Risk ID	Description	Pre-Mitigation Risk			Owner	Mitigation Proposed	Risk Post Mitigation			Status
		Likelihood	Impact	Rank			Likelihood	Impact	Rank	
Governance										
1.1	Communication and Reporting - risk of not providing regular communication and reports to Project Board to ensure they are sighted on progress or risk updates	1	3	3	DP/BCC	Agree communication and reporting strategy to ensure that progress updates are reported to Project Board in a regular and transparent manner	1	2	2	Open
1.2	Change in leadership and/or project personnel (both developer and BCC) such that the day to day operational and strategic requirements of the project cannot be met to maintain programme or deliver the required functions	4	4	16	DP/BCC	Develop a project succession strategy to ensure continuity in both developer and BCC key resources	1	2	2	Open
1.3	Governance and Approvals - risk of not having a robust approvals process and PM procedures (Change Control, etc.) in place	2	4	8	DP/BCC	Developer and BCC to agree project governance approach, including Change Control, review and approvals process (this will be included within the Business Plan)	1	3	3	Open
1.4	Funder relationships and Governance - not having a robust strategy and process in place to ensure effective working with key funders.	2	4	8	DP/BCC	A clear and robust funding strategy and governance structure will be developed and continually monitored and updated. Key potential funders to be identified.	1	2	2	Open
1.5	Partnership - failure to develop and maintain relationship (BCC & Developer)	1	4	4	DP/BCC	Ensure formal agreements are in place, with agreed roles, responsibilities, communication and reporting requirements. Clarity of project governance and induction of new team members into ways of working and collaboration.	1	2	2	Open
Political & Stakeholder										
2.1	Brexit / Covid / Recession / Market Failure - uncertainty caused by the economic impact of post-Brexit arrangements, post-Covid pandemic recovery and other macroeconomic and market factors	4	4	16	DP/BCC	Our ability to influence macroeconomic factors is limited. Mitigation is to ensure that we have the necessary contingency plans in place to respond to market changes and adapt our offer - flexibility is key. Consideration of the composition of the scheme, sequencing or timing of phases are example of levers that can used to mitigate and adapt to changing political, economic and market circumstances.	3	4	12	Open
2.2	A change in local or regional politics and leadership, such that the development no longer has the required support to progress in its current form	3	4	12	DP/BCC	Consider different scenarios, including different phasing options, funding, land use, affordable housing, viability. Agree key principles at the project outset to ensure viability and protect the strategic positioning of Ladywood	3	3	9	Open
2.3	Oversupply in the Birmingham market and knock-on effect to Ladywood, including impact on values and letting/sales rates	2	4	8	DP	The Ladywood Business Plan establishes the core fundamentals of the Developer proposition, and remains sufficiently flexible to be altered as may be required to account for market conditions	1	2	2	Open
2.4	Lobby Groups / Opposition (both known and unknown) - opposition to the scheme	3	4	12	DP/BCC	Engagement strategy and early identification of key stakeholders (including opposition groups). A Community Consultation Consultant will be procured to help manage stakeholder consultation events and communications during design development leading up to planning submission. Pre-App discussions with BCC Planners	2	3	6	Open
2.5	General stakeholder engagement - the risk of not demonstrating effective engagement with all stakeholder groups (including Statutory bodies)	2	3	6	DP/BCC	Carry out detailed stakeholder mapping - identify key influencers and continuous engagement. Develop and implement Stakeholder Engagement Action Plan	1	2	2	Open
2.6	Current Residents - insufficient / ineffective engagement with local residents groups and residents, causing relationships and communications to fail	2	4	8	DP/BCC	Continuous engagement as per the Market Engagement Strategy, agreed at Project Board	2	3	6	Open
Finance & Funding										
3.1	Cost increases - cost escalation in the market	3	4	12	DP	Close liaison with sub-contractors and local supply chain to gain feedback on market conditions and trends. Early procurement where possible, learning lessons and building on strategic relationships from the Developer.	3	2	6	Open
3.2	Alternative funding sources - failure to secure additional sources of funding	2	4	8	DP	Explore and unlock additional sources of funding to ensure the viability of the scheme, e.g. Homes England, WMCA	1	3	3	Open
3.3	Insufficient cost plan allowances for discovery items on site once works have commenced (Archaeology, buried services, asbestos, demolition, etc	2	3	6	DP	Surveys and due diligence (DD) will be undertaken; including site investigation works to ascertain better information around current ground conditions. Cost validation exercise to consider findings from the site DD and factual reports, with sufficient allowances included within the Cost Plan.	1	3	3	Open
3.4	Viability - inability to achieve a viable scheme due to changing environment (phasing, funding availability, market appetite and demand, etc.)	2	4	8	DP	Changes to be continually assessed to understand impact on scheme (and phase) viability and action required to resolve accordingly as detailed within the DA, including through amendment to Business Plan to adapt to changing circumstances.	1	2	2	Open
3.5	Movement in Market's viability position	2	3	6	DP	Delivery of quality and efficient design, early engagement with funding partners and appropriate Operational Strategy	1	3	3	Open
3.6	Increase in Public Realm & Infrastructure costs (PR&I)	2	4	8	DP	Undertaking early sitewide investigations and exploratory works to ensure a high level of cost certainty	1	4	4	Open
Design & Planning										
4.1	Consultation - risk of not undertaking sufficient engagement and consultation with statutory consultees through the design process to planning	1	3	3	DP/BCC	Early engagement with statutory and non statutory authorities. The Planning Strategy will detail the consultation programme and key stakeholders	1	2	2	Open
4.2	Sustainability Targets - inability to achieve the sustainability targets and Social Value commitments through the developing designs, and within viability constraints. Market may also not exist or be sufficiently developed to enable delivery and sustainability and social value targets	2	4	8	DP	Sustainability Strategy, deliverables and KPI's to be kept up to date. Changes to cost, programme to be assessed regularly. Sustainability targets will be included within design briefs; any changes to standards in due course to be clearly flagged in terms of Commercial Appraisal and viability impacts.	1	4	4	Open
4.3	Changes in regulations - the risk of new statutory requirements (e.g. Building Regulations, implementation of the Clean Air Zone, Birmingham Design Guide)	2	4	8	DP	Developer to ensure design teams are aware of potential impacts in legislation and how they affect proposals and to future-proof (as far as is reasonably possible) scheme designs and requirements.	1	4	4	Open
4.4	Design Code - risk of not successfully conforming the required specifications, Design Code and parameter plans with the BCC Planning Team - which could impact on quality, cost and programme	1	5	5	DP/BCC	Pre-app discussions with the BCC Planning Team to focus on the required design codes and requirements - so these can beincorporated into the Design & Access Statement in the planning application.	1	2	2	Open
4.5	S106 - risk of not agreeing the S106 in a timely manner and within project expectations.	2	4	8	DP	Early engagement between Developer (and Advisors) and BCC Planning Team and concluding the S106 agreement negotiations during and following planning review and determination.	1	4	4	Open
4.6	Community Infrastructure Levy (CIL) - risk of Council review of CIL liability causing cost increase to the project	2	4	8	DP	Early engagement with the BCC Planning Team to confirm CIL liability for the scheme	1	4	4	Open
4.7	Climate Change Emergency - any new Government targets integrated into legislation will need to be adapted on the development	2	4	8	DP	Environmental Statement in the planning submission will include a chapter on climate change and impact. Any new legislative targets will need to be assessed for impact and incorporated into scheme designs and specifications, whilst still achieving scheme viability	1	4	4	Open
4.8	Inability to design to budget - impacting scheme viability	3	4	12	DP	Developer to ensure sufficient allowances within the cost plan and the Commercial Appraisal to accommodate unforeseen (costs)contingency), with an agreed change control procedureestablished. Active cost control to be undertaken during design	2	3	6	Open
4.9	Safety in Design - ensuring that risks are designed out from the outset, consideration of CDM requirements, involvement of a Principal Designer	2	4	8	DP	Safety to be considered through all stages of the project. Principal Designer to be appointed during early design stage. Procurement of works to factor in Developers Minimum Requirements.	1	3	3	Open
4.1	Design continuity - risk of lack of integration of the Masterplan design to interact with the spaces to the north of the development and wider city network	2	4	8	DP	Understanding of wider place creation beyond the red line boundary and how this relates / interacts with other local initiatives and developments; wider consultation piece. The Masterplan refinements (as agreed with BCC) have been sensitive to this and have defined the Principles in the Masterplan to act as a guide for BCC Planning Officers through design	1	3	3	Open
4.11	Rights of Light - Risk of injunction or material compensation claims in relation to rights of light	1	4	4	DP	Further technical due diligence to be undertaken post contract close. Should there be considered to be significant rights of light risk, injunction can be mitigated through negotiated settlement or insurance. Design development through planning process also provides opportunity to mitigate	1	2	2	Open
4.12	Changes in transport strategy / implementation plan for the City, including clean air zones and other key transport interventions could add uncertainty and complexity/cost to scheme design	1	4	4	DP	Mitigation through flexible design during early stages of planning and delivery, and close engagement with both BCC and wider stakeholders (WMCA, TfWM etc) in relation to emerging transport strategies (e.g. BCC traffic cells strategy)	1	2	2	Open
Sub Contractor Procurement										
5.1	Inability of Supply Chain partners to meet the contractual requirements (for example in relation to surety) - contractors, subcontractors and consultants	3	4	12	DP	Thorough due diligence to be undertaken using the Developers vetting of supply chain partners before and during procurement. Carry out credit checks and review simultaneous workloads for all subcontractors, specifically key trades. Performance Bond, Retention requirements to be included within tender pack / ITT documentation. Throughout construction - monitor site progress and levels of site staff / resourcing. Ongoing credit checks / business probity to be undertaken. At the procurement stage, mitigation on ability to procure consultants/contractors can be sought through the ability to agree alternative pathways where appropriate and having regard topackage/service type and risk profile.	2	3	6	Open
5.2	Supply Chain Partners - lack of capacity and capability of local Sub-Contractors and supply chain (and sufficient resource) in the market place	3	4	12	DP	Developer to develop early relationships with key local supply chain partners; share knowledge and market intelligence to obtain an early indication of the local market, pressures, trade shortages, etc.	2	4	8	Open
5.3	Value for Money (VFM) - inability to demonstrate VFM through our supply chain	3	4	12	DP	The Procurement Strategy within the Business Plan details the steps required to be implemented / undertaken to ensure that VFM is demonstrated. This will be updated as necessary through subsequent updates to the Business Plan.	2	3	6	Open
5.4	Inability to procure to Cost Plan (actual costs higher than Cost Plan)	3	4	12	DP	Early engagement with contractors and cost consultants to ensure mitigation of any potential cost increases. Intelligent and efficient design principles to form basis of underlying scheme. As per above Procurement Strategy within Business Plan to be tailored in subsequent updates to incorporate early procurement engagement and advice.	2	3	6	Open
Land Assembly										
6.1	Discussions with landholding interests do not proceed as expected.	4	5	20	DP	Early and ongoing engagement with, and provision of clear, accessible, and timely information to, all parties affected by the land assembly process. In principle authority to use CPO powers enables preparation on a robust case should such powers be required.	3	5	15	Open
6.2	Risk of delay in obtaining necessary approvals (BCC, Secretary of State, other).	2	5	10	DP	A detailed Land Assembly programme will be prepared, including governance and approvals processes. This will be delivered and monitored by the Land Assembly Working Group.	1	3	3	Open
6.3	Risk of objection to the CPO	3	4	12	DP	Early engagement by the Council and developer with third party interests to maximise support and buy-in, and provide required time for negotiations. The Council has significant experience of Land Assembly and will put an appropriate professional team in place to deliver the necessary activity. The Land Assembly Working Group will establish a robust work programme and monitor potential risks.	3	2	6	Open
6.4	Increased cost of land assembly - rising land prices and development activity within the red line will put an upward pressure on the cost of assembling the land.	3	4	12	DP	Build in sufficient financial and programme contingency. The phase viability mechanisms provide a mitigation mechanism (including adjustments to the masterplan, phasing etc) in the event that scheme viability is adversely impacted. The Property Cost Estimate will be reviewed and revised on a regular basis and through appropriate governance processes.	2	2	4	Open
Mobilisation, Technical Design & Construction										
7.1	Highways - risk of not obtaining the required Stopping-Up Orders.	3	4	12	DP	Early engagement and consultation with BCC Highways Officers. Understanding the wider City initiatives and plans for developments surrounding Ladywood Estate.	2	3	6	Open
7.2	Quality Control - risk of works specifications not being sufficiently detailed or processes are not included in contracts to monitor and approve works.	2	4	8	DP	Designs, specifications, tendering requirements, contract documents, quality outputs and standards, etc - all to be robustly defined. Site works, compliance and quality to be rigorously monitored.	2	2	4	Open
7.3	Construction Logistics - risk of logistics not being thoroughly considered can impact on the delivery of the development, neighbours, etc.	2	4	8	DP	Site logistics plans to be developed at an early stage, considering the delivery of each plot in each phase, delivery routes in and out, site-setup, impact of surrounding construction and developments outside of the Ladywood Estate. Appropriate measures of controlling noise, dust, etc will be included within the contract requirements.	2	2	4	Open
7.4	Contractual Matters / Change Control - contract documents and the Change Control process not robust enough or poor administration.	1	4	4	DP	Project governance and documents will need to detail the required change control process / procedure - listing approvers and detailing associated levels of approvals (financial, time, scope).	1	1	1	Open
Sales & Letting										
8.1	Occupier Interest (Residential BtR) - lack of interest and demand from potential occupiers and slow take up of assets.	2	5	10	DP	Currently benchmarked against existing rental products in the market. Continued engagement and discussions with potential Institutional Investors regarding market appetite, pricing, yields, etc. Annual delivery quantum vs market interest / take-up to be continually monitored. Diverse range of residential tenure types [Private Residential/Build to Rent/Co-living/Senior Living] allows flexibility of the scheme to adopt to market.	2	4	8	Open
8.2	Buyer Interest (Residential OMS) - lack of interest and demand from potential purchasers and slow take up of assets.	2	5	10	DP	Current benchmarking provided by the Developers Residential and supporting agents. Further market detail to be continually assessed. Annual delivery quantum vs market interest / take-up to be continually monitored.	1	4	4	Open
8.3	Occupier Interest (Commercial) - lack of interest and demand from potential commercial occupiers and slow take up of assets.	2	5	10	DP	Robust market information has been gathered on both indicative rents and occupier demand, as well as leasing activity in the City. Activity and market insight to be continually monitored and assessed.	1	4	4	Open
8.4	Sales & Lettings strategy - lack of clarity in the strategy so poor interest in development by key potential customers.	1	4	4	DP	Strategy to be continually reviewed to ensure it reflects market trends, demand and uptake. Potential changes will need to be assessed from a cost, planning, delivery and viability perspective.	1	2	2	Open
8.5	Demand - risk of not having a sufficient understanding of the pipeline in the City and current and future demands. For example limited demand on alternative residential uses, such as retirement and co-living.	1	4	4	DP	Key on-going relationships in the City to be maintained, as well as using the Developers data and analysis of the Birmingham and wider UK market to be considered; as well as maintaining flexibility through design of products and the ability to vary later phases as may be required.	1	2	2	Open
Management & Maintenance										
9.1	Public Space - risk of not fully optimising the Public Realm and spaces provided in the development (including quality, activation) and/or ability to adopt the most appropriate management plan.	1	4	4	DP	Continued engagement with BCC and Planning Officers to understand public realm and open space requirements. Agreement and implementation of the plan for the the management and operation of the estate.	1	2	2	Open
9.2	Post Completion maintenance regime - the risk of not having a robust strategy to maintain the assets over time.	1	4	4	DP	Estates Management Strategy to be agreed - and this will need to detail the agreed maintenance regime and requirements.	1	2	2	Open
9.3	Service Charges - failure to agree the Estates Service Charge and apportionment to be paid by each asset (and agreeing all assets to pay a Service Charge).	2	4	8	DP	Early engagement, discussion, negotiation and agreement on the extent of the assets to pay a Service Charge and level of affordability.	1	3	3	Open
9.4	Site Security - the risk of not providing a safe and secure site from a health & safety perspective.	2	5	10	DP	BCC to continue to take co-ordinate and manage the site, and coordinate access, as required. The Developers to develop a Site Access Protocol, with BCC approval.	2	2	4	Open