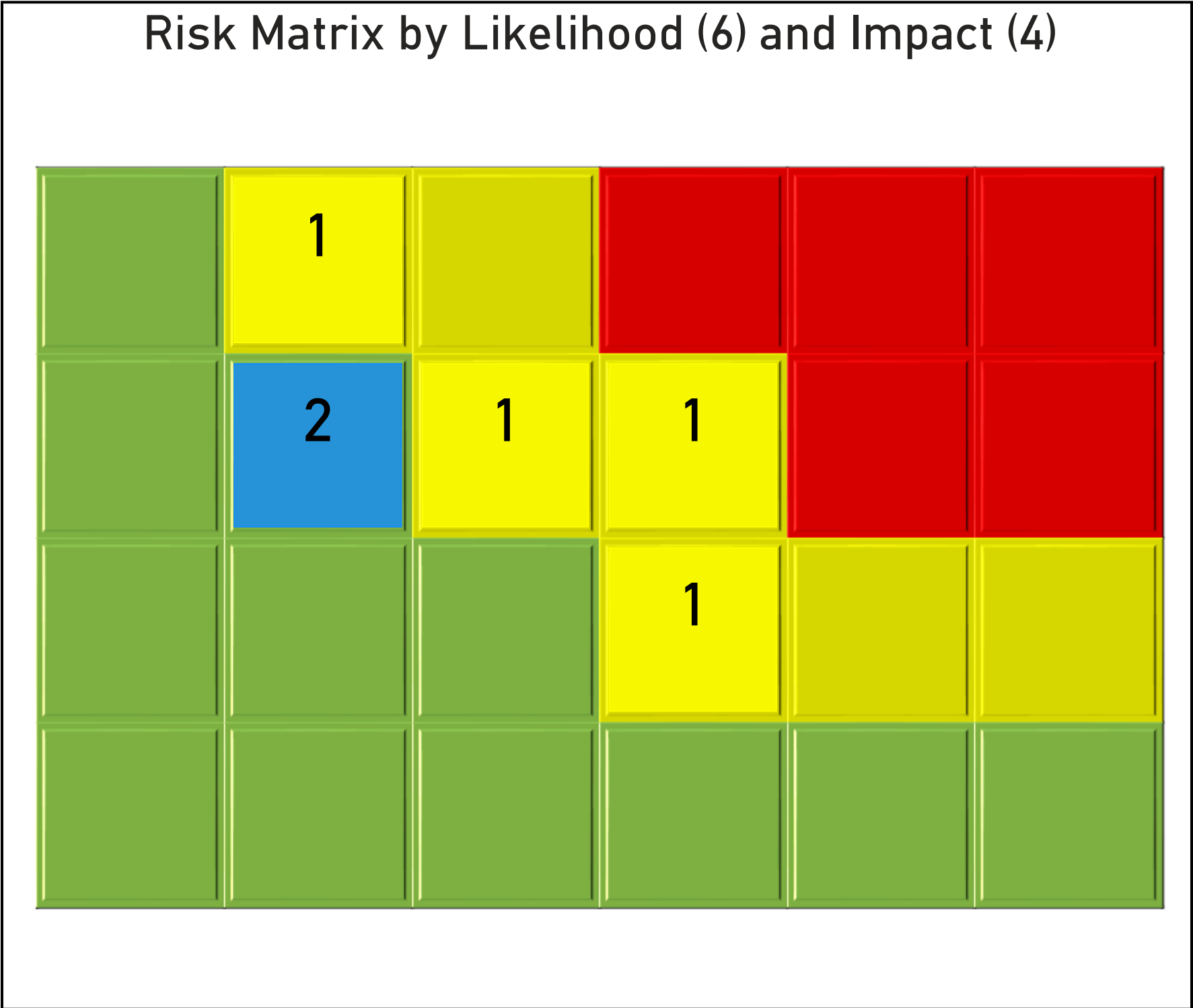# Capital Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Capital Project - Budget Allocations	6
Capital Projects - Developer Obligations Income	8
Capital Projects - Financial Stewardship	6
Capital Projects - Resource	8
Concurrent Risks; External Impacts (Covid, Brexit, War, etc)	12
Construction delays due to interuption to supplies of materials	9

Number of Cluster Risks

6

Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Project - Budget Allocations	Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.	. Cost estimates for key projects to be reviewed at key stages of delivery. . Regular progress meetings. . Regular reporting to other Chief Officers . Close collaboration with named project sponsor and Chief Officer- Corporate Landlord. . Regular reporting to Chief Officer - Finance . Regular reporting to to Executive Director City Regeneration and Environment. . Quarterly update of approved Capital Programme to Finance and Resources Committee.	8	6	2	3	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Developer Obligations Income	The income from Developer Obligations is less than expected.	Cost estimates for key projects to be reviewed at key stages of delivery. Close collaboration with Developer Obligations Team Leader (Strategic Place Planning). Regular progress meetings by project managers of expected developer obligations. Close collaboration with other Chief Officers. Ensure independent internal cost estimate review check is carried out, prior to approving OBC. Regular reporting to Finance Officers, monthly.	8	8	4	2	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▾	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Financial Stewardship	Risk that management failures / slippage in the delivery of capital projects /failure to secure and or retain funding from external sources, impacts negatively on the Council's financial stewardship.	Alignment of risk at project and directorate levels with specific regard to allocated budgets Effective project management with risk management training for key managers in relation to the Capital Programme Project delivery reviews Have open communication channels and effective sharing of information within the Cluster Effective communication channels maintained with contractors/developers to minimise disruption Regular reporting to Director and wider CMT Monthly review with Capital Finance Officer Quarterly update of approved Capital Programme to Finance and Resources Committee.	8	6	2	3	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Resource	Lack of staff resources which impacts on the delivery of capital projects.	Key projects to have their own risk register Regular risk register reviews for key projects Regular progress meetings for key projects Regular reporting to key Chief Officers Regular reporting to Executive Director City Regeneration and Environment and wider CMT for key projects Significant risks reported to Finance & Resources Committee for key projects Meetings held with Cluster Managers as part of review of 25/26 budget.	8	8	2	4	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Construction delays due to interuption to supplies of materials	Construction projects delayed due to interruptions to supplies of construction materials due to Covid, Brexit, the Russian invasion of Ukraine (war), unrest in the Middle East, the possibility of a Trade War or imposition of tariffs, climate events or industrial action.	Give consideration to ordering materials in advance of construction start. Give consideration to making more/better use of local materials and suppliers. Give consideration to making more use of recycled and re-usable materials.	6	9	3	3	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Concurrent Risks; External Impacts (Covid, Brexit, War, etc)	There are a number of significant concurrent external factors such as, but not limited to, the Covid - 19 pandemic, Brexit, the Russia invasion of Ukraine (war), unrest in the Middle East, and the possibility of a Trade War or imposition of tariffs, all of which are having a current and direct impact on the deliverability of projects/programmes contained within the approved Capital Programme. The principle risks are increased costs, shortage of materials, shortage of labour and inflation.	Cost estimates for key projects to be reviewed at key stages of delivery. Strong focus on achieving cost certainty prior to contract commitment. Close collaboration with Developer Obligations Team Leader (Strategic Place Planning) Regular review of costs at design development and construction progress meetings. Close collaboration with other Chief Officers. Ensure independent internal cost check is carried out where required. Regular reporting to Finance Officers. There may be a requirement to review the approved Capital Programme.	8	12	4	3	30 March 2026