

Title	Risk Causes	Risk Causes	Consequences	Mitigation / Current Controls	Immediate Actions
1. Failure to implement an appropriate delivery strategy for the CWR area as set out in the SPD	Failure to gain approval for procurement process for the chosen delivery strategy Political instability and policy change	Low	Failure to deliver comprehensive redevelopment of CWR Loss of trust in the Council abilities to deliver Reputational/political damage to the administration Damage to the local economy	Maintain cross party political and community support to move the project forward Continue to engage with key landowners, partners and stakeholders Ensure aspirations of the SPD are met when developing proposals and considering planning applications Continue to monitor and adapt the project plan Develop an appropriate procurement strategy through development of the Outline Business Case (OBC)	Continue to work with JLL and other external consultants to develop the procurement process for the chosen delivery strategy Continue with cross party engagement
2. Failure to secure external funding	Lack of confidence in Winchester City Council in the market / with developers National economic conditions Proposals not considered viable	Medium	Failure to deliver comprehensive redevelopment of CWR Loss of trust in the Council abilities to deliver Reputational/political damage to the administration Damage to the local economy	Continue to engage with key partners and stakeholders, Develop Winchester marketing approach targeted at inward investment, Ensure development proposals realistically assessed for viability	Hold next steps conversations with potential funding partners
3. Lack of cooperation from landowners and support from stakeholders and general public	WCC cannot secure support to deliver aspirations of the SPD	Low	Objections and challenge from stakeholders and general public Failure to deliver cohesive redevelopment of CWR	Continue to engage with key landowners, occupiers and general public.	Continue to hold regular public engagement sessions and implement stakeholder management plan
4. Insufficient internal resources to manage work streams	Insufficient resourcing in WCC project team Insufficient capacity and skills in other Council departments	Low	Delay in project programme, Errors occurring where there are gaps in knowledge / expertise	Continue to closely monitor capacity within the project team, Seek external expertise where required, Continue to monitor and adapt the project plan, including resources component, Have clear milestones and priorities for the project team	At the earliest opportunity make other teams aware when their input will be required and for how long, Regular monitoring meetings with HoP and PM
5. Perceived conflict of interest between Council as landowner and local planning authority	Inconsistent or unpopular planning decisions Lack of transparency	Low	Reputational damage, Potential challenge	When making decisions be clear on the capacity in which the Council is acting, Continue to act in an open and transparent manner where legally permitted Adhere to approach laid out in the SPD distinguishing relationship between WCC and the LPA	
6. Development proposals arising from the SPD are not financially viable	Market changes, Unrealistic expectations for the scheme Political instability and policy change	High	Compromises have to be met on the SPD aspirations unless external funding can be found	Undertaking high level testing of viability, engaging specialist consultants where required Continuing engagement with WCC members and other key stakeholders Develop ambitious, high quality and realistic development proposals with viability and funding considered at an early stage together with design Further interrogation through production	Continue to work with JLL to develop appropriate proposals, testing viability and engaging other specialist consultants if and when necessary Explore opportunities for external funding Continue with cross party engagement.

				of the Outline Business Case (OBC).	
7. Development proposals arising from the SPD are not affordable to the council	Market changes, Unrealistic expectations for the scheme Political instability and policy change	High	Compromises have to be met on the SPD aspirations unless external funding can be found	Undertaking extensive financial modelling, engaging specialist consultants where required Continuing engagement with WCC members and other key stakeholders Full interrogation through production of the Financial Case for the Outline Business Case (OBC)	Continue to work with 31Ten to run financial appraisals and modelling Explore alternative options such as income retention Continue with cross party engagement.
8. Failure to implement plans to improve the Lower High Street Re-paving and Broadway	Plans for the wider development of the CWR site and movement of the bus station result in a decision not implement concept design, Failure to secure funding Political instability and policy change	Low	Expectations raised by the work commissioned up to end of RIBA stage 2 could result in reputational damage	Liaise with Highways Authority, JLL and Transport Planners	Liaise with JLL and Transport Planners When appropriate explore funding opportunities
9. Data collected from archaeology investigations is insufficient / unreliable and therefore of little value to potential developers	Unexpected environmental influences or failure of equipment	Low	Potential financial loss to WCC and delay to the programme	Seek specialist expertise to help form appropriate recommendations for investigations, Continue to work with JLL as SPC, with regards to land value	Finalise the draft CWR Archaeology Statement with the CWR Archaeology Panel to ensure the right approach is adopted going forward
10. Lack of interest from potential developers / investors	Unrealistic expectations for the scheme Lack of market demand Lack of confidence in Winchester City Council in the market National economic conditions Proposals not considered viable / attractive	Medium	Failure to deliver comprehensive redevelopment of CWR, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration, Damage to the local economy	Develop Winchester marketing approach targeted at inward investment, Develop ambitious, high quality and realistic development proposals with viability and funding considered at an early stage together with design	Ensure the documents and strategy is market friendly
11. Lack of consensus around interim bus solution	SPD aspiration to have bus station on Middle Brook Street car park, Recent publication of the Bus Back Better Strategy and its support for retention of bus stations Perception that an on-street solution could mean poorer facilities for drivers and passengers Political instability and policy	Medium	Vacant possession of the bus station is delayed resulted in delayed development on the site	Continue working with key stakeholders to build confidence in the proposals	Ensure appropriate tone for public messaging i.e. retention of most well used bus stops in city centre Continue with cross party engagement

	changes				
12. Conflict between the outputs of the Winchester Movement Strategy and the proposals for CWR	The outputs of the Winchester Movement Strategy and the proposals for CWR are not aligned	Medium	Failure to deliver comprehensive redevelopment of CWR, Potential issues in bringing forward short to medium term improvements to Kings Walk and demolition of Friarsgate Medical Centre Reputational/political damage to the administration Ongoing maintenance and repair costs	Continue working with WMS officer team both at WCC and HCC as proposals for CWR and outputs of the Movement Strategy are progressed to ensure close monitoring and alignment joint narrative for the proposed CWR bus solution and WMS development with HCC, and bus operators consulted.	Continue liaising with HCC and bus operators and plans for both CWR and WMS progress.
13. Lengthy procurement processes for chosen delivery model	Multiple stakeholders involved in developing the brief, marketing materials and reviewing proposals.	Low	Loss of appetite / interest from potential developers / investors Failure to launch into market at appropriate time	Set clear expectations around process for procurement and where stakeholders can be involved - ensure they are aware of any potential risks surrounding lengthy procurement and review processes	Agree attendees for evaluation and dialogue throughout the procurement process.
14. Construction cost increases	Impact of Brexit and the Covid19 pandemic resulting in shortage of materials and skills leading to a delay in the project and / or affect the viability of the scheme.	High	Implications for viability and affordability of the scheme, leading to potential delays Council / Developer forced to make undesirable compromises	Regular close monitoring of construction market supply and demand.	Ensure procurement documents include consideration for discussion and dialogue going forward.
15. Detailed planning cannot be obtained or, if obtained, can only be implemented at costs greater than in the original budget.	The implementation the scheme fails to adhere to the terms of the planning permission.	Low	Failure to deliver comprehensive redevelopment of CWR, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration,	Ensure clear expectations with regards to planning requirements are agreed at the earliest opportunity, Develop CWR Planning Statement setting out expectations	Ensure CWR Planning Statement is made available to potential development partners as part of the procurement process.
16. The demand for the scheme does not match the levels projected / assumed and / or the usage of the development varies from the levels forecast	Lack of or changes in market demand, National economic conditions	Low	The projected benefits of the scheme are not realised, Potential financial loss to WCC, Reputational/political damage to the administration,	Ensure thorough analysis of projected benefits, developed through the Economic Case in the Outline Business Case (OBC), Continue to monitor market demand	
17. Chosen development partner is unable to take development forward due to lack of funding, insolvency.	Developer entering into agreement with Council goes into liquidation	Low	Financial loss to WCC, Further delays to regeneration of the area, Loss of trust in Council abilities to deliver, Reputational/political damage to the administration	Ensure robust vetting process is in place throughout procurement process to ensure minimum financial thresholds are met and sufficient supporting evidence is provided by bidders Seek appropriate procurement and financial expertise involvement in developing procurement documents and throughout process	Continue to work with financial and procurement specialists throughout process

18. Planning requirements related to archaeology result in delays or potentially stop the development progressing	Where planning conditions require excavation, findings result in requirement for further more detailed / costly investigations	Medium	Implications for viability and affordability of the scheme Further delays to regeneration of the area Council / developer forced to make undesirable / costly compromises in relation to site layout / building design	Produce Archaeology Statement in conjunction with the CWR Archaeology Panel setting out requirements in relation to approach archaeology on the site	Ensure CWR Archaeology Statement is made available to potential development partners during the procurement process
19. Process for procuring the development partner is subject to legal challenge	Council is accused of failing to meet procurement regulations / acting unlawfully in respect of the procurement process adopted	Medium	Failure to procure development partner for the site Further delays to regeneration of the area Loss of trust in Council abilities to deliver Reputational/political damage to the administration Financial loss to WCC	Seek appropriate legal and procurement advice / support to develop procurement documentation Engage with specialist legal and procurement experts throughout to ensure thorough and robust process	Continue to work with legal and procurement specialists throughout process