

Appendix 2 – Full risk register

Risk Number: 15			Risk Owner: Project Executive			
Risk Title: Change in commercial market including post Brexit						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Change in commercial market Potential occupiers do not sign up for pre-lets of an appropriate level of office space prior to commencement of the development. Economic uncertainty due to Brexit	Purchaser does not commence scheme. Required financial return for the Council is not met Bidders for the site do not submit offers that are attractive to the council; bidder numbers may be limited. Delay in project programme. Changes to the programme and scope of the project incur additional fees. Impact on the interested businesses. Impact on the local economy. Impact on the Medium Term Financial Strategy.	1. Maintain political support to move project forward and prevent delays. 2. Continued economic and political monitoring. 3. bidders for the site to demonstrate how they will secure prospective occupiers , e.g. by way of pre-lets or non binding expressions of interest. . A competitive process to secure a purchaser will provide assurance of genuine demand for the site. The outline planning application route will also stimulate further market interest. 4. - It will be expected that bidders and the selected purchaser undertake market testing to ensure demand and do so regularly to ensure demand continues. Equally, they will engage with those retailers who have expressed an interest. Because of the significant uncertainties of a Brexit deal and the increased risk of no deal or an early general election, it is not possible to mitigate or quantify every possible outcome. So while mitigation can help to reduce the impact, it is not possible to mitigate entirely against these risks. 5. Comprehensive marketing of the site to generate high levels of interest	Likely	Major	2	£££ - ££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Market the site and ensure bidders pursue and demonstrate suitable occupiers Market testing (by the purchaser working with the Council) should also be undertaken to ensure continuing demand. Trend: Increasing		Q3 2019	Likely	Major		

Risk Number: 16			Risk Owner: Project Executive			
Risk Title: Planning application decision delay						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Planning decision is significantly delayed as a result of a political change which result in a change of governance, or issues raised by key stakeholders that require further time to address.	Delay in project programme. Changes to the programme and scope of the project incur additional fees. Impact on the interested businesses. Impact on the local economy. Impact on the Medium Term Financial Strategy.	1. Engage with the nominated Case Officer early in the project process. 2. Ensure that the design principles are in accordance with the themes of LPP2 3. Seek pre application advice prior to submission of the Planning Application 4. Offer direct liaison with key stakeholders on the planning submission, to clarify points.	Likely	Significant	1	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Continue engagement with officers in other teams to identify areas of concern and/or opportunities to enhance a planning application. Retain consultant team to provide further technical advice as required Trend: Increasing		Q2 2019	Likely	Major		

Risk Number: 17			Risk Owner: Project Executive			
Risk Title: Planning application decision refusal						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Planning Permission is refused	Risks to Council's reputation. Delay in project programme. Changes to the programme and scope of the project incur additional fees Impact on the interested businesses. Impact on the local economy. Impact on the Medium Term Financial Strategy.	1. Engage with the nominated Case Officer early in the project process. 2. Ensure that the design principles are in accordance with the themes of LPP2. 3. Seek pre application advice prior to submission of the Planning Application. 4. Offer direct liaison with key stakeholders on the planning submission, to clarify points.	Likely	Significant	1	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Continue engagement with officers in other teams to identify areas of concern and/or opportunities to enhance a planning application. Retain consultant team to provide further technical advice as required. Trend: Increasing		Q2 2019	Likely	Major		

Risk Number: 18			Risk Owner: Project Executive			
Risk Title: Designs and Gateway approvals						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Detailed designs at reserved matters stage not acceptable	Risks to Council's reputation. Delay in project programme. Changes to the programme and scope of the project incur additional fees. Impact on interested businesses. Impact on the Medium Term Financial Strategy	1. The competitive process to select a purchaser will test the design philosophy and approach of the bidders (as a selection criteria) 2. The Council may retain some (but not decisive) influence over the design as landlord, and otherwise may rely on the planning process to regulate the detailed design to ensure these reflect the themes and principles of the Council's objectives. 3. Establish bi-monthly briefings for Cabinet (SA) Committee members and keep other members informed through informal Cabinet. Request delegated authority where appropriate and possible.	Likely	Significant	1	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Agree programme at start of each stage and sign-off with Project Board and Committee members.Trend: No change			Q2 2019	Unlikely	Major	

Risk Number: 19			Risk Owner: Project Executive			
Risk Title: Manage public expectation on public realm scope.						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Manage public expection on public realm scope.	Public concern is raised regarding the public realm proposals cause delays and require additional work at cost.	Mitigate Retain Public Realm spending to within confines of red line and agree this with LEP Maintain communications with LEP and demonstrate in business case how works in advance will support the development of the public realm in line with the LEP requirements.	Likely	Moderate	1	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Encourage alternative delivery mechanisms for projects in the public realm strategy that are out of scope for the LEP bid spending. <u>Trend:</u> No change		Q22019	Unlikely	Major		

Risk Number: 21			Risk Owner: Project Executive			
Risk Title: Design and public expectation						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Design does not meet public expectation due to limitations of viability or delivery.	Local residents and members of the public feel disengaged in the project or object to aspects of the scheme, leading to dissatisfaction with the development and potential campaigns against the development which may delay matters and cause additional costs to be incurred. Risks to Council's reputation.	Mitigate - 1. Put Engagement and Communication Strategy in place, setting out how to engage interested parties in the design process; implement Communications Plan. 2. Work closely with the Communications team at WCC to ensure awareness of the most recent updates, any concerns for issues that arise which may cause people to raise concerns and engage with stakeholders regularly to ensure they are kept well informed about the project.	Likely	Moderate	2	£-££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Involve LEP more in process to demonstrate commitment and share issues/opportunities arising which may affect grant spend. <u>Trend:</u> Increasing			Q2 2019	Likely	Low	

Risk Number: 22			Risk Owner: Project Executive			
Risk Title: Stakeholder approvals						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Stakeholder approvals for scheme may not be forthcoming as sought by programme.	Public realm improvements cannot be delivered as per programme. Carfax scheme not enhanced by public realm works nor supported by LEP funding.	1. Continue work with Hampshire County Council to explore potential schemes that could be delivered in conjunction with both authorities to improve the public realm in this area. 2. Involve other agencies, landowners including Network Rail/SW Railway, the BID.	Likely	Major	3	££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Further liaison with LEP regarding how funding can be used to support the Carfax development. Agreement for payment to Network Rail to review documentation Trend: No change			Q22019	Unlikely	Major	

Risk Number: 23			Risk Owner: Project Executive			
Risk Title: Changes in markets, costs (including finance and construction costs), and taxation treatment on financial return including post Brexit						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Changes in markets, cost of construction and/or borrowing (Gilt rate) or other financial/taxation elements mean that the scheme does not achieve a financial return. Changes may occur in rental income, funding rates increases or lease indexation.	Full project business case does not achieve commercial and / or financial viability and as such scheme does not progress via the preferred delivery route Affects finance, costs, and/or rents Significantly increased cost of borrowing. (This would have a greater impact had the Council decided to develop the site/s itself).	1. Ensure that bidders to purchase the site establish the most appropriate business mix to deliver the expected outcomes and that this is backed up with a solid evidence base. 2. Liaise with the Finance Team to ensure the financial models and assumptions submitted by bidders reflect the expected outcomes and they include the latest information that is available. 3. Continue to review costs and values put forward by bidders and the selected purchaser before deciding to proceed to enter into contract. 4. Carry out continual economic and political monitoring. 5. Ensure an element of contingency is built into the purchaser's construction budget. Because of the uncertainties of a Brexit deal and the increased risk of no deal or an early general election, it is not possible to mitigate for every outcome. So while mitigation will reduce the impact, it is not possible to reduce the likelihood of this risk.	Likely	Significant	2	££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Establish processes to promote financial due diligence, whereby any officer or councillor involved in the project receives regular updates on the input assumptions for the financial modelling and is encouraged to robustly challenge these and any subsequent models Accept the financial market risk but mitigate where possible as follows: a. Regular scanning of the financial markets is already undertaken by the Finance Team as part of their treasury management responsibilities, to facilitate early identification of any potential financing implications, and finance officers will be aware of the current options available to keep borrowing costs to a minimum. b. Ensure an element of contingency is built into the construction budget. c. There is a decision gateway in the business case process where the full business case is considered by ELB and Councillors prior to any financing commitment being made. Trend: Increasing			Q42019	Unlikely	Major	

Risk Number: 24			Risk Owner: Project Executive			
Risk Title: Highway Authority agreement						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Highways Authority do not sign off on advice given informally.	Design produced using informal Highways Officer advice is not signed off by Highways Authority, or approvals not forthcoming on account of Movement Strategy timetable, or other reasons. Delay in project programme Changes to the programme and scope of the project incur additional fees under the contract Impact on the interested businesses. Impact on the local economy Impact on the Medium Term Financial Strategy.	Mitigate 1. Continually engage with HCC as the designs are developed. 2. An Engagement and Communication Strategy sets out proposals to engage interested parties in the design process. HCC will be a key stakeholder for this.	Unlikely	Significant	1	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Provide further advice to HCC on submission of their comments to the LPA on the outline planning application. <u>Trend</u> : No change		Q2 2019	Highly Unlikely	Major		

Risk Number: 26			Risk Owner: Project Executive			
Risk Title: Project delivery						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Project does not result in development	Council then become liable for repayment of borrowed capitalised costs in full.	Accept - Project does not result in development and so capitalised design costs must be charged as a one-off expense to revenue. If these costs have been financed by borrowing the Council must repay the borrowing and finance the costs from revenue reserves.	Likely	Major	2	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
None identified at this stage. <u>Trend</u> : Increasing		n/a	Likely	Major		

Risk Number: 27			Risk Owner: Project Executive			
Risk Title: Programme risks in relation to governance, resourcing and contingency						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Pressure on delivery timescale (e.g. LEP Grant).	Pressure put on project programme removes contingency from design, business case and delivery stages	Ensure the purchaser has a risk register to monitor and manage risks to avoid them becoming issues. Manage all parties’ expectations for delivery timescales. Identify issues with relevant parties when they occur, and flag impacts on programme. Seek advice on any governance process changes.	Likely	Major	2	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Engage in review process from new administration and identify where changes to scope/timetable would impact negatively on programme and benefits to be realised.Trend: Increasing		Q2 2019	Likely	Moderate		

Risk Number: 28			Risk Owner: Project Executive			
Risk Title: Delivery decisions						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Decision on delivery Council's insurance does not cover chosen delivery option insurance requirements	Council takes development route which increases the risks to the Council and requires increased insurance limits and indemnities. Risks not covered by insurance Insurers impose conditions for increase capital spend WCC need to identify a new risk insurer	Mitigation - Advice form the Council's internal and external risk advisors has been obtained to set the current insurance limits. The Council has cover for public liability and employer's liability and can decide to increase this if after a risk re-assessment this is required.	Unlikely	Major	3	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Whilst unlikely, if a review of the risk assessment identified a need to increase insurance limits, the Council has the option of requesting contractors to increase insurance cover. Get Council's insurer to assess risk and advise on how to manage May need to expand premiums or insure any additional risks. Trend: No change			Q3 2019	Unlikely	Low	

Risk Number: 29			Risk Owner: project Executive			
Risk Title: VAT Treatment						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
VAT treatment is not properly identified and applied	The Council incurs penalties and/or financial disadvantage	Mitigate 1. Ensure the Finance Team are kept up to date with project progress and current thinking by assigning appropriately experienced finance officers to sit on the Project Team and on the Project Board.	Unlikely	Significant	3	££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Put arrangements in place to facilitate engagement with a specialist VAT consultant on a timely basis.Trend: No change			Q4 2019	Highly Unlikely	Low	

Risk Number: 31			Risk Owner: Project Executive			
Risk Title: Infrastructure provision						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Existing utilities and their infrastructure cannot support proposed development	Cost of construction increases.	Mitigate - contact all existing utility companies early in the project process to establish the capacity and establish any potential issues.	Unlikely	Major	4	££-£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Keep adequate contingency in viability assessment work. <u>Trend:</u> No change		Q1 2020	Highly Unlikely	Major		

Risk Number: 37			Risk Owner: Project Executive			
Risk Title: Capital spend ahead of Planning						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Accelerated project programme implemented with overlapping stages.	Capitalised costs incurred ahead of earlier design stage sign-off. These capital costs may become revenue costs if development not implemented.	Monitor spend and reallocate costs as required.	Unlikely	Significant	4	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: Increasing		Q1 2020	Unlikely	Major		

Risk Number: 38			Risk Owner: Project Executive			
Risk Title: Procurement of developer and/or construction project manager						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Delivery approach negotiation delays the subsequent procurement of a developer (by Council or 3rd party dependent of route chosen). Developer Financial Standing - Insolvency or bankruptcy of Contractor/Consultant/Developer	Delays todelivery programme. Financial investment cannot be recouped	Set a realistic programme. Allow sufficient time for decision making Allow sufficient time for any marketing/procurement requirements.	Likely	Moderate	3	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: Increasing		Q3 2019	Unlikely	Moderate		

Risk Number: 39			Risk Owner: Project Executive			
Risk Title: Construction Delay						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Adverse weather	Construction delay	Mitigate - carry out robust financial checks as part of the procurement process	Unlikely	Major	4	£££-££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: No change			Q4 2020	Unlikely	Major	

Risk Number: 40			Risk Owner: Project Executive			
Risk Title: Report on Title						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Small strip of land between the Carfax and Cattlemarket sites has a possessory title. This small area of land may be subject to third party rights created before HCC registered their title which have not been disclosed and in respect of which they are unaware	This small area of land may be subject to third party rights created before HCC registered their title which have not been disclosed and in respect of which they are unaware	Look into taking out insurance if this is deemed necessary	Unlikely	Moderate	3	£-££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: No change			Highly Unlikely	Low		

Risk Number: 41			Risk Owner: Project Executive			
Risk Title: Change in Project Scope						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Change in Council Governance	Risks to Council's reputation. Impact on delivery of Council Strategy outcome Additional budget requirement	Keep all political parties well informed throughout the project to ensure each party has bought into and is in support of the project Continual engagement with members demonstrating the importance of the project to ensure they are all in support.	Likely	Major	1	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Engage in review process from new administration and identify where changes to scope/timetable would impact negatively on programme, costs and and benefits to be realised.Trend: Increasing		Q2 2019	Unlikely	Moderate		

Risk Number: 44			Risk Owner: Project Executive			
Risk Title: Construction contingencies						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Unexpected findings during construction i.e. significant archaeological remains, contamination Security of site if Council act as developer	Delays to programme Additional Costs Insurance risk	Mitigate - Carry out site investigations prior to construction. Implement strategy for dealing with any unexpected findings. Ensure the necessary security procedures are followed and the site is left secure when unoccupied	Unlikely	Significant	4	££-£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: No change			Q3 2019	Highly Unlikely	Major	

Risk Number: 46			Risk Owner: Project Executive			
Risk Title: Site disposal						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Design halted and site sold before planning permission secured Sell with Planning - loss of initial investment Value of site for offices less than originally valued for mixed use (incl resi) and price paid for site.	Reduced return on investment. Loss of initial investment.	Set out risk of options clearly in business case to inform Council's decision.	Unlikely	Major	2	£££-££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Revalue site <u>Trend:</u> No change		Q2 2019	Highly Unlikely	Major		

Risk Number: 47			Risk Owner: Project Executive			
Risk Title: Legal advice on project including procurement						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Resource pinchpoint. Legal resource not available in-house to advise on the project at required time	Advice not forthcoming in timely manner. Project Team take on legal tasks at risk.	Seek to use external legal specialist advisors for project.	Highly Unlikely	Significant	1	££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: Decreasing				Unlikely	Significant	

Risk Number: 48			Risk Owner: Project Executive			
Risk Title: Legal Challenge						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Legal challenges are raised	Causes delay in the development and subsequently an additional cost to the project	Mitigate - ensure any legal challenges can be defended by obtaining expert advice to guide and inform processes.	Unlikely	Significant	2	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: No change				Unlikely	Major	

Risk Number: 49			Risk Owner: Project Executive			
Risk Title: Contract						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
The contract could fall outside of Reg 12(7) if with HCC DES places private operators at an advantage over their competitors by sub-contracting.		This requirement, as advised by Counsel, will be managed through the contract with HCC DES and monitored to ensure no sub-contracting is undertaken. HCC DES has already confirmed this is not their intention.	Unlikely	Moderate	1	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: No change				Highly Unlikely	Moderate	

Risk Number: 51			Risk Owner: Project Executive			
Risk Title: Rights of Light						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Rights of Light survey identifies potential issues.	Delay and additional cost	Commission RoL survey prior to christmas 2018.	likely	Major	2	£££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Follow up with day and sun light suvveys Feb 2019 ahead of planning for submission. Issue identified - mitigate through design changes or negotiation. Risk remains for future design changes. Trend: No change		Q1 2019	Highly Unlikely	Low		

Risk Number: 52			Risk Owner: Project Executive			
Risk Title: Construction cost may require fee adjustment.						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Design Team fees are set by the construction costs. Through the design process, fee estimates are made; these may need to be adjusted up or down when the final construction cost is set.	May need to pay additional fee to design team before construction.	Cost assessments are iterative throughout the design process and are monitored; there are strong drivers to keep costs down to ensure viability of the development. Alternative delivery options are being considered; identify this risk as part of the options considerations	Likely	Moderate	3	£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Review contingency in valuation to cover design team fees increases. <u>Trend:</u> No change			Q3 2019	Likely	Moderate	

Risk Number: 53			Risk Owner: Project Executive			
Risk Title: Archaeology spend						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
If project halted after archaeology work begun, will still be liable for spend to finish excavation analysis and publication	Fees will continue if project halted.	Accept: Add contingency into budget	unlikely	Major	3	£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
risk acceptedTrend: No change			Q4 2019	Unlikely	Major	

Risk Number: 54			Risk Owner: Project Executive			
Risk Title: Adverse weather delays excavation						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Adverse weather delays excavation	Delay to programme	Accept - allow contingency in project plan	unlikely	Major	4	£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
risk acceptedTrend: No change			Q1 2020	Unlikely	Major	

Risk Number: 55			Risk Owner: Project Executive			
Risk Title: Lack of contractors available for archaeological excavation						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Lack of contractors available for archaeological excavation due to limited market available	Cannot procure in time - delay to programme	Get agreement for procurement as early as possible in programme to start procurment earlier in programme and allow contingency in programme	Likely	Moderate	2	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
NoneTrend: No change		Q1 2020	Unlikely	Moderate		

Risk Number: 58			Risk Owner: Project Executive			
Risk Title: Commercial vs regeneration						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
If Council accept lower viability than commercial rate, then will not be able to sell site on market if pre-let tenants go bankrupt for example.	Council cannot sell site and incur additional costs in development.	Work on design, cost and efficiencies to improve viability for a commercial profit.	Unlikely	Significant	4	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Include risk in business case development to inform Council's decisionTrend: No change		Q3 2019	Highly Unlikely	Significant		

Risk Number: 61			Risk Owner: Project Executive			
Risk Title: Network Rail governance process						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Public realm design work delayed or agreement for works cannot be reached in a timely manner on land controlled by 3rd parties (Network Rail), results in not being able to meet required LEP spending programme.	Bid for Local Enterprise Partnership (LEP) funding is unsuccessful or cannot be spent by the deadline. Loss of potential £5M bid. Loss of opportunity to regenerate areas of public realm. Carfax scheme not enhanced by public realm works.	Mitigate -1. Close liaison with M3 Enterprise LEP, and land owners (Network Rail) throughout the project to agree priorities for spend and mechanisms and programme for delivery.	Likely	Major	3	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Continue close engagement with landowners for public realm works and identify any requirements for sign-off using their processes. Pay the required fee for NR to review documentation Trend: No change		Q3 2019	Unlikely	Major		

Risk Number: 62			Risk Owner: Project Executive			
Risk Title: Governance sign-off periods						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Length of governance sign off processes require significant lead in time for decision making.	Delays project progress as work and assessments need to be completed before report circulation commences; this causes pressure to overlap project stages and remove time contingency in programme.	Accept - Ensure governance timescales built into programme and highlight requirements to all project team members and relevant members; include contingency within programme. Set out requirements in future procurement specifications so consultants are aware of potential 'stand down' periods to work around.	Likely	Moderate	1	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Non at this timeTrend: No change			Q2 2019	Likely	Moderate	

Risk Number: 64			Risk Owner: Project Executive			
Risk Title: Splitting build and enabling package						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
If the Council decide to contract excavation work out seperately to the main construction work	Coordination issues between 2 contractors	Set out risk of option in business case development to inform decisions on delivery.	Unlikely	Major	4	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Subject to delivery decision process Clarify coordination requirements in specification for works. Use experience of design team and RIBA advisor to advise on coordination issues and how to address. <u>Trend:</u> No change		Q2 2019	Highly unlikely	Moderate		

Risk Number: 66			Risk Owner: S161 Officer			
Risk Title: Borrowing rates available to local governments						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Government changes borrowing rates available to local government through the Public Works Loans Board.	The Council is unable to borrow at current favourable PWLB rates	Monitor government policy on PWLB lending rates; Investigate alternative funding options.	likely	Major	2	£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
<u>Trend:</u> No change			Q2 2019	Unlikely	Major	

Risk Number: 67			Risk Owner: Legal			
Risk Title: Procurement of legal advisors						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Legal advisors procured to draft contract for delivery, but delivery route selected by Cabinet differs from expertise of legal advisors	Additional advice required - financial/time implications	Liaison with Cabinet members on delivery options to be considered to understand better the potential delivery route selection.	unlikely	Moderate	1	££
Further actions		Target date	Residual Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Trend: No change		Q2 2019	unlikely	Low		

Risk Number: 68			Risk Owner: Project Executive			
Risk Title: LEP spend dates not achieved						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Change in scope, agreements with third parties not forthcoming in timely manner, Planning decision delays or refusal.	Loss of potential £5M bid or less spend within LEP timeframes. Loss of opportunity to regenerate areas of public realm. Carfax scheme not enhanced by public realm works nor supported by LEP funding.	1. progress delivery decision for Carfax; flag risk with decision makers, prepare documentation for delivery early in process; get legal advisors on board as soon as budget agreed. Stakeholder influence by senior officers.	Likely	Major	2	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Ensure good engagement with EM3 LEPTrend: Increasing		Q3 2019	Unlikely	Moderate		

Risk Number: 69			Risk Owner: Project Executive			
Risk Title: LEP terms and conditions not met						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
LEP funding withdrawn by central government Delivery not achieved within timescales set Invoices not submitted in time contractor goes bust Agreements not achieved within timescales	Loss of funding for public realm Fees incurred ahead of LEP payments	Close liaison with LEP to understand the requirements Identification early in process of issues and discuss with LEP	Unlikely	Major	3	££££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
<u>Trend</u> : No change			Q3 2019	unlikely	Moderate	

Risk Number: 70			Risk Owner: Project Executive			
Risk Title: Invoice payments delayed						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
LEP payments delayed to Council to pay off invoices	Financial penalties incurred	Identify suitable payment method with parties involved and agree terms for payment when contracts signed.	Unlikely	Moderate	3	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: no change		Q3 2019	highly unlikely	Moderate		

Risk Number: 71			Risk Owner: Project Executive			
Risk Title: Relationship with HCC as consultants						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
HCC DES do not have capacity for workload	Public Realm work becomes a low priority and deadlines missed; risk to LEP spend	Maintain regular and clear lines of communication and agreed programme with HCC DES	Unlikely	Moderate	2	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: No change		Q2 2019	highly unlikely	Moderate		

Risk Number: 72			Risk Owner: Project Executive			
Risk Title: Regional Design Panel						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
LPA request outline planning application is considered by the Regional Design Panel	Delay to project if process delays planning decision Comments received from review perceived negatively in public	Accept risk Provide required information to design review panel Request date where both key members of the design team can attend and present.	Likely	Moderate	2	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: Increasing			Q2 2019	unlikely	Moderate	

Risk Number: 73			Risk Owner: Project Executive			
Risk Title: Process for site disposal challenge						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Disposal of the site via land disposal rather than a procurement process is challenged	Delay to project Additional cost to address challenge Negative publicity	Appropriate legal advice obtained The procedural steps below are proposed to mitigate these risks: <ul style="list-style-type: none">Ensuring there is a fully documented audit trail to justify the transaction being undertaken outside of the PCR.Conducting the competitive process to select a purchaser in a manner which clearly demonstrates the intention to enter into a land transaction.Ensuring that the legal agreement entered into satisfies the relevant tests for being a land sale and is therefore not a contract for works or services.If/when an agreement with the selected purchaser is successfully negotiated, giving due consideration to publishing a “Voluntary Ex Ante Transparency” (VEAT) notice in the Official Journal of European Union (OJEU), describing the nature of the agreement to be entered into and the reasons for not publishing an OJEU Contract Notice. Ensure the disposal is on terms which follow legal advice	Likely	Major	2	££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
Trend: Increasing			Q2 2019	Unlikely	Major	

Risk Number: 74			Risk Owner: Project Executive			
Risk Title: Changes to design						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Developer decides to change design within the outline consent	Impact on programme	Assess as part of selection process	Likely	Major	3	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: no change		Q1 2020	Unlikely	Moderate		

Risk Number: 75			Risk Owner: Project Executive			
Risk Title: Perception of quality of scheme						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Sale of the leasehold to a 3 rd party	Concerns raised over quality of the scheme Risk of not all economic benefits being delivered	Robust assessment as part of purchaser selection process Local Planning Authority decision making and through any future reserved matters application	Likely	Moderate	3	££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: no change		Q2 2020	Unlikely	Moderate		

Risk Number: 76			Risk Owner: Project Executive			
Risk Title: Financial returns						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Risk of loss on the sale of the Council's asset	The proceeds could be less than the value that the Council has invested in the site	Assessment as part of purchaser selection process to consider best consideration. Risk should also to be considered against regenerative benefits gained	Unlikely	Significant	3	££££
Further actions		Target date	Residual Risk Score			
			Likelihood	Impact		
Trend: no change		Q2 2020	Unlikely	Moderate		

Risk Number: 77			Risk Owner: Project Executive			
Risk Title: Phasing of works						
Causes	Consequences	Mitigation	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
LEP spend timescale requirements put pressure on suitable phasing of public realm implementation	Impact on programme	Construction logistics Ongoing discussion with LEP	Unlikely	Moderate	4	£££
Further actions			Target date	Residual Risk Score		
				Likelihood	Impact	
<u>Trend: no change</u>			Q2 2021	Unlikely	Minor	