

Appendix 4

UID	TITLE	RISK DESCRIPTION	Opp/Threat	CAUSE	COSEQUENCE	DATE Raised	Owner	Gross		Current		Residual		COMMENTS	CONTROLS				
								I	P	I	P	I	P		Control description	Due Date	Status	Progres %	Action Owner
001	Rep	OCC have taken a leadership role in developing the CCAP, but cannot deliver the ambition in isolation	Opp & Threat	The city centre is a dynamic and complex place with various stakeholder and community interests	Unrealistic expectation that OCC can deliver the Action Plan independent of other parties	March 2022	Ec Dev	4	5	3	4	2	3	Effective partnership working and clear internal and external governance structures will be essential for the delivery of the Action Plan.	Agreed internal and external governance structures for delivery of the Action plan	Monitor Annually and as necessary			Ec Dev
002	Rep	Following the adoption of the Action plan by OCC a reluctance of potential partners to recognise it or to support the implementation of the actions.	Opp & Threat	Conflicting interests/agenda or reluctance to participate	Some elements or entire Action areas cannot be implemented	March 2022	Ec Dev	4	3	3	2	2	2	Close working with partners and transparent processes and communication	Work closely with key partners to seek their adoption and/or recognition of the Action Plan	Monitor Annually and as necessary			Ec Dev
003	Rep Fin	The actions proposed in the Action Plan have not been costed, but some will require significant funding – from internal and external sources	Opp & Threat	To deliver some actions will require the identification of internal and/or external funding	OCC does not have control over or access to all necessary funds to deliver the actions	March 2022	Ec Dev	5	4	4	2	3	2	The implementation and delivery of the some elements or entire action will be dependent on the identification and securing funding	As part of the implementation of the Action Plan work closely with partners to identify funding to deliver the actions	Monitor Annually and as necessary			Ec Dev
004	Rep	The CCAP is an up to date document at the time it is presented to Cabinet, but the city centre is a dynamic place and issues/challenges will change over time	Opp & Threat	The challenges and issues facing the city centre will change over the lie-span of the CCAP	Some actions will change, priorities will shift and new challenges will emerge	March 2022	Ec Dev	4	4	4	3	2	2	The CCAP should be seen as a 'living' document that can be updated and respond to change	Through effective governance process there should be sufficient flexibility built in to the Action Plan to respond to change and emerging challenges and opportunities	Monitor Annually and as necessary			Ec Dev
005	Rep	Ability of OCC and delivery partners to identify and share evidence that the objectives of the CCAP are being delivered	Opp & Threat	Not all actions taken will be short-term and come will be complex and dependent on other actions.	Demonstrating progress to deliver the CCAP in some areas could be challenging	March 2022	Ec Dev	5	3	3	2	2	2	Develop a method to indicate the progress or otherwise to deliver the objectives of the CCAP	As part of the agreed governance structure develop, adopt and implement a monitoring protocol for the CCAP.	Monitor Annually and as necessary			Ec Dev
006	Rep	Insufficient skills and experience to deliver a complex city centre regeneration programme	Threat	OCCAP sets out a complex programme of work in a dynamic environment	Some elements or entire Action areas cannot be implemented	April 2022	Ec Dev	3	3	3	2	2	2	The implementation and delivery of the some elements or entire actions will be dependent on the identification and securing people with the right skill set and knowledge	As part of the implementation of the Action Plan work, identify skill set and knowledge required to deliver	Monitor Annually and as necessary			Ec Dev
007	Rep	Insufficient capacity to deliver, linked to risk above (006), in particular regeneration in a complex environment	Threat	OCCAP sets out a complex programme of work in a dynamic environment	Some elements or entire Action areas cannot be implemented	April 2022	Ec Dev	3	3	3	2	2	2	The implementation and delivery of the some elements or entire action will be dependent having identified and secured the appropriate capacity to deliver outcomes	As part of the implementation of the Action Plan work, identify capacity to deliver outcomes within agreed timeframes	Monitor Annually and as necessary			Ec Dev
008	Rep	Wider economic downturn	Threat	External factors, such as shock or change, leading to wider (international or national) economic downturn	Significant impact on the local the local economy, and the wider community.	May 2022	Ec Dev	3	3	3	2	2	2	Questionable as to how much influence economic development could have to mitigate this risk.	Develop an 'adaptive resilience' approach as part of the implementation and delivery of the Action Plan.	Monitor Annually and as necessary			Ec Dev
009	Rep	Inflation or stagflation, and cost of living crisis	Threat	External factors, such as shock or change, leading to wider (international or national) economic downturn	Significant impact on the local the local economy, and the wider community.	May 2022	Ec Dev	3	3	3	2	2	2	Questionable as to how much influence economic development could have to mitigate this risk.	Develop an 'adaptive resilience' approach as part of the implementation and delivery of the Action Plan.	Monitor Annually and as necessary			Ec Dev
010	Rep	Availability of funding to deliver objectives of the Action Plan	Threat	Availability of external funding for the type of projects set out in the Action Plan.	Inability to deliver some of the projects identified in the Action Plan	May 2022	Ec Dev	3	3	3	2	2	2	Some of the projects set-out in the Action Plan are unfunded, and will require some form of external funding to deliver them.	Develop a 'delivery programme' approach, so that there is a structured approach to securing external funding.	Monitor Annually and as necessary			Ec Dev

This page is intentionally left blank