

Threat Risks											Updates automatically		Updates automatically	
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
							Likelihood	Impact	Risk Rating	Risk Level				
Planning restrictions	Landscape designation restricts what may be delivered and/or causes project delays	Some proposals take place in a registered landscape which are protected under legislation. Consultation with Historic England may be necessary.	Delay in implementation. Amendment to schemes	Open	Programme/Project Management	Keep project outputs within known permitted limits. Ensure there are a reserve improvements to bring online within site.	3	3	9	Medium	Unknown	Open	No	
Supplier interest	Suppliers are not available when needed to deliver.	Lack of supplier availability or interest	Delay in implementation.	Open	Programme/Project Management	Begin procurement processes as early as possible and generate work packages across projects if sensible to do so.	1	3	3	Minor	Unknown	Open	No	
Staff resources	Staff resources to deliver are insufficient.	Existing capital programme is in delivery funded with devolved planning contributions.	Delay in implementation.	Open	Programme/Project Management	Recruit additional resources using committed budget where required. Increase outsourcing of delivery	3	3	9	Medium	Unknown	Open	No	
Costs	Costs escalate and compromise the scope of the programme.	Inflation is currently high and increasing the cost and supply of materials daily.	Individual project scope is restricted. Overall programme is reduced	Open	Programme/Project Management	Agree project delivery hierarchy with portfolio holder. Ensure potential for project restriction is communicated as part of stakeholder engagement.	3	3	9	Medium	Unknown	Open	No	
SCIL eligibility	Projects not eligible for SCIL	The programme is set out in themes in the main as opposed to site-specific projects.	Potential for challenge and some projects unable to proceed	Open	Programme/Project Management	Ensure the potential is highlighted through the approval processes.	1	3	3	Minor	Unknown	Open	No	
Budget	Funding package insufficient	Too many projects proposed through engagement processes.	Regular reporting to DMT/EDM/CMB as necessary to prioritise ideas coming forward	Open	Programme/Project Management	Agree project delivery programme with portfolio holder through process.	4	3	12	Medium	Unknown	Open	No	

Opportunity Risks											Updates Automatically	Updates Automatically
Opportunity Risk Title	Risk Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impact	Risk Rating	Risk Level	£k	
Grant applications	Opportunity that community interest and activity might lead to a Heritage Lottery Fund application	Work with community and stakeholders to generate project plan and business case	Project outcomes can be enhanced.	Open	Financial Loss/Gain	Find a partner/stakeholder to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits	2	1	2	Minor		£0.00
More community activity	Process of identifying and developing projects will activate latent community activity	The approach to fund themes that require community input to define into projects will generate interest from residents not currently involved in parks	Quality improvements to parks may result that were not originally planned.	Open	Communities	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit.	2	5	10	Medium		£0.00
More long-term local decision-making	Development of project ideas may lead to more permanent community groups developing who continue to be key stakeholders	Working with communities and stakeholders to generate a project plan and business cases may lead to them becoming self-organised and motivated to continue	Quality improvements to parks may result that were not originally planned and sites may become more animated and focussed more directly on community need and aspiration.	Open	Communities	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit.	2	5	10	Medium		£0.00
Improved disabled customer information and journey planning	Online services may be enhanced to improve customer information and enable informed decisions in the long-term	Engagement with Disabled people or advocate organisations will generate more proposals than on-site changes.	Improved satisfaction with the quality of green spaces by Disabled people and more frequent visits.	Open	Communities	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit.	3	7	21	High		£0.00
Enhanced income through parking fees	Increased visitor numbers at Oldbury Court Estate would result in enhanced parking income to be reinvested in parks	Creating more on-site activity and improved quality will generate more footfall.	Improved maintenance of parks and green spaces.	Open	Financial Loss/Gain	Find a way to make the opportunity definitely happen with positive intent in the design of new spaces.	3	1	3	Minor		£0.00

£0.00

Threat Risks	
Number of Open Risks	6
CRITICAL	0
HIGH	0
MEDIUM	4
LOW	0
Cost Risk Exposure	£0.00
Number of risks exceeding risk appetite	0
Number of risks within risk appetite	6

Opportunity Risks	
Number of Open Risks	5
SIGNIFICANT	0
HIGH	1
MEDIUM	2
LOW	0
Cost Opportunity Exposure	£0.00

LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA

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.