



Greater Birmingham and Solihull Local Enterprise Partnership

Application for Local Growth Funding

Full Business Case – Digbeth Public Realm Phase 1

Appendix 6 – Risk Register

Greater Birmingham & Solihull Local Enterprise Partnership

Business Case Appendix 6 - Risk Register



Project name: Digbeth Public Realm Phase 1

Applicant: Birmingham City Council

Projects applying for funding with the Greater Birmingham & Solihull Local Enterprise Partnership are required to provide a risk register which records the outcome of project risk assessments undertaken as part of Business Case development and submission.

Enter information on pertinent project risks on the risk register tab. Information on the scoring approach used is included below. For the Probability (of the risk being realised) and Impact (if the risk is realised) columns for each respective risk, enter the score (1-5) that best describes the risk. The Overall Score will be automatically calculated based on these. Once the Counter Measures (mitigation or contingency) are included the risk should be scored again to show how the approach will reduce the Probability and/or Impact.

For guidance around the principles and concepts of risk management, please refer to HM Treasury's The Orange Book, which is available at <https://www.gov.uk/government/publications/orange-book>

Risk Assessment			Impact Rating Descriptions		
Score	Probability	Impact Rating	Financial	Timescale	Quality / Benefits
5	Almost certainly will occur (>75%)	Very High	More than 10% over budget	> 6 weeks	Will not be met
4	More likely to occur than not (51-75%)	High	6-9% over budget	4-6 weeks	Major impact by over 10%
3	Fairly likely to occur (26%-50%)	Medium	3-6% over budget	2-4 weeks	Moderate impact of 5-10%
2	Unlikely to occur (6-25%)	Low	1-3 % over budget	1-2 weeks	Minor impact of less than 5%
1	Extremely unlikely (0-5%)	Very Low	< 1% or on budget	< 5 days	No impact

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Risk Identification and Assessment (pre-mitigation)								Risk Mitigation (residual risk)							
Ref	Risk Cause	Risk Event	Risk (effect)	Proximity	Probability 1-5	Impact 1-5	Overall Score	Counter Measures (threat / opportunity response) - Underway and / or Planned	Probability 1-5	Impact 1-5	Overall Score	Action Date	Risk Owner	Risk Actionee	Current Status
1	Main works budget increases	Target Cost 2 for main works highlights need for additional resources	Budget is exceeded		3	2	6	Cost increases are the responsibility of Midland Metro Alliance. BCC and GBSLEP's contribution to the scheme to be fixed and agreed. Target Costs 1 have been robustly developed based on the successful delivery of other Midland Metro extensions and appropriate allowance for risk made within costs.	1	1	1		BCC	Hannah Willetts	Active
2	Business Case not approved	GBSLEP does not approve the FBC	Funding not available		2	4	8	Green Book Full Business Case being developed by specialist consultant. The scheme design and cost are still inline with the OBC. There is a strong strategic case and political support for the project and the scheme has high benefit to cost ratio in support of the investment.	1	1	1		BCC	Hannah Willetts	Active
3	Plant and resources	Extensive construction works taking place in the wider Birmingham city region. There is a risk that there may be a lack of availability within the market for construction plan and sufficiently qualified human resources to undertake the project	Scheme delayed or costs increase		3	5	15	MMA contractors are aware of requirement and committed to supplying plant and resources	1	5	5		MMA	Midland Metro Alliance	Active
4	Politicians	Failure to engage Councillors and Cabinet Members leading to a high volume of queries resulting in a delay in obtaining cabinet approval	Scheme delayed		1	3	3	Early consultation and ongoing engagement with Councillors and Cabinet Members. Briefing sessions with Cabinet Members following design maturity	1	3	3		BCC/MMA	Hannah Willetts	Active
5	Deadlock	Programme delay due to a deadlock in agreeing the final detailed contractual arrangements, including responsibility for cost overruns	Scheme delayed		2	3	6	It is proposed that the cost for the Digbeth Public Realm is fixed between BCC and WMCA.	1	2	2		BCC/MMA	Hannah Willetts	Active
6	BEE Programme	Slippage in BEE's construction programme may require additional legal, commercial and planning resources from both BCC and MMA	Scheme delayed or costs increase		2	3	6	Programme development is at an advanced stage with final detailed designs developed for construction start in April 2021. Ongoing partnership working with MMA to mitigate remaining risk.	1	2	2		MMA	Midland Metro Alliance	Active
7	Unidentified ground constraints	There is a risk that the ground conditions encountered are not as anticipated	Scheme delayed or costs increase		1	3	3	Detailed surveys have been undertaken. Enabling works for utilities due to commence prior to main construction works	1	2	2		MMA	Midland Metro Alliance	Active
8	No Deal Brexit	May impact on ability to recruit qualified staff and acquire the necessary materials for construction	Scheme delayed or costs increase		2	4	8	MMA has extensive no deal Brexit contingencies in place.	2	1	2		MMA	Midland Metro Alliance	Active
9	Unchartered services	There is a threat that previously unidentified utilities services may be encountered during construction works, causing a delay to delivery	Scheme delayed		1	3	3	The enabling works currently underway have not identified any location of services across the site, so the likelihood of this risk is minimised.	1	2	2		MMA	Midland Metro Alliance	Active

10	Adverse weather	There is a threat that adverse weather conditions may impact on the ability to carry out works, causing a delay to delivery	Scheme delayed or costs increase		3	4	12	An allowance is built in to the construction programme for exceptional weather	3	1	3	MMA	Midland Metro Alliance	Active
11	Failure to engage stakeholders	Failure to fully engage stakeholders could result in high numbers of queries and objections resulting in a delay to the programme	Scheme delayed or costs increase		2	2	4	MMA have dedicated engagement team in place and measures are already in place to engage stakeholders on a regular basis. This will continue throughout the project.	1	1	1	BCC/MMA	Hannah Willetts	Active
12	Unidentified third party ownerships	Unidentified land ownerships delay delivery and impact on ability to complete the works	Scheme delayed		2	3	6	All land required for development has been identified through the legislative process (TWA0) and any issues have been resolved through appropriate compensation agreements. Therefore the risk is minimal	1	1	1	MMA	Midland Metro Alliance	Active
13	Co-ordination with other schemes	Failure in co-ordination with other schemes including HS2, CAZ, Moor Stret, Sprint, One Station	Scheme delayed, costs increase, benefits reduced		2	2	4	Detailed design has been developed and is well understood. Stakeholders have been fully involved in ongoing process and discussions.	1	2	2	MMA	Midland Metro Alliance	Active
14	Revenue implications of scheme are unaffordable	Agreed design / maintenance costs exceed available budgets	Project outcomes are not fully delivered		4	3	12	Work is underway to identify additional funding (including S106) to meet revenue implications	1	3	3	BCC	Hannah Willetts	Active