

Cabinet Paper: City Centre & High Streets Renewal & CIL (October 2023) Risk Assessment

Negative Risks that offer a threat to BCC and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Current Risk Level		
								Likelihood	Impact	Risk Rating
								1	Cabinet chooses not to support proposal's recommendations	Strong enough evidence base not provided and/or case not made
2	BCC cannot secure necessary consents in targeted high street locations	Insufficient evidence provided to make a viable case; inability to determine land ownership	Programme compromised; financial loss	Open	Programme/Project Management	Economic Development	Build sufficient evidence base (through stakeholder surveys etc) to support case for intervention; Programme managers/officers to work/communicate regularly with counterparts (e.g. through the BCC Quality Assurance process)	2	5	10
3	Lack of takeup for the Business Support programme	Inadequate communication to target businesses	Programme compromised; financial loss	Open	Programme/Project Management	Economic Development	Building on existing provision, ongoing, regular work with businesses and business groups, webinars, other communications and marketing to promote support available. Business support will be face to face actively visiting high streets to engage businesses	1	5	5
4	Issues with availability of contractors for physical works (public realm improvements etc)	Contractor capacity issues; transition from expired to new procurement frameworks	Programme compromised; financial loss	Open	Programme/Project Management	Economic Development	Regular communications with Procurement, Highways and other teams as appropriate; project management timescale flexibility; regular engagement with Quality Assurance process; regular engagement with contractors	2	5	10
5	Lack of interest in running cultural events in high streets	Inadequate communication to target stakeholders	Programme compromised; financial loss	Open	Programme/Project Management	Economic Development	Having embedded appropriate mechanisms during current programme activity, already receiving strong interest from cultural organisations and other stakeholders; well established working relationships with Culture team regarding programme. Culture part of City Centre & High Streets Programme Board.	1	5	5

6	Programme costs overrun impacting overall deliverability	Inflation; workforce capacity; unforeseen cost increases (e.g. scarcity of raw materials, specialist goods/services)	Programme compromised; financial loss	Open	Programme/Project Management	Economic Development	As with current high street programme activity, all plans will be fully costed with a 10% contingency.	2	5	10
7	Failure to recruit programme team	Inadequate preparation/research of skills required; lack of communication with HR specialists	Stops/hinders delivery of planned projects and associated outcomes, impacting the vibrancy of city centre/high streets	Open	Programme/Project Management	Economic Development	Adapting practice under current programme, recruitment preparations in development (e.g. formulation of JDs etc); some posts already filled so means of extending contracts etc being explored; opportunities will be promoted through the council's recruitment website; existing networks can also be considered and expertise engaged (e.g. BCC's Employability & Skills service). Going to recruit dedicated High Streets Design & Delivery Officer to focus on street scene and greening	1	3	3
8	Lack of engagement from City Centre and local High Street stakeholders	Inadequate communication; lack of research	Stops delivery of planned projects and associated outcomes, impacting the vibrancy of city centre/high streets	Open	Programme/Project Management	Economic Development	Networks already established and, following success of current activity/clear evidence of tangible outcomes, already strong interest from other local high street stakeholders. Communications channels already established, with communications and engagement plan adapted from existing one proven to be effective.	1	1	1