

Appendix 12 - Risk Matrix

Option	PROBABILITY SEVERITY	Risk					TOTAL SCORE	RANK
		Planning / Statutory	Operational	Deliverability	Market	Political		
		<i>Difficulty in achieving required planning consent</i>	<i>Operational costs escalating and being borne by the Council</i>	<i>Practical ability to deliver the option physically</i>	<i>Effect of demand from relevant markets for the option proposed</i>	<i>Council obligations and public response to option</i>		
	Very Low Very Low	Very Low Very High	Medium Very High	Very Low Very Low	Very Low Very Low	Very High Very High		
1.0. Do Nothing / Do Minimum	SCORE	2	8	2	2	10	24	1
	PROBABILITY SEVERITY	Medium Medium	Medium Medium	Medium High	High High	Medium High		
2.1. Re-Use of the Building: Retail/Commercial Development	SCORE	6	6	7	8	7	34	3
	PROBABILITY SEVERITY	Medium Medium	High Very High	Medium High	High High	Medium Medium		
2.2. Re-Use of the Building: Cultural led Development	SCORE	6	9	7	8	6	36	4
	PROBABILITY SEVERITY	High High	Medium Medium	Medium Very High	High Very High	Medium Very High		
3.1. Partial Demolition and Re-Use of the Building: Retail/Commercial led redevelopment	SCORE	8	6	8	9	8	39	5
	PROBABILITY SEVERITY	High High	High High	Medium Very High	High High	Medium Very High		
3.2. Partial Demolition and Re-Use of the Building: Cultural Led redevelopment	SCORE	8	8	9	8	8	40	7
	PROBABILITY SEVERITY	High Very High	High Low	Very Low Very Low	Medium Low	High High		
4.0. Full Demolition of the City Hall and Re-Use of the site for a Civic Square	SCORE	9	6	2	5	8	30	2
	PROBABILITY SEVERITY	Very High Very High	Low Low	Medium High	High High	Very High Very High		
5.1. Full Demolition and New Build of a New Facility: Retail Led/Commercial Redevelopment	SCORE	10	4	7	8	10	39	5
	PROBABILITY SEVERITY	Very High Very High	High High	Medium High	High High	Very High Very High		
5.2. Full Demolition and New Build of a New Facility: Cultural Led development	SCORE	10	8	7	8	10	43	8

Option	PROBABILITY SEVERITY	Risk					TOTAL SCORE	RANK
		Planning / Statutory Risk	Operational Risk	Deliverability	Market	Political		
1.0. Do Nothing / Do Minimum	SCORE	2	8	2	2	10	24	1
	PROBABILITY SEVERITY	3 3	3 3	3 4	4 4	3 4		
2.1. Re-Use of the Building: Retail/Commercial Development	SCORE	6	6	7	8	7	34	3
	PROBABILITY SEVERITY	3 3	4 5	3 4	4 4	3 3		
2.2. Re-Use of the Building: Cultural led Development	SCORE	6	9	7	8	6	36	4
	PROBABILITY SEVERITY	4 4	3 3	3 5	4 5	3 5		
3.1. Partial Demolition and Re-Use of the Building: Retail/Commercial led redevelopment	SCORE	8	6	8	9	8	39	5
	PROBABILITY SEVERITY	4 4	4 4	3 5	4 4	3 5		
3.2. Partial Demolition and Re-Use of the Building: Cultural Led redevelopment	SCORE	8	8	8	8	8	40	7
	PROBABILITY SEVERITY	4 5	4 2	1 1	3 2	4 4		
4.0. Full Demolition of the City Hall and Re-Use of the site for a Civic Square	SCORE	9	6	2	5	8	30	2
	PROBABILITY SEVERITY	5 5	2 2	3 4	4 4	5 5		
5.1. Full Demolition and New Build of a New Facility: Retail Led/Commercial Redevelopment	SCORE	10	4	7	8	10	39	5
	PROBABILITY SEVERITY	5 5	4 4	3 4	4 4	5 5		
5.2. Full Demolition and New Build of a New Facility: Cultural Led development	SCORE	10	8	7	8	10	43	8

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Assessment	Score	PROBABILITY	SEVERITY
Very High	5	The risk is almost certain to be realised	The project is not viable if it is
High	4	The risk is likely to be realised	The project is unlikely to be viable if it is
Medium	3	The likelihood of the risk being realised can be mitigated	The impact of the risk can be mitigated (e.g. through relatively minor changes to the concept/product)
Low	2	The risk is either unlikely to be realised or can be relatively easily mitigated	Whilst realisation of the risk may complicate the project, it is unlikely to make it unviable
Very Low	1	The risk is extremely either unlikely to be realised or can be relatively easily mitigated	Whilst realisation of the risk may complicate the project, it is extremely unlikely to make it unviable