

Appendix B – Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Coronavirus - strained financial and operational conditions. Particularly on working capital in the absence of direct support from stakeholders/funders	Inquire if government financial package is applicable to client/contractor	Medium	Medium		Ongoing
2.	Insufficient funding for CPO and claims	Negotiations with landowners via property services to acquire land at value for money (funding secured subject to FBC approval)				Ongoing
3.	Objections to the orders resulting in Public inquiry	Ongoing negotiations with BPS support to reach an agreement with landowners to avoid public inquiry				Ongoing
4.	DfT Sunken Costs	Explore sources of funding if scenario presents itself				Closed
5.	Internal approvals from BCC may cause delay	To raise a delegated authority report/highlight report for approval to spend until FBC is approved.	Medium	Low		Ongoing
6.	Failure to obtain GBSLEP funding	Submit and obtain revised OBC approval (awaiting OBC approval to accept)	Low	Medium		Ongoing
7.	Political changes may require scope changes	Ongoing dialogue with Senior management/Leader/ Cabinet member for information. Completed				Closed

		on 25 June 2020.				
8.	SRO and New CPO will be required if land negotiations fail	Robust case to be presented including rebuttal of objections. Ongoing negotiations to avoid CPO requirement	Significant	Medium		Ongoing
9.	CRT Indemnity surrounding the Lee Bridge	Design a solution to reduce the loading effect on bridge and monitor the crack reducing the risk of calling on the indemnity	Medium	Significant		Ongoing
10.	DfT Sunken Costs transferred to GBSLEP	Agree with GBSLEP terms and conditions and the required outputs to avoid pay back. If required explore sources of funding	Low	Significant		Ongoing
11.	DfT Sunken Design Costs	Explore sources of funding if scenario presents itself				Closed
12.	Failure to secure public support for the revised scheme	To carry out a key stakeholder and public consultation event and address comments	Medium	Medium		Ongoing
13.	Impact of coronavirus, may cause third party delays due to lack of resource, lack of material availability with a consequential increase in project costs, delay in programme	this will be mitigated by Inquire if government financial package is applicable to client/contractor	Significant	Significant		Ongoing
14.	Agreement of the S278 with the developer to enable the City Council to deliver the scheme	S278 Agreement signed with Galliard/Soho Loop in May 2021	Medium	Significant		Closed
15.	Meeting the developer long stop dates to ensure the developer can occupy the development	This will be mitigated by identifying ways to accelerate the programme	Significant	Medium		Ongoing

16.	Objections to Traffic Regulation Orders delay delivery	this will be mitigated by programming a timely response to remove objections and working collaboratively with the Soho Loop Developer	Significant	Significant		Ongoing
17.	Unauthorised vehicular access via public footpaths to properties from Spring Hill	Unauthorised and unsafe vehicular access to properties on Spring Hill / George Street West will be closed as a result of implementation of the scheme. Scheme proposals have been extensively detailed in the public consultation process and received no comment. Ongoing dialogue with BCC Highways to close unauthorised access prior to implementation.	Significant	Medium		Ongoing
18.	Failure to obtain Levelling Up Funding in autumn 2021	Delivery of Revised Main Scheme and progression of CPO/SRO will be suspended until funding is confirmed.	Significant	Significant		Closed
19.	Land negotiations with NHS/Homes England	CPO to be progressed, ongoing negotiations with stakeholders to deliver preferred option.	Significant	Significant		Ongoing

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.