

Appendix A1 – Transport and Connectivity Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Threat Risk Performance Summary


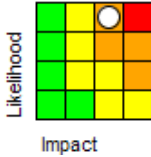
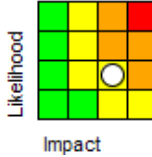
Risk	Page Number	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)
CRR58 - Possible failure to adequately maintain and replace the Highway, Traffic, Parking and Docks infrastructure assets	3	21 ↓		21 ▬		21 ▬		21 ▬	
CRR43 - Lack of progress for Mass Transit may have on Impact on the city	2	20 ▬		20 ▬		20 ▬		20 ▬	

Risk Trend Key


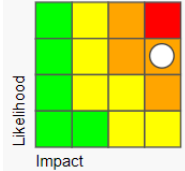

Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

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Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR43 - Lack of progress for Mass Transit may have on Impact on the city</p> <p>Description: Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	<p>Constant</p> 	<p>20 Likelihood = 4 Impact = 5</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes:</p> <ol style="list-style-type: none"> 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project		Senior staff allocated to project	March 2025	60%
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Reputational impact. -Long term congestion and air pollution increase. -Regional productivity reduced. -Threat to investment across the city. 	Regular internal briefings - Regular briefings with senior managers and administration				
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>					
<p>Committee: Transport and Connectivity</p>	<p>Summary of Progress: No change to risk rating, no further progress on scheme, updates from combined authority awaited re progress of SOBC/OBC.</p>				
<p>Strategic Theme: Our Organisation, Wellbeing.</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR58 Possible failure to adequately maintain and replace the Highway, Traffic, Parking and Docks infrastructure assets</p> <p>Description: Deterioration of highway condition. Additional roadworks resulting in congestion and air pollution. .</p>	<p>Constant</p> 	<p>21 Likelihood = 3 Impact = 7</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes Under investment in replacements and upgrades of highway and traffic assets Climate changes are accelerates the depreciation of the asset Lack of funding from Central Government and local funding Assets ageing beyond design life.</p>	Existing Controls		Mitigating Actions		
<p>Risk Consequences: 1. Multi-storey carpark closure 2. Multi-storey carpark structural failure 3. Harbour Bridge and Wall Structural Failure 4. Failure to safeguard against significant injury/death. 5. Litigation from third party aggravated or who have suffered loss, due to non treatment of a perceived collision site or other Highways defect. 6. Traffic congestion and air pollution. 7. Increase in complaints and request for repairs diverts resources from core business. 8. Budget shocks and finance burden to the authority.</p>	Control		Action Title	Due Date	Progress
<p>Risk Owner(s): Executive Director Growth and Regeneration</p>	<p>Depreciation modelling identifies the severity of the risk to Highway and Traffic assets</p> <p>Lifecycle modelling and scheme selection using data sets.</p> <p>Risk based to seeking additional funding (Challenge funds)</p> <p>Undertaking digital inspections which provides video footage of the strategic network to ensure all safety defects are identified for the resilient network to keep the city moving."</p>	<p>Request for funding to be included in the medium financial plan.</p> <p>Ensure all opportunities in planning are taken to include highway repairs as part of developers works are included.</p> <p>Request for funding to be included in the medium financial plan.</p> <p>Take all opportunities to include maintenance in major projects</p> <p>Ensure Senior leaders are aware of the pressures, therefore at the stage of bidding for CRSTS 2 a bigger proportion of funding is allocated to maintenance</p>	<p>March 2025</p> <p>July 2024</p> <p>March 2025</p> <p>March 2025</p> <p>September 2025</p>	<p>75%</p> <p>5%</p> <p>75%</p> <p>20%</p> <p>40%</p>	
<p>Committee: Transport and Connectivity</p> <p>Strategic Theme: Well Connected</p>	<p>Summary of Progress: No change from previous assessment. now the new administration is in place we can progress some of the actions by making the new administration aware of the pressures.</p>				

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Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Opportunity Likelihood	Almost certain	
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3		Likely	
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2		Unlikely	
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1		Rare	
		1	3	5	7	7	5	3	1				
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight				

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

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LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.