to minimise risks of requests for further information</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>
| Planning permission &/or listed bldg. consent is refused/directed to be refused by GLA, GOL or English Heritage | Low/medium | Major | • Ensure scheme adequately addresses all issues raised during consultation  
• Ensure clear proposals for Ealing Town Hall that enhance the listed building | |
| Plg. appln. not determined by due date due to additional information being requested by planning dept. Particular concerns about noise, ecology and archaeology studies | Medium | Major | • Strong project management and close working with planners and specialist advisors within Council (and statutory consultees, incldg. GLA)  
• Ensure ‘due date’ is not over-ambitious | |
| Fail to secure ‘acceptable planning permission’ in terms of imposed planning conditions &/or s106 terms | Medium | Major | • Good communication pre and post appln. with planning dept | |
| Strong objections from public consultation leading to call-in of plg. appln | Medium | Major | • | |
| Planning permission &/or listed bldg. consent is refused by Council | Low | Major | • Ensure satisfactory pre-appln. consultn. and any concerns expressed are acted on as far as possible by modifying the scheme  
• Ensure traffic flow impacts of scheme are adequately addressed | Low |
| Resources | Project not properly resourced with staff and consultants | High | Major | • Resource planning and review. | Low |
| Legal | Issues over title | Medium | Major | • Legal opinion and insurance taken out if necessary | Low |