**Appendix 8**

**CEB Report Risk Register –**

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| No. | Risk Description Link to Corporate Objectives | Gross Risk | Cause of Risk  | Mitigation | Net Risk | Further Management of Risk: Transfer/Accept/Reduce/Avoid | Monitoring Effectiveness | Current Risk |
| Risk Score **Impact Score**: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic **Probability Score:** 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain |
| 1 | There is not sufficient budget to implement the recommendations.  | I4 | P3 | There is no allocated budget for the recommendations other than for the appointment of an interim manager | Obtain detailed costings and consider other sources of funding including the traders contributing to funding of specific initiatives | I3 | P2 | Work closely with Traders in order that they can see the benefit of contributing to the cost of funding, where appropriate. |  |  |  |  |  |  |  |
| 2 | The medium/longer term recommendations do not provide the benefit to the market initially identified. | 4 | 3 | The true benefits of the recommendations will only be clear following successful implementation.  | Ensure the recommendations are fully assessed and detailed plans are prepared with full costs established. Work closely with the market traders on the consideration and implementation of the recommendations. | 3 | 2 | Also, ensure further involvement of other stakeholders. |  |  |  |  |  |  |  |
| 3 | The future strategy recommendations (i.e. increase size and new entrance on Market Street) are unable to secure the required permissions (e.g. planning permission) | 5 | 4 | The building is Grade 2 listed and is within the Central Oxford Conservation Area. | A detailed feasibility study would be carried out which would involve working closely with the Council’s planning department and Heritage officer.  | 4 | 4 | Consultation would also take place with other relevant organisations such as The Oxford Preservation Society. |  |  |  |  |  |  |  |
| 4 | The future strategy recommendations (i.e. increase size and new entrance on Market Street) are not financially viable. | 5 | 5 | The costs are likely to be significant in view of the location, the listed building status and the fact tenants are already trading in the market. | A detailed feasibility exercise will be carried out to fully assess the viability of the future strategy recommendations. | 4 | 4 | The detailed feasibility will establish if there is a clear business case on which to proceed with the recommendations which will need to demonstrate financial viability. |  |  |  |  |  |  |  |