


# Top Risk - Office Accommodation

Generated on: 20 November 2015



<b>Risk Code</b>	TR51	<b>Risk Title</b>	Office Accommodation
<b>Risk Owner</b>	Andy Cavanagh	<b>Updated By</b>	Andy Cavanagh
<b>Year Identified</b>	2013	<b>Corporate Priority</b>	Living within our means
<b>Risk Description</b>	<p>As a result of failure to</p> <ul style="list-style-type: none"> <li>- create more open plan space</li> <li>- minimise disturbance caused by refurbishment work</li> <li>- have suitable and safe temporary accommodation</li> <li>- fully anticipate all the costs of the decant</li> <li>- fully engage all staff and members</li> <li>- reduce physical storage requirements</li> <li>- provide sufficient IT and telephony requirements and a suitable public reception</li> <li>- have sufficient capacity to deliver the project.</li> </ul> <p>There is a risk that there is</p> <ul style="list-style-type: none"> <li>• Failure to refurbish the offices</li> <li>- deterioration in service provided to the public</li> <li>- Failure to moderate internal temperatures</li> <li>• Officers performance deteriorates due to working in difficult conditions</li> <li>• Failure to attract other partners to share the building could lead to under utilised office space</li> <li>- Failure to manage expectations</li> </ul>		
<b>Opportunities</b>	<p>Purchasing and refurbishment of the DCO provides the following opportunities:</p> <ul style="list-style-type: none"> <li>- Reduction in revenue expenditure for annual rent</li> <li>- Significant investment with the opportunity of providing employment during the construction phase of the project</li> <li>- More open plan encourages closer working between directorates and the removal of internal walls facilitates increased desk densities and greater workspace flexibility</li> <li>- Improvements to temperature issues will assist in achieving improved productivity</li> <li>- Long term commitment to remain in Letchworth town centre</li> <li>- Environmental benefits through reduced CO2 emissions, both from the refurbished building and compared to those generated by a new build scheme</li> <li>- To provide a "Civic Centre" for a range of services</li> <li>- Other public sector users would provide a rental income; 3rd sector users could facilitate grant reductions due to provision of subsidised space</li> <li>- Commercial rentals may also be an opportunity</li> </ul>		
<b>Consequences</b>	<p>The consequences of the risk include the following:</p> <ul style="list-style-type: none"> <li>- continued energy inefficiencies resulting in lack of reduction in emissions and increased utility bills</li> <li>- Current office conditions do not improve</li> <li>- negative impact on service delivery and morale leading to increase in complaints from the public</li> <li>- increase in staff complaints particularly during the temporary decant</li> </ul>		

<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Home working now embedded reducing the need for office space</li> <li>- Full council approved purchase and early refurbishment plan for DCO on 18 July 2013</li> <li>- start up documents for next project phase (refurbishment works) approved by Project board and SMT</li> <li>- additional questions regarding office accommodation incorporated into 2014 staff survey</li> <li>- architectural services commissioned from Stevenage BC</li> <li>- space planning consultancy advice commissioned</li> <li>- agreement to use of Town Lodge and Letchworth museum building as temporary accommodation for the duration of the works</li> <li>- Two staff briefings held to date</li> <li>- external designs agreed by Project board and submitted for Planning and HF approval</li> </ul>		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- Outline discussions commenced with with Police and other potential partners re the use of some office space in the DCO</li> <li>- establishment of officer project group following Council approval to proceed</li> <li>- clear top level buy-in being sought to refurbishment proposals including more open plan and hot-desking provision, along with temperature moderation measures</li> <li>- staff consultation and engagement ongoing with representatives from service areas being involved in the project</li> <li>- specification for internal works under development</li> <li>- Property Services and IT meeting with Teams to determine storage requirements and review the possibility of electronic storage</li> <li>- where necessary external skills and advice will be obtained</li> <li>- to hold discussions with members about the civic space requirements</li> </ul>		
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	3
<b>Current Risk Matrix</b>			
<b>Date Reviewed</b>	02-Nov-2015	<b>Next Review Date</b>	31-Mar-2016
	FINANCIAL		
	OPERATIONAL		
	REPUTATION		
	STRATEGIC		

# Top Risk - Sale of Materials

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<b>Risk Code</b>	TR59.007	<b>Risk Title</b>	Sale of Materials
<b>Risk Owner</b>	Vaughan Watson	<b>Updated By</b>	Chloe Hipwood
<b>Year Identified</b>	2015	<b>Corporate Priority</b>	Living within our means
<b>Risk Description</b>	<p>As a result of:</p> <ul style="list-style-type: none"> <li>- Increasing supply and lack of demand for materials</li> <li>- Lack of competition</li> <li>- The down turn in the market for materials</li> <li>- Reduction in price for commingled material and/or waste paper</li> <li>- Lack of direct management of contractor</li> <li>- Loss of contractor</li> <li>- Contamination</li> </ul> <p>There is a risk that:</p> <ul style="list-style-type: none"> <li>- There is a reduction in price <b>or a fee for processing</b> commingled material and/or waste paper</li> <li>- There is a significant financial loss to NHDC</li> <li>- There is lack of control over contract</li> <li>- There is a need to find an alternative contractor at short/no notice</li> <li>- The contractor will reject loads that are considered contaminated</li> </ul>		
<b>Opportunities</b>	- NHDC obtains maximum income for the materials it has collected that can be recycled		
<b>Consequences</b>	<p>As a consequence of the risk occurring:</p> <ul style="list-style-type: none"> <li>- There is a negative impact on the Council's General Fund</li> <li>- Services may have to be cut to meet the shortfall</li> <li>- Material that could be recycled goes to landfill, e.g. the facility at Radwell cannot store materials for any length of time</li> </ul>		
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- NHDC is part of a consortium for recycling materials with other Hertfordshire authorities</li> <li>- <b>Site visits to monitor contamination</b></li> <li>- <b>Requests for data on material composition</b></li> <li>- <b>New plastics recycling leaflets</b></li> <li>- <b>New plastic stickers delivered September/October 2015</b></li> </ul>		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- The consortium to respond to the request to reduce the price for waste paper</li> <li>- To consider options to reduce the likelihood in moisture contamination</li> <li>- To consider contingency arrangements to be put in place to cover the loss of a contractor</li> <li>- Promotional campaigns to reduce contamination and increase the quality of materials</li> <li>- Separate soft plastics campaign</li> <li>- Budgets adjusted to reflect impact</li> </ul>		
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	3
<b>Current Risk Matrix</b>			
<b>Date Reviewed</b>	30-Sep-2015	<b>Next Review Date</b>	30-Nov-2015
	FINANCIAL		
	OPERATIONAL		
	REPUTATION		

