

Appendix 1 – Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	Original cost estimates insufficient and exceed the allocated budget, linked to rising costs and inflation. The scope of works will be reduced in line with budgets which may include less sites being refurbished.	A clear design brief at the tender stage will inform contractors on required works to ensure current market costs are considered and works accurately costed.	Significant	Medium	Medium	Prioritise sites for refurbishment and those that will have a reduced scope.
2	Funding withdrawal of the external grant from Football Foundation and the Shared Prosperity Fund due to timeframe to spend.	Prioritisation of project within BCC - active engagement with key departments to allocate resource and ensure work is planned. Clarity around processes and requirements - built into project planning to avoid unnecessary delays.	Medium	Significant	Medium	Ongoing communication with key funders and active engagement with other BCC departments including procurement, finance and legal.
3	Delays in construction due to weather / time of year	Realistic programme planning in place to consider delays due to weather disruption over the winter and to meet BCC and funder's expectations. BCC to work closely with contractor on works schedule.	Significant	Medium	Low	Ongoing project management

4	Failure to deliver planned refurbishment programme and the reputational risk to the Council	Tight monitoring processing for the budget, programme timelines and project management of the contractors to identify any changes to the programme and resolve issues as early as possible.	Medium	Medium	Medium	Ongoing project management
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Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.