

| Threat / opportunity | Consequences | Impact (H,M,L) | Likelihood (H,M,L) | Consequences | Risk pre-mitigation (H,M,L) | Risk mitigation actions | Risk post-mitigation (H,M,L) | Owner |
|------------------------------|---|----------------|--------------------|---|-----------------------------|---|------------------------------|--------------------------------|
| Delays with planning process | Delays to getting onsite to commence construction, resulting in inability to meet deadlines. | M | M | Unforeseen issues leading to delay, resulting in inability to manage to programme to reach all deadlines. | M | Manage - detailed programme designed to build in sufficient time for planning process. Continuous engagement with planning officers to address issues. Continue to keep scheme within planning requirements. | L | Design Team/BHCC |
| Staff capacity issues | Unforeseen reasons for proposed staff to be unable to work on the project, such as annual leave / illness / extended illness due to Covid | H | L | Project decisions slow down, failure to reach programme deadlines | M | Reduce - All of the project team names in the proposal have confirmed their availability to complete this work and are not single decision makers. Access to wider team resources to fill any gaps if required. | L | Strategic Framework leads/BHCC |

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| Technical issues with sharing documents and remote working | Technical problems with individuals working remotely rather than in office environment may cause issues with conducting all meetings and consultations via video-conference when advancing rapidly | H | L | Technical problems with individuals working remotely rather than in office environment may cause issues with conducting all meetings and consultations via video-conference. | H | Reduce - Provide all staff with latest technology and software update. | L | Strategic Framework leads/BHCC |
| Key design team members going into liquidation or administration | Incomplete design, project stalls, delays to getting onsite | M | L | Alternative professionals have to be appointed to complete designs. Delays with getting contractor appointed as negotiations regarding risk transfer are concluded. | M | Manage - Strategic Framework has a number of professionals included and work is shared between them to keep all involved. Another would be appointed | M | BHCC |
| Community stakeholders not fully supportive of detailed scheme | Delays to programme and costs for redesign to address concerns. Cost escalation | H | L | Unlikely as this project has been driven by the community wanting to see improvements made to the landscape and the built environment. There is already genuine community demand and support for this project. | M | Reduce - Consultation process well-structured and ward councillors act as a conduit to relay concerns which will be immediately addressed. Expectation management is proactive. | L | BHCC |
| Unmarked utilities or unexploded ordinance discovered during groundworks | Construction programme stops while negotiations/repairs/alterations/removals take place. Cost escalation | H | L | Short term major impact on the programme but can be managed in advance to greatly reduce likelihood. | M | Reduce - Specialist surveys ahead of any construction works, liaison with utility providers. Examination of historic ground plans. Ground scans across the site. | L | BHCC |

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| Main contractor going into liquidation or administration | All site works cease. | H | M | Strategic Framework allows for alternative contractor appointment by this will cause delays and cost escalation | M | Manage - Strategic Framework process allows for alternative contractor appointment but delays are inevitable | M | Strategic Framework leads/BHCC |
| Flooding occurs due to proximity to the sea and rising water at key times of the year e.g. storms and tides | Some site elements not able to proceed in particularly low lying or exposed areas. Unlikely to be the entire site. | M | M | Use of existing drainage systems and additional pumping as required direct into the sea nearby may minimise the impacts on construction programme. | M | Manage - Current drainage maintained at all times. Programme acceleration, resequencing and/or additional resourcing brought in | L | Strategic Framework leads |
| Discovery of protected species or archaeological finds on the site. | Brighton and Hove residents are highly attuned to environmental and heritage issues and will expect any unforeseen finds to be carefully managed and accommodated. | M | L | Some works aborted or allowances made within the scheme for flora or fauna. | H | Reduce - Robust surveys and analysis of positive impacts for the environment and heritage. Clear communication of the scheme benefits across the city. | L | Strategic Framework leads |
| Construction noise or congestion causing disruption for neighbours and local community | Construction programming alterations required to accommodate local residents which causes media coverage, delays and compensation events with main contractor | H | M | Negative coverage for the project and political situation has to be managed which takes up time allocated to the project slowing down key decisions | M | Reduce - Communicate extensively on programme timeline and disruption in advance to ensure all residents understand the benefits of short-term disruption. Establish hotline to ensure problems are reported early and dealt with. | L | Strategic Framework leads |

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| Interruption to existing businesses and premises | Works may impact on the quiet enjoyment of existing leasehold properties and businesses. High visibility of the project leads to media coverage. | M | H | Programme structured to minimise business losses and to accommodate where possible key events where revenues are essential. | H | Reduce - Negotiate with leaseholders to ensure their needs are taken into consideration where possible. Structure programme to minimise disruption. Provide alternative accommodation where possible. | L | Strategic Framework leads |
| Structural condition of heritage fabric causes additional works and leads to cost increases | Greater threat to walls and arches from poor maintenance is uncovered when works commence and later additions are removed. Retaining walls are structural. | H | M | Delays and additional costs as a result of greater structural repairs. | H | Reduce - Undertake pre-construction intrusive investigations and surveys of all structural elements. | M | Strategic Framework leads |
| Cost or time overrun due to increasing local ambitions to transform the public realm | Public excitement grows as designs become public and extensive inputs are requested from different interest groups across the city | M | M | Further consultation and inclusive dialogue needed to ensure wide range of views are included. Delays with completion of detailed designs and planning permission possible | L | Reduce - stakeholder process already functioning and wide range of views reflected as the scheme has developed. Additional layers of stakeholder involvement put into place before construction commences. | L | Strategic Framework leads |
| Insufficient funds to cover all identifiable works and contingencies due to construction | Construction industry facing challenges with sourcing materials and skilled labour at a reasonable price due to Brexit and COVID shifting employment. | H | M | Construction costs are higher than current cost plan for the scheme due to pressures in the industry which are impacting on values across the sector | H | Manage - engage with contractor early through Strategic Framework arrangements and size scheme to the available budget. | M | Strategic Framework leads |

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| inflation and supply chain failures | | | | | | Ensure sufficient contingency sums to reflect reality of capital projects in 2022/23/24 | | |
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