

APPENDIX B - HIGH LEVEL PROGRAMME RISK ASSESSMENT

No	Risk Description	Owner / Manager	Inherent Risk			Measures in place to manage	Residual Risk			Status	Further Action
			Impact	Likelihood	Exposure		Impact	Likelihood	Exposure		
RESOURCING											
	Skills, capacity, and capability insufficient to fully develop programme.	Head of Transport Planning	High	Medium	High	Use of framework to obtain resource from consultants. Strict limitations on recruitment and training due to S114.	High	Medium	Medium	Better	
	Skills, capacity, and capability insufficient to fully deliver programme.	Head(s) of Transport Projects	High	Medium	High	Use of framework to obtain resource from consultants. Strict limitations on recruitment and training due to S114.	High	Medium	Medium	Better	
SYSTEMS & GOVERNANCE											
	Delays to the rectification of Oracle financial system impacting on project reporting.	Assistant Director Transport and Connectivity	High	High	High	Project Managers undertaking offline record keeping.	High	High	High	Same	
	Delays to the rectification of Oracle financial system impacting on project grant claims.	Assistant Director Transport and Connectivity	High	High	High	Project Managers undertaking offline record keeping assisting with producing claims.	High	High	High	Same	
PROJECT DELIVERY											
	Objections from key consultees	Head(s) of Transport Projects	High	Medium	Medium	The scheme package has been discussed with senior members. Some schemes have already been consulted upon.	High	Low	Medium	Better	
	Land Ownership.	Head(s) of Transport Projects	Medium	Medium	Medium	Land ownership has been reviewed. Some projects may require third party land or a CPO	Medium	Medium	Medium	Same	
	Legal Agreements/Funding agreements with partners.	Head(s) of Transport Projects	High	Low	Low	Most agreements in place.	Medium	Low	Low	Better	
	Contractors experience financial difficulties.	Contractor	High	Low	Medium	It is proposed to procure the works through current frameworks, in house resources or	High	Low	Medium	Same	

						partner frameworks. Financial checks will be carried out during tender evaluation processes.					
FUNDING & FINANCAL MANGEMENT											
	Insufficient funding to fully deliver programme.	Assistant Director Transport and Connectivity	High	Medium	High	Detailed programme and cost management. New sources of funding obtained.	High	Medium	High	Same	
	Further cost pressures identified due to national/global inflation.	Assistant Director Transport and Connectivity	High	Medium	High	Continual management and review of projects and risks being undertaken.	High	Medium	High	Same	
	Expected s106 contributions do not materialise.	Assistant Director Transport and Connectivity	Medium	Medium	Medium	Regular engagement with Planning Management Service.	Medium	Medium	Medium	Same	
	Failure to meet grant conditions with funding being withheld.	Head(s) of Transport Projects	High	Low	Medium	Projects will be effectively managed to address issues affecting delivery and consequentially grant funding.	Medium	Low	Low	Better	
	Forecast net surplus bus lane enforcement income does not arise.	Assistant Director Transport and Connectivity	High	Medium	High	Ongoing wider management of THDP and identification of new and windfall resources.	Medium	Medium	Medium	Better	
	Sunk development costs become abortive and a revenue pressure	Assistant Director Transport and Connectivity	Medium	Medium	Medium	Close engagement with funder partners and provision made within revenue budgets.	Medium	Medium	Medium	Same	
	WMCA revises LNIP budget allocations	Assistant Director Transport and Connectivity	High	Low	High	Close working with WMCA established.	High	Low	High	Same	
	CRSTS allocation reduced beyond 2028/29	Assistant Director Transport and Connectivity	Medium	Medium	Medium	Ongoing liaison with WMCA and overall management of THDP	Medium	Medium	Medium	Same	
	Funding clawed back by funders	Assistant Director Transport and Connectivity	High	Low	High	Monitoring being undertaken to ensure compliance with grant conditions.	High	Low	High	Same	
	Inclusion of revenue funding as part of the THDP	Assistant Director Transport and Connectivity	High	Low	Medium	Ensuring there is funding remaining for contingency measures in case additional emergency funding is required.	High	Low	Medium	Same	

	Insufficient revenue resources to fully cover inventory growth	Assistant Director Transport and Connectivity	High	Medium	High	Revenue provision subject to Corporate/Directorate review.	High	Medium	High	Same	
	External funding bids unsuccessful	Assistant Director Transport and Connectivity	High	High	Medium	Close liaison being undertaken with external funders.	High	High	Medium	Same	Reprogramming to revised resources