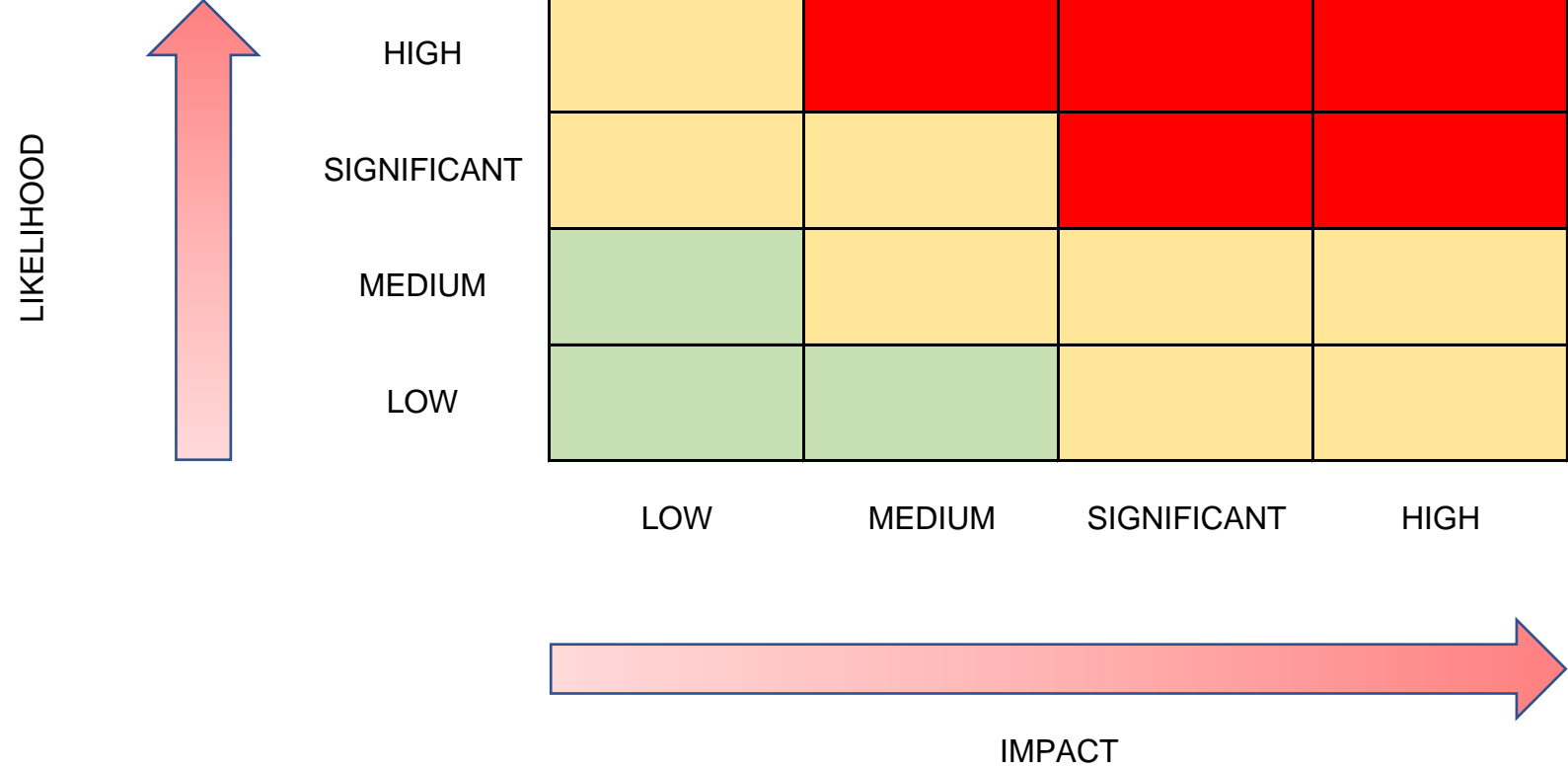


APPENDIX E



Likelihood

Low	Unlikely, but could occur at some time. Less than 20% chance.
Medium	Possible, might occur at some time. 20% - 50% chance.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.

Impact

Low	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.
Medium	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.
Significant	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.
High	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.

Tolerable	Regular review, low cost control improvements sought if possible.
Material	Close monitoring to be carried out and cost effective control improvements sought to ensure service
Severe	Immediate control improvement to be made to enable business goals to be met and service delivery

Risk Register

RISK DESCRIPTION				MITIGATION			RESIDUAL / CURRENT RISK			FURTHER STEPS TO BE TAKEN
Reference	Risk	APPENDIX E	Consequences	Mitigation			Likelihood	Impact	Severity	
3	Delaying the scheme implementation past the desired date of 3rd October 2022		Delaying the implementation date limits the control and management of the vast array of major works in the city.	A designated Project Team has been created to oversee the project timeline and meet the relevant governance steps to enable timely completion and implementation of the Permit Scheme.			High	Low	Material	
4	Predicted income from Permits Scheme falls far short of predicted expenditure.		Funding would need to be sourced from other council reserves in order to fund any short-term shortfall for the scheme.	Measurements tools in place which will indicate potential cashflow challenges as they arise. If cashflow is predicted to fall below anticipated minimum levels then reasons for the gap to be explored and model /approach to modified accordingly, this may include revisiting original assumptions, review working practices, revisit methodology and proposing (& incepting) a revised approach.			Low	High	Material	
5	Set Up Costs – Budget Needed - Will not exceed £250,000 in the first year of scheme operation.		No available budget to cover set-up costs. Therefore project fails.	The set up costs will be recovered from the revenue of the scheme post implementation.			High	Significant	Severe	Further due diligence being undertaken to ascertain accurate figures.
6	Staff are not trained to the desired level prior to the go live date due to time constraints or failure to recruit appropriate staff.		A high volume of Permits would be 'Deemed Approved' resulting in failure to maximise the coordination of streetworks. Also recovery of staffing costs may be affected.	A robust training programe needs to be in place atleast 2 months prior to 'Go Live' date. In the event that there is a shortfall in recruitment to the minimum required number of posts, consultancy staff will be used as an interim solution.			Medium	High	Severe	As mentioned in risk no. 3 the additional time afforded to us before go live date should allow ample time for a training plan to be developed and implemented.
8	BCC does not manage the potential inward TUPE transfer of contractor in-scope employees in accordance with legal and statutory policy and procedures.		Either no staff or the wrong staff are transferred on the wrong terms and conditions, paid the wrong amount etc. resulting in ER/media/Legal problems and associated costs, impacting on morale, lack of confidence in management and impact on service delivery.	Mitigations include: - Agreed HR Strategy & Planning paper - Engagement with HR and project Stakeholders - HR mobilisation plan - Establish HR working group - Effective Due Diligence - Detailed understanding of exit/TUPE clauses.			Low	High	Material	