
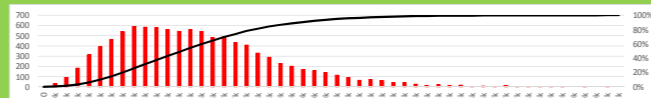


Project Name	Frome Catchment Innovation Programme	50%ile	£244,992	Step 1 Hold Risk workshop		Value of NFM (without risk)	£585,500								
Project Stage	OBC	95%ile	£530,817	Step 2 Collate Risks and value estimates		Value of SuDS (without risk)	£816,000								
Date of Sim.	16/03/2022 14:39	MEV	£237,204	Step 3 Assign chance of occurring		Value of River Restoration at Frome GW	£2,000,000								
				Step 4 Run Simulation		Value of IPF (without risk)	£100,000								
						Value of Policy Challenge (without risk)	£50,000								
						Value of Culvert Monitoring (without risk)	£252,000								
						Monitoring and evaluation (without risk)	£150,000								
<p>*Note 1 Time is not a simulation parameter and should be translated into a cost</p> <p>*Note 2 The simulation assumes zero correlation of risks. Where correlation exists values should be collated and entered into a single row</p>															
Risk No	Risk Status	Risk Description Cause - Risk - Impact	Risk Owner	Chance of occurring (with mitigation in place)	Minimum cost £	Most likely cost £	Maximum Cost £	Mitigation	Mitigation Owner	Assumptions	Workstream/activity	Aspect	MEV	Share of 50th percentile	Share of 95th percentile
1	Live	Global risks such as pandemic, war, recession and geo-political are excluded.		0%	£0	£0	£100,000	Occurrence beyond control of programme team Minimise expose where possible within contracts	BCC	Global risks such as pandemic, war, recession and geo-political are excluded. An occurrence of these risks would result in the project being cancelled, additional funding or a reduction in scope.	Programme wide (inc. OBC)	Strategic	£0	£0	£0
2	Live	If there is a change of key individuals (sponsor or senior user) or member(s) of staff within Partner organisation(s) leading to reconsiderations, changing opinions and loss of momentum. Then risk of delay and cost increase leading to variations, due to: a) Changes in scope b) Differing viewpoints from staff c) Loss of information due to the possibility of lack of adequate documentation with previous staff. Subsequently a demotivated project team and disappointed project sponsor.	BCC	20%	£0	£25,000	£100,000	Preparation of a robust business case. (principally management case) Secure signoff of business case from the Partners Setting up a change management process that handles change requests, impact assessment, and recommendation or approval Secure commitment from all key individuals to minimise changes to the team Identify all the key individuals and create a organisation structure Secure commitment from all key individuals to regular communication with project sponsor to anticipate any changes in organisation structure If there are any team changes, ensure there is a handover and commitment to the project thus far Maintain written records of key discussions and agreed points	BCC		Programme wide (inc. OBC)	Governance	£6,667	£6,886	£14,919
3	Live	If incomplete/ambiguous/inconsistent OBC, could lead to differing opinions between the Partner organisations or gaps in project remit Then additional cost and time to A) agree scope between partners B) Revise definition of proposals C) Secure assurance of revised OBC. If there is a lack of engagement & support from Local Elected Council Members AND/OR new local administration changes (e.g., post Council elections). Then the risk of delay and cost increase leading to variations, due to a) Changes in scope b) Requirement for additional evidence c) Reduction in Benefits	BCC	5%	£0	£10,000	£50,000	Secure signoff of business case from directors' board and seek early assurance from national team (draft stage) Robust Collaboration Agreement in place between partners Engagement strategy Early and proactive engagement in discussions and integrating councillor and community engagement	BCC		Programme wide (inc. OBC)	Governance	£750	£775	£1,678
4	Live	Community doesn't engage early with project or don't support project. Then risk of delay and cost increase leading to variations, due to a) Late changes to project scope b) Cancelled projects c) Reduction in benefits	BCC as lead partner	20%	£0	£10,000	£100,000	Engagement strategy Early and proactive engagement in discussions Empower communities to influence scope/design Incorporate small changes in the scope (where able and applicable) to provide betterment to the communities Ensuring full publicity in accessible and visible forms Provision of support for meeting attendance Ensure the right format of event/programme.	BCC		Programme wide (inc. OBC)	Stakeholder	£4,667	£4,820	£10,443
5	Live	If a significant flood event occurs there could be an expectation by the public this investment would protect against the last flood. Then the risk of delay and cost increase leading to variations, due to a) Additional hydraulic modelling & analysis b) Changes in scope/project area of focus c) Changes in project scale d) Reduction in benefits	BCC as lead partner	2%	£10,000	£50,000	£200,000	Good public engagement about the scope of the project early on Avoid overselling the project's flood reduction and ensuring people understand its limitations (improving resilience not flood prevention)	BCC	Significant flood event only has a 2% AEP probability of happening Cost increase would be capped as Frome Strategy also being undertaken and would be a likely approach to deliver a bigger scheme if required	Programme wide (inc. OBC)	Weather	£1,367	£1,412	£3,058
6	Live	If there is a disagreement between partners or a partner withdraws support. Then the risk of delay and cost increase leading to variations, due to a) Changes in scope b) Loss of partner sponsoring strategic drivers c) Additional time resolving disputes d) Reputational damage e) Loss of future collaboration opportunities f) Reduction in benefits g) Change in delivery	BCC as lead partner	5%	£0	£10,000	£100,000	Regular partner meetings Robust Collaboration Agreement Minimising the need for future maintenance Early engagement with stakeholders about maintenance Open and frank discussions about who will maintain what Be prepared to drop "good options" than no one will maintain Use of capital funding to include measures to enable others to maintain	BCC		Programme wide (inc. OBC)	Governance	£1,167	£1,205	£2,611
7	Live	If there is failure to secure agreements to maintain new assets. Then the risk of delay and cost increase leading to variations, due to a) Late changes in scope/design b) Additional negotiation time c) Additional time resolving disputes d) Redesign to reduce maintenance e) Additional cost to secure agreements	BCC as lead partner	10%	£0	£100,000	£500,000	Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc Environmental reports already completed Tailor designs to avoid env constraints	BCC	Assets won't be built if there is no agreement to maintain or the cost to maintain is likely to be significant	Programme wide (inc. OBC)	Stakeholder	£15,000	£15,492	£33,567
8	Live	If there are environmental issue(s) at NFM site(s) - e.g. protected species, invasive species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of NFM proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£10,000	£25,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC		NFM	Environment	£1,083	£1,119	£2,424
9	Live	If there are geotechnical issue(s) at NFM site(s) - e.g., contaminated land, wet ground, weak ground, buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of NFM proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	20%	£0	£10,000	£25,000	Good quality engagement - apply engagement strategy Build on FWAG's involvement Involve landowner in design and site selection process - respect their interests at heart Access land during appropriate season	BCC		NFM	Ground	£2,167	£2,238	£4,849
10	Live	If there are land access issue(s) at NFM site(s) - e.g., a) An underestimation of landowner compensation requirement for NFM b) clash with the Environment Land Management Scheme c) clash with existing land management agreements. Then the risk of delay and cost increase leading to variations, due to a) Redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	20%	£0	£10,000	£15,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		NFM	Land	£1,833	£1,894	£4,103
11	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to reduce costs b) Reduction in benefits or quality If materials are not available.	BCC as lead partner	20%	£0	£30,000	£100,000	Maximise use of locally site won materials Avoid designs that require tightly specified materials - flexible design Use of experienced contractor	BCC		NFM	Supplier	£7,333	£7,574	£16,411
12	Live	Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	5%	£0	£10,000	£30,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		NFM	Materials	£583	£602	£1,305
13	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£10,000	£30,000	Programme works for an appropriate season Include float so that works can be delayed if weather is unfavourable Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks, vehicle movements within fields etc Use appropriate plant, materials and methods of working that are resilient to foreseeable conditions on site Use an experienced contractor or the farmer to undertake works	BCC	Works would be delivered gradually on site. Hence if we have problems with a contractor damaging land to deliver works we would be able to identify and resolve the issue before more claims arrive. A wet summer could result a lost delivery, we would need to pay for the contractor's waiting time	NFM	Supplier	£2,333	£2,410	£5,222
14	Live	If unfavourable weather during surveys or construction of NFM. Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site d) Damage to land leading to claims.	BCC as lead partner	20%	£10,000	£30,000	£50,000	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-ap advice. Apply best practice and seek to minimise the need for consents, e.g. avoid need for planning by avoiding creation of ponds where no pond already exists Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Avoid sites with known environment issues Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC		NFM	Weather	£6,000	£6,197	£13,427
15	Live	If not all required consent(s) are secured at NFM site(s) - e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection. Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal/demolition of site d) Reputational damage.	BCC as lead partner	10%	£0	£15,000	£50,000	Engage appropriate specialists to advise on consents Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC		NFM	Consents	£1,833	£1,894	£4,103
16	Live	If there are environmental issue(s) at SuDS site(s) - e.g. protected species, invasive species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of SuDS proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£10,000	£50,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC		SuDS	Environment	£1,500	£1,549	£3,357
17	Live	If there are geotechnical issue(s) at SuDS site(s) - e.g., contaminated land, wet ground, weak ground, buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of SuDS proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	30%	£0	£100,000	£250,000		BCC		SuDS	Ground	£32,500	£33,567	£72,729

19	Live	If there are land access issue(s) at SuDS site(s) – e.g., a) An underestimation of landowner compensation requirement for SuDS. Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	20%	£0	£10,000	£50,000	Identify landowners and tenants Seek to select sites with compliant landowners e.g. council held land Good quality engagement - apply engagement strategy Involve landowner in design process - respect their interests at heart Access land at appropriate time to minimise impact on landowner	BCC	SuDS	Land	£3,000	£3,098	£6,713
20	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£50,000	£100,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	SuDS	Supplier	£10,000	£10,328	£22,378
21	Live	If materials are not available. Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	20%	£0	£20,000	£50,000	Minimise the use of materials that need to be imported to site Maximise use of locally available materials Avoid designs that require tightly specified materials - flexible design Keep designs simple Use of experienced contractor	BCC	SuDS	Materials	£4,333	£4,476	£9,697
22	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£20,000	£50,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	SuDS	Supplier	£4,333	£4,476	£9,697
23	Live	If unfavourable weather during surveys or construction of SuDS. Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site	BCC as lead partner	10%	£0	£20,000	£50,000	Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to foreseeable conditions on site	BCC	SuDS	Weather	£2,167	£2,238	£4,849
24	Live	If not all required consent(s) are secured at SuDS site(s) – e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection. Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal of installed works at site d) Reputational damage.	BCC as lead partner	10%	£0	£30,000	£100,000	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-ap advice. Apply best practice and seek to minimise the need for consents.	BCC	SuDS	Consents	£3,667	£3,787	£8,205
25	Live	If the Yate Master Plan progresses at a slower or faster speed than anticipated or is dropped Then the business need is changed. A) Potential need to change speed of delivery B) Potential reduced benefits C) Redesign.	BCC as lead partner	20%	£0	£10,000	£50,000	Develop interface management plan Good dialogue between projects Consistent director level governance Secure agreement from directors' board early Minimise reliance on Yate Master Plan, be able to achieve without significant change or failing to deliver benefits	BCC	SuDS	Interface	£3,000	£3,098	£6,713
26	Past													
27	Live	If there are environmental issue(s) at the site - e.g. protected species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid/mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	20%	£0	£25,000	£100,000	Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC	Frome Gateway	Environment	£6,667	£6,886	£14,919
28	Live	If there are geotechnical issue(s) at site - e.g., more contaminated land than expected, wet ground, weak ground, unidentified buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	30%	£0	£100,000	£250,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC	Frome Gateway	Ground	£32,500	£33,567	£72,729
29	Live	If there are land access issue(s) at site – e.g., a) An underestimation of landowner compensation requirement. Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	5%	£0	£10,000	£25,000	Aim to implement works from council controlled land (park side) Design concept based around minimal changes to the park, primary changes in channel. Good quality engagement with relevant council team Undertake works during appropriate season that respects existing site users	BCC	Frome Gateway	Land	£542	£559	£1,212
30	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£100,000	£250,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Frome Gateway	Supplier	£21,667	£22,378	£48,486
31	Live	If materials are not available. Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	20%	£0	£20,000	£50,000	Minimise the use of materials that need to be imported to site Maximise use of locally available materials Avoid designs that require tightly specified materials - flexible design Keep designs simple Use of experienced contractor	BCC	Frome Gateway	Materials	£4,333	£4,476	£9,697
32	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality If unfavourable weather during surveys or construction of works	BCC as lead partner	20%	£0	£20,000	£50,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Frome Gateway	Supplier	£4,333	£4,476	£9,697
33	Live	Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site	BCC as lead partner	10%	£0	£20,000	£100,000	Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to	BCC	Frome Gateway	Weather	£3,000	£3,098	£6,713
34	Live	If not all required consent(s) are secured for works – e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection. Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal of installed works at site d) Reputational damage.	BCC as lead partner	10%	£0	£100,000	£250,000	Engage appropriate specialists to advise on consents Draw clear boundaries with the redevelopment project, this investment would not seek to solve all their flood problems. Develop a design that has no land raising, only create floodplain volume Early engagement with statutory stakeholders and pre-ap advice Apply best practice	BCC	Frome Gateway	Consents	£10,833	£11,189	£24,243
35	Live	If Frome Gateway progresses at a slower or faster speed than anticipated or is dropped Then the business need is changed. A) Potential need to change speed of delivery. B) Potential reduced benefits. C) Potential for more complex interfacing with Frome Gateway on site.	BCC as lead partner	20%	£0	£20,000	£50,000	Develop interface management plan Utilisation of consistent strategic partner consultant support on both projects Good dialogue between projects Consistent director level governance Secure agreement from directors' board early Minimise reliance on Frome Gateway, be able to achieve without significant change or failing to deliver benefits	BCC	Frome Gateway	Interface	£4,333	£4,476	£9,697
36	Live	If developers don't want to engage with the proposals, not prepared to fund (or provide insufficient funds), or support delivery by undertaking elements of works Then additional input required to try to A) secure alternate/top-up funding B) Reduced benefit. C) Redesign to make attractive to developers	BCC as lead partner	0%	£0	£0	£0	Consistent face for engagement with businesses Be mindful of the need to see the project from the developer's perspective. Give them a reason to want to invest Sustain good project momentum Minimise reliance on developers for funding	BCC	Frome Gateway	Stakeholder	£0	£0	£0
37	Past													
38	Live	If there are environmental issue(s) at the site - e.g. protected species, invasive species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid/mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£2,500	£5,000	Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Plan works for suitable season Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC	Culvert monitoring	Environment	£250	£258	£559
39	Live	If the culvert is in worse condition than expected, unidentified contaminants Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals/methods to avoid impact and mitigate b) Designing/method mitigations c) Implementing mitigations. d) reduced monitoring	BCC as lead partner	5%	£0	£1,000	£2,500	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Avoid working areas with geotechnical/structural risks or potential utilities Develop flexible designs that are tolerant of poor ground/structural conditions	BCC	Culvert monitoring	Ground	£54	£56	£121
40	Live	If there are land access issue(s) at site – e.g., a) a landowner does not permit access or installation of equipment Then the risk of delay and cost increase leading to variations, due to a) Redesign or change in method to satisfy landowners b) Avoiding land access.	BCC as lead partner	5%	£0	£1,000	£2,500	Aim to implement works from council controlled land Good quality engagement with relevant council team Undertake works during appropriate season that respects existing site users Engage potential suppliers during the preparation of business case to support the development of options	BCC	Culvert monitoring	Land	£54	£56	£121
41	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£20,000	£50,000	Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Culvert monitoring	Supplier	£4,333	£4,476	£9,697

42	Live	If the tender overrun cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£5,000	£10,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Culvert monitoring	Supplier	£1,000	£1,033	£2,238
43	Live	If monitoring equipment is not available. Then the risk of delay and cost increase leading to variations, due to a) Using alternative more expensive equipment/methods c) Reduced quality d) Increase in importing costs	BCC as lead partner	20%	£0	£5,000	£10,000	Involve supply chain during design phase Minimise use of equipment that needs to be imported to the UK Order equipment early	BCC	If equipment is not available without significant increase in cost then we would alter the design to achieve similar outcomes at a lower cost or drop that element of the works or wait until equipment is available	Culvert monitoring	Materials	£1,000	£1,033	£2,238
44	Live	If unfavourable weather during surveys or installation Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the surveys/installation b) Potential for reduced quality or delivery on site if not all required consent(s) are secured for works – e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection.	BCC as lead partner	5%	£0	£5,000	£10,000	Within contracts, enforceable definition of what constitutes a valid weather claim Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to	BCC		Culvert monitoring	Weather	£250	£258	£559
45	Live	Then the risk of delay and cost increase leading to variations, due to a) Revision of proposals b) Change in method c) Removal of equipment d) Reputational damage.	BCC as lead partner	5%	£0	£5,000	£7,500	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-ap advice Apply best practice and seek to minimise the need for consents	BCC		Culvert monitoring	Consents	£229	£237	£513
46	Live	If IT issues arise relating to connectivity and compatibility between systems, or more licencing costs than anticipated	BCC as lead partner	5%	£0	£5,000	£10,000	Follow advice of appropriate specialists Don't be too ambitious - develop a "minimum viable product" that can be scaled/improved	BCC		Culvert monitoring	Interface	£250	£258	£559
47	Paet	Then a) cost to develop solution b) reduced capability or c) additional licences													
48	Paet														
49	Live	If engaging a innovative funding specialist is more expensive than anticipated. Or, setting up virtual market place is more complex than anticipated, data security, or more licencing costs than anticipated Then a) cost to develop solution b) reduced capability or c) additional licences	BCC as lead partner	20%	£0	£10,000	£25,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Innovative Funding	Supplier	£2,167	£2,238	£4,849
50	Live	If loss of continuity with businesses due to changing staff or poor business engagement e.g. due to poor supplier performance Then we may need to investment more to achieve the same funding outcome or we may need to cut the scope/quality	BCC as lead partner	30%	£0	£20,000	£30,000	Consistent face for engagement with businesses Experienced supplier with proven track record Sustaining good project momentum	BCC		Innovative Funding	Stakeholder	£5,500	£5,681	£12,308
51	Live	If we are competing with others for funding, e.g. crowding/confusion over number of funding market places, we may experience a poor response from businesses Then we may need to a) collaborate with other bodies to promote a single less confusing crowding of the market place leading to additional cost. B) invest more to ensure our message is heard C) accept less funding leading to reduced scope/quality	BCC as lead partner	10%	£0	£10,000	£15,000	Work with other partnerships such as WENP and BACP to provide stakeholders with consistent messaging. Aim to work together rather than compete Follow engagement plan	BCC		Innovative Funding	Stakeholder	£917	£947	£2,051
52	Paet														
53	Live	If businesses not interested in investing in the projects we can offer due to scale, type of option, location etc Then this could result in A) further time to identify new opportunities B) further time to approach other businesses C) additional effort to sell same opportunities harder D) accepting less funding and hence reducing scope/quality	BCC as lead partner	10%	£0	£10,000	£15,000	Develop accessible opportunity mapping to generate interest and engage businesses Have a range of potential project types for businesses to get involved with Engage a wide range of business types (size, sector, location)	BCC		Innovative Funding	Stakeholder	£917	£947	£2,051
54	Live	If partnered business is identified late as not being a suitable partner e.g. due to ethical or environmental concerns Then there could be reputational damage from being associated with the business. Would result in additional cost to break relationship and could lead to a reduction in scope/quality.	BCC as lead partner	2%	£0	£25,000	£50,000	Good due diligence Directors' board oversight on businesses that we plan to work with	BCC		Innovative Funding	Stakeholder	£500	£516	£1,119
55	Paet														
56	Live	If stakeholders don't willingly engage Then additional input may be required to encourage engagement, find alternate contacts or revised the methodology	BCC as lead partner	5%	£0	£5,000	£15,000	Use of early engagement survey to identify and allow corrective action if stakeholders are failing to engage. Secure buy-in from stakeholders at OBC stage that they will be involved post OBC	BCC		Policy Challenge	Stakeholder	£292	£301	£653
57	Live	If Defra requires more input to the policy challenge than anticipated, e.g. more workshops, consulting with other projects etc Then additional time and resource	BCC as lead partner	20%	£0	£5,000	£10,000	Engagement with Defra during preparation of scope Use of workshops to discuss the policy challenge. Schedule workshops at appropriate stages of the policy challenge (well in advance and with adequate time to discuss topic) In addition to workshops, use of stakeholder engagement surveys to gauge opinions and identify the breadth of views held by the group Plan for follow up meetings and one-to-ones after workshops and on receipt of comments to work through discussion points and find appropriate courses of action	BCC	Project would be able to push back against Defra or secure additional funding	Policy Challenge	Stakeholder	£1,000	£1,033	£2,238
58	Live	If the stakeholders don't agree on topics to challenge, or on the findings of the report Then additional time to discuss and agree way forward	BCC as lead partner	20%	£0	£5,000	£10,000	Build in capacity to permit individuals to have differing views Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Policy Challenge	Stakeholder	£1,000	£1,033	£2,238
59	Live	If engaging a consultant to undertake the policy challenge is more expensive than anticipated. Then a) additional cost b) reworking of scope to reduce cost with potential for reduced benefits	BCC as lead partner	20%	£0	£5,000	£10,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Policy Challenge	Supplier	£1,000	£1,033	£2,238
60	Paet														
61	Live	If the scale of monitoring and evaluation is more than anticipated Then baseline data may not be readily available for impacting learning. May require more sites/higher frequency/more parameters/longer period/more accurate, all impacting on cost	BCC as lead partner	20%	£0	£25,000	£30,000	Mitigation to be developed once monitoring scoped	BCC	Assume if price of monitoring rises significantly then it would be cut back to retain proportionality	Post delivery (monitoring & dissemination)	Monitoring & evaluation	£4,333	£4,476	£9,697
62	Paet			0%	£0	£0	£0						£0	£0	£0
63	Paet			0%	£0	£0	£0						£0	£0	£0
64	Paet			0%	£0	£0	£0						£0	£0	£0
65	Paet			0%	£0	£0	£0						£0	£0	£0
66	Paet			0%	£0	£0	£0						£0	£0	£0
67	Paet			0%	£0	£0	£0						£0	£0	£0
68	Paet			0%	£0	£0	£0						£0	£0	£0
69	Paet			0%	£0	£0	£0						£0	£0	£0
70	Paet			0%	£0	£0	£0						£0	£0	£0
71	Paet			0%	£0	£0	£0						£0	£0	£0
72	Paet			0%	£0	£0	£0						£0	£0	£0
73	Paet			0%	£0	£0	£0						£0	£0	£0
74	Paet			0%	£0	£0	£0						£0	£0	£0
75	Paet			0%	£0	£0	£0						£0	£0	£0
76	Paet			0%	£0	£0	£0						£0	£0	£0
77	Paet			0%	£0	£0	£0						£0	£0	£0
78	Paet			0%	£0	£0	£0						£0	£0	£0
79	Paet			0%	£0	£0	£0						£0	£0	£0
80	Paet			0%	£0	£0	£0						£0	£0	£0
81	Paet			0%	£0	£0	£0						£0	£0	£0
82	Paet			0%	£0	£0	£0						£0	£0	£0
83	Paet			0%	£0	£0	£0						£0	£0	£0
84	Paet			0%	£0	£0	£0						£0	£0	£0
85	Paet			0%	£0	£0	£0						£0	£0	£0
86	Paet			0%	£0	£0	£0						£0	£0	£0
87	Paet			0%	£0	£0	£0						£0	£0	£0
88	Paet			0%	£0	£0	£0						£0	£0	£0
89	Paet			0%	£0	£0	£0						£0	£0	£0
90	Paet			0%	£0	£0	£0						£0	£0	£0
91	Paet			0%	£0	£0	£0						£0	£0	£0
92	Paet			0%	£0	£0	£0						£0	£0	£0
93	Paet			0%	£0	£0	£0						£0	£0	£0
94	Paet			0%	£0	£0	£0						£0	£0	£0
95	Paet			0%	£0	£0	£0						£0	£0	£0
96	Paet			0%	£0	£0	£0						£0	£0	£0
97	Paet			0%	£0	£0	£0						£0	£0	£0
98	Paet			0%	£0	£0	£0						£0	£0	£0
99	Paet			0%	£0	£0	£0						£0	£0	£0
100	Paet			0%	£0	£0	£0						£0	£0	£0



Top 5 Risks (MEV)

Rank	Risk ID	Risk Description	MEV
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020
 041
 051
 0202
 0222
 0184
 0205
 0286
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 0307
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 11004