

Brighton Waterfront project – Main Risks

Policy Resources & Growth Committee – 6th December 2018

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I)	Revised Risk Score Likelihood (L) x Impact (I)	Party planned to be responsible for future actions as detailed in the Risk Register
44	<u>Construction cost overrun:</u> During the procurement of the building contractor, all cost risk remains with ASI until the project goes unconditional. Construction costs outside the Design & Build (D&B) contract which overrun or are unforeseen could fall to the council during construction phase.	4 x 5  RED	4 x 4  RED	Head of Finance
5	<u>Viable development eastern:</u> Failure to achieve viable eastern site development according to the funding model	4 x 5  RED	3 x 5  RED	Head of Finance; Project Director
6	<u>Viable development central:</u> Failure of ASI to sign off the viability of central site development according to the funding model	3 x 5  RED	3 x 5  RED	Executive Director - Economy Environment & Culture; Project Director; Programme Manager
7a	<u>Business rates retention:</u> 100% retention not implemented or implemented in a way that does not allow the council to retain	3 x 5  RED	3 x 5  RED	Programme Manager; Executive Director - Economy Environment & Culture

	sufficient income for a defined period to enable borrowing against the income stream to take place.			
8	<u>Business rates deal:</u> Failure to deliver a business rates deal with government for project assuming the retention scheme does not offer sufficient comfort to enable borrowing to take place.	3 x 5  RED	3 x 5  RED	Programme Manager; Executive Director - Economy Environment & Culture
22	<u>Transport Strategy:</u> Vision for transport strategy not agreed at project definition stage	4 x 5  RED	3 x 4  AMBER	Programme Manager; Head of Transport Policy & Strategy; Assistant Director - City Development & Regeneration
43	<u>Economic downturn:</u> Economic downturn and / or retail sector decline primarily due to rise in internet shopping negatively impacts the council and the city.	3 x 5  RED	3 x 4  AMBER	Project Director; Programme Manager
49	<u>Capacity of ASI</u> If ASI's ability to resource the project is constrained this will impact upon progress. The drafting of CLAA ensures that if the challenge relates to an error by ASI, the Council will have recourse against ASI.	5 x 5  RED	3 x 4  AMBER	TBC
2	<u>BHCC may not have resource to play their part of the CLAA:</u> 1. Can't recruit suitable people	3 x 5  RED	3 x 3  AMBER	Programme Manager

	2. Specialist view of project not overseen by a dedicated Board who can build on briefings already delivered, in order to make timely decisions			
15	<u>LEP grant</u> : Project failure leads to repayment of LEP grant	3 x 4  AMBER	2 x 4  YELLOW	Project Director; Head of Finance

