

Risk ref.	Risk Description	Risk Owner	Impact							Total risk score	Mitigation	Action by who	Revised L'hood	2022 Mitigated Risk Score	2023 Mitigated Risk Score	Date of review	Movement of risk since previous assessment	Notes
			Fin	Service	Safety	Rep'n	Total	L'hood										
BCA 44	The current financial state of local government may lead to a reduction or cessation in funding from partners resulting in inability to safely manage the canal with sufficient staff and therefore meet statutory obligations and compromise public safety	JMC	3	3	3	4	13	4	52	Raise political profile of Canal and awareness of AMP / CMP / (BP) to secure adequate funding to meet statutory responsibilities whilst owners review future management options. Analysis undertaken as to cuts in service required at reduced levels of funding	JMC Members	4	52	52	Oct-23	➔	Risk unmitigated - partners are withdrawing funding. Only 2 years reserve funding remains. See other reports	
BCA 21	Failure of earthworks, due to extreme weather, falling trees, etc., leads to loss of service, flooding, death or injury.	SCC and HCC	4	4	4	4	16	3	48	Adhere to robust inspection monitoring and recording protocols in AMP. Implement a prioritised maintenance programme (partially implemented). BCA to develop prioritised 5 year work programme	James Taylor	3	48	48	Oct-23	➔	Impacted by rising costs and reducing budgets. Costs of surveying at Principal Inspection level will lead to reduced knowledge of asset condition.	
BCA 31	Failure to effectively implement a Canal-wide Business Plan leads to inability to finance the management of the canal in the event of revenue grant cuts	JMC	3	3	2	3	11	4	44	Business Plan developed to demonstrate how the BCA can decrease reliance on Revenue Grants and replace it with income.	James Taylor / SCC	4	33	44	Oct-23	✘	Unmitigated risk - relates to inability to grow Canal Centre business opportunity due to lack of investment from owners or external grants. See other reports.	
BCA 53	Failure to adequately manage culverts leads to loss of service, flooding, death or injury.	SCC and HCC	4	3	4	3	14	3	42	Inventory completed. Set up, maintain and record adequate monitoring, inspection. Prioritised maintenance programme partial complete.	James Taylor / BCA	3	42	42	Oct-23	➔	Impacted by rising costs and reducing budgets. Costs of surveying at Principal Inspection level will lead to reduced knowledge of asset condition.	
BCA 18	Failure to manage animals (rats, crayfish etc) leads to breach of embankments resulting in damage to property, injury and death	BCA	3	3	4	3	13	3	39	Implement length inspection regime in AMP. Carryout regular trapping of crayfish to reduce population.	Jon Green	3	13	39	Oct-23	✘	Invasive Non-Native Species Order has made crayfish trapping much more difficult to carryout.	
BCA 37	Failure to comply with the Reservoirs Act could lead to enforcement orders and prosecution	SCC	3	3	2	4	12	3	36	Works in the interest of public safety completed. Regular inspections conducted by Inspecting Engineer.	James Taylor	3	36	36	Oct-23	➔	Step change in Reservoir Safety following Toddbrook Reservoir incident means that timescales and engineering demands more strict.	
BCA 15	Failure to employ sufficient adequately trained staff leads to inability to provide agreed levels of service (including inspection data and emergency cover) and difficulties in implementing the various business plans.	BCA	2	3	4	3	12	2	24	BCA to recruit staff in accordance with HCC policies and systems.	James Taylor	3	24	36	Oct-23	✘	Unable to recruit replacement Operations Manager in current job market.	
BCA 17	Failure to adequately manage trees leads to adverse impact on water quality, potential embankment breach, third party damage and loss of habitat resulting in injury and prosecution	BCA	3	3	3	2	11	3	33	Set up and maintain an adequate monitoring and inspection regime. Implement a prioritised maintenance programme in conjunction with the Conservation Management Plan ..	James Taylor / Jon Green / SCC / HCC	3	33	33	Oct-23	➔	Revised tree management plan drafted - to be agreed by HCC and SCC. Affordability of the volume of tree safety work remains concerning	
BCA 32	Lack of investment in the camp site leads to loss of potential additional income and inability to fulfill aims of Business Plan	SCC (BCA)	3	1	1	3	8	4	32	SCC to implement Canal Centre redevelopment or support BCA in making sustainable improvements	SCC	4	32	32	Oct-23	➔	Proposal no longer appears to command support. Planning consent lapsed. See separate proposals	
BCA 20	Failure to adequately manage bridges leads to structural failure and loss of service, flooding, death or injury	SCC and HCC / BCA / third parties	4	3	4	3	14	2	28	Liase with County Council bridge clients to ensure Highway and Rights of Way bridges are maintained in accordance with engineering best practice. Ensure the AMP inspection	SCC & HCC Bridge clients / James Taylor	2	28	28	Oct-23	➔	Some evidence that bridge stock is deteriorating, and costs are now being placed on BCA which previously were allocated elsewhere.	
BCA 25	Failure to adequately manage canal boundaries can lead to loss of canal estate which impacts on the ability to maintain the canal.	BCA	2	1	1	2	6	4	24	SCC & HCC Estates / Legal to confirm accurate boundaries. BCA to inform HCC and SCC when encroachments are noted	James Taylor / SCC & HCC Estates	4	24	24	Oct-23	➔		
BCA 41	Failure to effectively implement the Conservation Management Plan leads to adverse impact on the SSSI and potential for prosecution	BCA / HCC & SCC	2	2	1	3	8	3	24	BCA to report actions to Conservation Steering Group and JMC	James Taylor	2	16	24	Oct-23	✘	Inability to recruit suitably trained staff, and rising costs of engineering resources have resulted in less time and expenditure on Conservation Management	
BCA 28	Failure to prepare and implement a comprehensive emergency plan leads to loss of service, closure of the canal, death or injury, and/or prosecution under H&S law.	BCA / HCC & SCC	3	3	3	3	12	2	24	Keep Emergency Response Plan up to date and ensure Emergency Planning Teams have the most up to date copy	James Taylor	2	12	24	Oct-23	✘	Plan revision behind schedule due to lack of staff resources	
BCA 5	Third party pollution incidents lead to damage to wildlife and habitat.	BCA / Environment Agency	1	1	3	3	8	3	24	BCA to inform EA and Natural England (Emergency Planning) promptly. Ensure pollution doesn't spread.	James Taylor / EA / Emergency Planning officers	3	8	24	Oct-23	✘	Vulnerability of the Canal from road drainage highlighted in Woking pollution incidents	
BCA 23	Failure to maintain or operate sluices effectively leads to flooding and third party damage	BCA	4	2	2	3	11	2	22	Implement and review winter, summer and extreme weather protocols. Ensure telemetry system is installed and working correctly	Jon Green	2	22	22	Oct-23	➔		
BCA 30	Failure to adequately manage capital maintenance programme leads to problems with delivery creating disruption, increased costs and potential prolonged closure of the canal and loss of service	SCC & HCC	3	3	2	3	11	2	22	Ensure capital works are planned in advanced and delivered in accordance with the financial standing orders of HCC / SCC.	James Taylor	2	22	22	Oct-23	➔		
BCA 3	Loss of equipment through failure to maintain or theft from buildings, stores and vans results in loss of service and increased costs.	BCA	2	1	3	1	7	3	21	BCA to maintain inventory of equipment and keep up to date maintenance schedules in accordance with HCC systems. Store valuable equipment securely in accordance with Police advice. CCTV and alarms installed.	James Taylor / Jon Green / Dean Wall	3	12	21	Oct-23	✘	Theft of machinery from Ash Lock Depot, reveals no site is ever fully secure against a well prepared thief.	
BCA 24	Failure to carry out length inspections in an appropriate manner results in initial signs of leaks being missed leading to a breach of the canal	BCA	2	3	3	2	10	3	30	Set up and maintain an adequate monitoring and inspection regime.	James Taylor / Jon Green	2	20	20	Oct-23	➔		
BCA 47	Leakage from canal creates problems for adjacent land owners.	BCA / SCC & HCC	3	2	2	3	10	2	20	BCA to comply with AMP robust inspection regime (BCA 24) and develop 5 year prioritised works programme	Jon Green	2	20	20	Oct-23	➔		
BCA 26	Unauthorised intervention by third parties (vandalism terrorism etc) causes damage to canal infrastructure creating leaks and possible loss of service, flooding, injury or death	HCC and SCC	3	2	2	2	9	3	27	Implement and monitor BCA compliance with the Emergency Response Plan including test exercises.	James Taylor / Emergency Planning Officers	2	18	18	Oct-23	➔	Test exercise held in May 2023	

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BCA 45	Failure to provide consistent navigation opportunities due to prolonged maintenance activities leads to reduction in income from boat users and potential closure of the Canal.	JMC	2	2	1	3	8	4	32	Priority maintenance carried out 2011-17 generally much improved asset conditions. Managed navigation policy improves access to Canal year round	James Taylor / Jon Green	2	16	16	Oct-23	➔	Maintenance carried out in winter	
BCA 10	Failure to effectively implement and monitor the HCC Safety Manual or BCA documentation leads to death or injury and prosecution.	BCA	4	2	4	4	14	1	14	BCA to be regularly assessed for compliance with standards	James Taylor	1	14	14	Oct-23	➔	Improved level of engagement with HCC H&S team leading to proactive improvements	
BCA 12	Failure to adequately manage school visits, events (including santa cruises) and camp site leads to death or injury and prosecution	BCA	4	2	4	4	14	1	14	Complete and implement adequate risk assessments.	Dean Wall	1	14	14	Oct-23	➔	School visits largely not happening	
BCA 19	Failure to adequately manage lock walls, bywash culverts, wing walls leads to structural failure and loss of service, flooding, death or injury	SCC and HCC	4	3	4	3	14	3	42	Adhere to robust inspection monitoring and recording protocols in AMP. Implement a prioritised maintenance programme (partially implemented). BCA to develop prioritised 5 year work programme	James Taylor	1	14	14	Oct-23	➔	2020 saw the completion of the cycle of Principle Inspection for Locks with all major defects remedied. Reinstatement not due until 2025.	
BCA 22	Failure of lock gates or ancillary equipment leads to loss of service, flooding, death or injury	SCC and HCC	4	3	4	3	14	3	42	Inventory completed. Priority maintenance carried out. AMP cyclical maintenance regime adopted. Ensure AMP inspection regime continues to be	James Taylor / Jon Green	1	14	14	Oct-23	➔	Cyclical replacement being funded and actioned.	
BCA 38	Failure to comply with Client responsibilities of CDM Regulations and other Health and Safety legislation leads to injury or death and/or prosecution by HSE	BCA / SCC & HCC	4	3	4	3	14	2	28	Ensure all works are conducted in accordance with CDM Regulations including the keeping of records and ensuring staff and volunteers are suitably qualified for the tasks they undertake.	James Taylor / Jon Green / Steve Williamson	1	14	14	Oct-23	➔	Additional training undertaken by key staff	
BCA 11	Failure to adequately manage the children's play area or picnic site leads to death or injury and prosecution	BCA	4	2	4	3	13	2	26	Complete and implement adequate risk assessments.	Dean Wall	1	13	13	Oct-23	➔		
BCA 1	Loss of Canal Centre through fire, flooding or other major event leads to inability to manage the BCA.	BCA / HCC & SCC	3	3	3	3	12	2	24	Implement HCC Business Continuity Plan. SCC to carryout repairs quickly and efficiently	James Taylor / Dean Wall / SCC Estates	1	12	12	Oct-23	➔		
BCA 13	Failure to adequately manage the volunteer work force leads to death or injury and possible prosecution	BCA	4	1	4	3	12	2	24	Follow HCC H&S policies to adequately risk assess and supervise works.	Jon Green / Dean Wall	1	12	12	Oct-23	➔	Improved level of information available about volunteers due to improved database	
BCA 42	Failure to effectively implement the overall Asset Management Plan, Conservation Management Plan, Emergency Response Plan and Business Plan leads to weak management of the canal, ineffective use of resources and inability to manage risk.	JMC	3	3	2	3	11	2	22	JMC to review officer's actions through monitoring reports offered to the JMC.	James Taylor	1	11	11	Oct-23	➔		
BCA 2	Loss of workshop or store through fire, flooding or other major event leads to loss of maintenance capacity and / or archive material.	BCA / HCC & SCC	2	2	3	2	9	1	9	Implement HCC Business Continuity Plan. SCC or HCC to carryout repairs quickly and efficiently	James Taylor / HCC and SCC Estates	1	9	9	Oct-23	➔		
BCA 14	Failure to adequately implement HCC HR policies leads to staffing issues and reduced level of service	BCA	2	1	2	3	8	1	8	BCA to adhere to HCC HR policies. Implementation of IBC means staff recruitment is uniform (if recruitment is uniform)	James Taylor	1	8	8	Oct-23	➔		
BCA 27	Disruption to canal navigation and towpath use caused by external maintenance works leading to loss of income and reputation	HCC & SCC / BCA	2	2	1	3	8	3	24	Ensure works agreements are entered into with third parties doing work on Canal property, and contain penalties for extensions to agreed programmes of work.	James Taylor / HCC & SCC Estates Officers	1	8	8	Oct-23	➔		
BCA 29	Failure to provide a robust and resilient ICT system leads to loss of service and increased costs.	HCC	2	2	2	2	8	2	16		HCC IT	1	8	8	Oct-23	➔		
BCA 36	Excessive use of back pumping system could lead to prosecution by the Environment Agency.	BCA / SCC	2	1	1	4	8	1	8	BCA to ensure compliance with Abstraction Licence and make statutory returns. Implement telemetry system to semi-automate pump control.	Jon Green	1	8	8	Oct-23	➔	Risk previously deleted - but reinstated as it is reduced but not eliminated 2 out of 3 pumping schemes no longer require licensing / reporting.	
BCA 39	Failure to adequately manage works in vicinity of the fibre optic cable leads to claim and financial difficulties	BCA / SCC & HCC	3	1	2	2	8	2	16	Ensure all works comply with CDM Regulations (BCA 38) and safe working practices	Jon Green	1	8	8	Oct-23	➔		
BCA 51	Failure to effectively manage media, including website, leads to loss of reputation, funding and complaints from user groups.	BCA	2	2	1	3	8	2	16	BCA to develop a Marketing Strategy, branding and extensive use of social media	James Taylor / Dean Wall	1	8	8	Oct-23	➔		
BCA 34	Failure to maximise the potential use of volunteers leads to reduction in levels of service and increased costs	BCA	2	2	2	1	7	2	14	BCA to ensure good relations with user groups and volunteers through regular meaningful engagement	James Taylor / Dean Wall / Jon Green	1	7	7	Oct-23	➔		
BCA 4	Failure to control fly tipping and litter on the towpath damages boats, wildlife and habitat and could result in loss of SSSI status	BCA	2	1	2	2	7	2	14	Implementation of volunteer lengthsman scheme	Jon Green	1	7	7	Oct-23	➔		
BCA 48	Failure to adequately maintain water levels in certain pounds leads to stability problems with house boats and claims from owners.	BCA	2	1	2	2	7	2	14	Comply with water level protocols in AMP / CMP / ERP. Carryout regular maintenance of weirs and sluices. Install telemetry system.	Jon Green	1	7	7	Oct-23	➔		
BCA 49	Prolonged maintenance works requiring closure of tow path creates disruption for recreational users.	BCA / HCC & SCC	1	2	1	3	7	2	14	Legal requirement to keep towpath closures as short as possible. Maintenance works to be properly planned and comply with relevant standards and procedures.	James Taylor / Jon Green	1	7	7	Oct-23	➔		
BCA 6	Failure to manage invasive species leads to additional costs and potential for prosecution	BCA	2	1	1	3	7	1	7	BCA to comply with CMP	James Taylor / Jon Green	1	7	7	Oct-23	➔		
BCA 43	Conflict of interest between various user groups (recreation / conservation / navigation) leads to failure to effectively manage the canal	BCA	1	1	1	2	5	2	10	BCA to ensure good relations with user groups through regular meaningful engagement	James Taylor / Dean Wall / Jon Green	1	5	5	Oct-23	➔		