## Appendix 12 - Risk Matrix

			Risk						
			Planning / Statutory	Operational	Deliverability	Market	Political	TOTAL	
	Option		Difficulty in achieving required planning consent	Operational costs escelating and being bourne by the Council	Practical ability to deliver the option physically	Effect of demand from relevant markets for the option proposed	Council obligations and public response to option	SCORE	RANK
		PROBABILITY	Very Low	Medium	Very Low	Very Low	Very High		
		SEVERITY	Very Low	Very High	Very Low	Very Low	Very High		
1.0.	Do Nothing / Do Minimum	SCORE	2	8	2	2	10	24	1
	-	PROBABILITY	Medium	Medium	Medium	High	Medium		
		SEVERITY	Medium	Medium	High	High	High		
	Re-Use of the Building:						- J		
2.1.		SCORE	6	6	7	8	7	34	3
2.1.	Retail/Commercial Development	PROBABILITY	Medium	High	Medium	High	Medium	34	3
		SEVERITY	Medium				Medium		
		SEVERITY	medium	Very High	High	High	medium		
2.2.	Re-Use of the Building: Cultural led Development			9	7		6		
2.2.	Development	PROBABILITY PROBABILITY	6		Medium	8 High	Medium	36	4
			High	Medium					
		SEVERITY	High	Medium	Very High	Very High	Very High		
3.1.	Partial Demolition and Re-Use of the Building: Retail/Commercial led redevelopment	SCORE	8	6	8	9	8	39	5
J. I.	redevelopment	PROBABILITY	High	High	Medium	High	Medium	35	- 3
		SEVERITY	High	High	Very High	High	Very High		
	Partial Demolition and Re-Use of the		riigii	riigii	very riigii	riigii	veryriigir		
	Building: Cultural Led	•							
3.2.	redevelopment	SCORE	8	8	8	8	8	40	7
J.Z.	redevelopment	PROBABILITY	High	High	Very Low	Medium	High	40	
		SEVERITY	Very High	Low	Very Low Very Low	Low	High		
		OLVENII I	very nigh	LOW	very LOW	LOW	riign		
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	Very High	Low	Medium	High	Very High		
		SEVERITY	Very High	Low	High	High	Very High		
5.1.	Full Demolition and New Build of a New Facility: Retail Led/Commercia Redevelopment		10	4	7	8	very riigii	39	5
		PROBABILITY	Very High	High	Medium	High	Very High		
		SEVERITY	Very High	High	High	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
0.2.	our copilion	JOURE	10	•	- 1		10	43	•

			Risk						
	Option		Planning / Statutory Risk	Operational Risk	Deliverability	Market	Political	TOTAL	RANK
		PROBABILITY	1	3	1	1	5		
		SEVERITY	1	5	1	1	5		
1.0.	Do Nothing / Do Minimum	SCORE	2	8	2	2	10	24	1
		PROBABILITY	3	3	3	4	3		
		SEVERITY	3	3	4	4	4		
	Re-Use of the Building:								
2.1.	Retail/Commercial Development	SCORE	6	6	7	8	7	34	3
		PROBABILITY	3	4	3	4	3		
		SEVERITY	3	5	4	4	3		
	Re-Use of the Building: Cultural led								
2.2.	Development	SCORE	6	9	7	8	6	36	4
		PROBABILITY	4	3	3	4	3		
		SEVERITY	4	3	5	5	5		
3.1.	Partial Demolition and Re-Use of the Building: Retail/Commercial led redevelopment	SCORE	8	6	8	9	8	39	5
0.1.	redevelopment	PROBABILITY	4	4	3	4	3	35	3
		SEVERITY	4	4	5	4	5		
3.2.	Partial Demolition and Re-Use of the Building: Cultural Led redevelopment		8	8	8	8	8	40	7
3.2.	redevelopment	PROBABILITY	4	4	1	3	4	40	- /
		SEVERITY	5	2	1	2	4		
		SEVERIIT	5				4		
4.0.	Full Demolition of the City Hall and Re-Use of the site for a Civic Square		9	6	2	5	8	30	2
		PROBABILITY	5	2	3	4	5		
		SEVERITY	5	2	4	4	5		
5.1.	Full Demolition and New Build of a New Facility: Retail Led/Commercial Redevelopment	SCORE	10	4	7	8	10	39	5
J.1.	reduction	PROBABILITY	5	4	3	4	5	39	- 3
		SEVERITY	5	4	4	4	5		
5.2.	Full Demolition and New Build of a New Facility: Cultural Led development	SCORE	10	8	7	8	10	43	8

## Appendix 12 - Risk Matrix

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