

Risk Register – Key:

Likelihood Rating

It is unlikely that in many cases the probability of a risk occurring can be calculated in a statistically robust fashion as we do not have the data to do so. However, as an indicator, the likelihood is defined by the following probability of a risk occurring:

Likelihood	Probability
Highly Unlikely	1% to 25% chance in 5 years
Unlikely	26% to 50% chance in 5 years
Likely	51% to 75% chance in 5 years
Highly Likely	76% to 100% chance in 5 years

Risk Proximity

The score for risk proximity supports the Council in focusing on certain risks that may occur soon and ignore risks that will not occur in the near future. This enables risk management to be more efficient.

A number of between 1 and 4, where 1 means the risk is about to occur within the next 3 months and 4 means the risk is not likely to occur within the next year is provided.

Risk Proximity Score	Time scale
1	Occurring within the next 3 months
2	Occurring within the next 6 months
3	Occurring within the next 1 year
4	Unlikely to occur within 1 year

Financial Impact

The financial impact to the Council is an important consideration, however this should be viewed alongside the likelihood of the risk occurring and not assumed to be inevitable.

The scoring of the financial impact relates to the cost to the Council if that risk were to occur, however it should not relate to the cost of managing or mitigating the risk.

The financial impact is scored as highly likely it would be prudent for the Council to ensure that it has set aside an adequate financial provision. The financial impact is scored as follows:

Financial Impact Score	Time scale
£	£1 – £20,000
££	£20,0001 - £200,000
£££	£200,001 - £2,000,000
££££	£2,000,001 plus

Central Winchester Regeneration Risk Register

Impact Rating

The following table provides the definitions which should be used when determining whether a risk would have a Low, Moderate, Major or Significant impact

	Low (1)	Moderate (2)	Major (3)	Significant (4)
Financial	Less than £20K	£20k or over and less than £200K	£200K or over and less than- £2MK	£2M plus
Service Provision	No effect	Slightly Reduced	Service Suspended Short Term / reduced	Service Suspended Long Term Statutory duties not delivered
Health & Safety	Sticking Plaster / first aider	Broken bones/illness Lost time, accident or occupational ill health	Loss of Life/Major illness – Major injury incl broken limbs/hospital admittance. Major ill health	Major loss of life/Large scale major illness
Morale		Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
Reputation	No media attention / minor letters	Adverse Local media Leader	Adverse National publicity	Remembered for years
Govt relations	One off single complaint	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently

Central Winchester Regeneration Risk Register

Risk Number: 1			Risk Owner: Project Executive			
Risk Title: Failure to implement an appropriate delivery strategy for the CWR area as set out in the SPD						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Failure to develop appropriate delivery strategy Political instability	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	Mitigate: 1) Maintain cross party political and community support to move the project forward 2) Continue to engage with key landowners, partners and stakeholders 3) Ensure aspirations of the SPD are met when developing designs and considering planning applications 4) Continue to monitor and adapt the project plan	Highly Unlikely	Significant	2	££££
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood	Impact		
Continue to work with JLL to develop appropriate delivery strategy		Autumn 2020	Highly Unlikely	Significant		

Risk Number: 1.2			Risk Owner: Project Executive			
Risk Title: Failure to secure external funding						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Lack of confidence in Winchester City Council in the market / with developers	As above	1) Continue to engage with key partners and stakeholders	Unlikely	Significant	3	££££

Central Winchester Regeneration Risk Register

National economic conditions Proposals not considered viable		2) Develop Winchester marketing approach targeted at inward investment 3) Ensure development proposals realistically assessed for viability				
Immediate actions?		Target Date		Residual Risk Score		
				Likelihood		Impact
Continue to work with JLL to develop appropriate delivery strategy		Autumn 2020		Unlikely		Significant

Risk Number: 1.3			Risk Owner: Project Executive			
Risk Title: Lack of cooperation from landowners						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
WCC cannot secure landowner support to deliver aspirations of the SPD	Failure to deliver cohesive redevelopment of CWR	Mitigate: 1) Continue to engage with key landowners and occupiers	Likely	Moderate	4	Unknown at this stage
Immediate actions?		Target Date		Residual Risk Score		
				Likelihood		Impact
Implement stakeholder management plan Work with JLL to ensure stakeholders are appropriately engaged		Autumn 2020		Likely		Moderate

Risk Number: 1.4			Risk Owner: Project Executive			
Risk Title: Insufficient internal resources to manage work streams						

Central Winchester Regeneration Risk Register

Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Insufficient resourcing in WCC project team Insufficient capacity and skills in other Council departments	Delay in project programme Errors occurring where there are gaps in knowledge / expertise	Mitigate: 1) Continue to closely monitor capacity within the project team 2) Seek external expertise where required 3) Continue to monitor and adapt the project plan, including resources component 4) Have clear milestones and priorities for the project team	Likely	Moderate	2/3	£-££
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
At the earliest opportunity, make other teams aware when their input will be required and for how long Regular monitoring meetings with HoP and Senior PM		Ongoing	Likely		Moderate	

Risk Number: 1.5			Risk Owner: Project Executive			
Risk Title: Perceived conflict of interest between Council as landowner and local planning authority						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Inconsistent or unpopular planning decisions Lack of transparency	Reputational damage Potential challenge	Mitigate: 1) When making decisions be clear on the capacity in which the Council is acting 2) Continue to act in an open and	Likely	Moderate	4	Unknown

Central Winchester Regeneration Risk Register

		transparent manner where legally permitted 3) Adhere to approach laid out in the SPD distinguishing relationship between WCC and the LPA				
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	

Risk Number: 1.6			Risk Owner: Project Executive			
Risk Title: Development proposals arising from the SPD are not financially viable						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Insufficient testing of viability Market changes Unrealistic expectations for the scheme	Development cannot go ahead as set out in the SPD	Mitigate: 1) Undertaking high level testing of viability, engaging specialist consultants where required 2) Continuing engagement with WCC members and other key stakeholders 3) Develop ambitious, high quality and realistic development proposals with viability and funding considered at an early stage together with design	Likely	Significant	4	££££
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Continue to work with JLL to develop appropriate proposals, testing viability and engaging other specialist consultants if and when necessary		Autumn 2020	Unlikely		Significant	

Central Winchester Regeneration Risk Register

Risk Number: 2			Risk Owner: Project Executive			
Risk Title: Lack of progress on bringing vacant buildings in to use – upper floors at Kings Walk, Coitbury House (refurbishment currently on hold) and Friarsgate MC						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Postponement current refurbishment proposals to ensure a comprehensive final CWR scheme Ongoing negotiations around dilapidations Buildings in poor state of repair Lack of finance to carry out work Lack of market demand Lack of a comprehensive scheme proposal	Buildings remain in their current state and possible blight on CWR site Council continues to pay business rates and maintenance Reputational damage as buildings continue to remain unused Lack of options to receive income	Mitigate: 1) Continue to progress proposals for the CWR site with JLL 2) Pursue the dilapidations claim as a priority 3) Explore options to secure interim or short term tenants to bring activity to the area	Likely	Moderate	2	££-£££
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Begin to soft market test and carry out feasibility studies around interim uses for the site.		March 2020	Unlikely		Moderate	

Risk Number: 3			Risk Owner: Project Executive			
-----------------------	--	--	--------------------------------------	--	--	--

Central Winchester Regeneration Risk Register

Risk Title: Failure to implement plans to improve the Lower High Street Re-paving and Broadway						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
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	Expectations raised by the work currently commissioned up to end of RIBA stage 2 could result in reputational damage	Mitigate: 1) Liaise with Highways Authority, JLL and Transport Planners	Unlikely	Moderate	2	£
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Liaise with JLL and Transport Planners When appropriate explore funding opportunities		Ongoing	Highly Unlikely		Moderate	

Risk Number: 4

Risk Owner: Project Executive

Risk Title: Data collected is insufficient / unreliable and therefore of little value to potential developers

Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Unexpected environmental influences or	.	Mitigate:	Unlikely	Low	4	£££

Central Winchester Regeneration Risk Register

failure of equipment	Potential financial loss to WCC and delay to the programme	<ol style="list-style-type: none"> 1) Seek specialist expertise to help form appropriate recommendations for investigations 2) Continue to JLL as SPC, with regards to land value 				
Immediate actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Ensure expertise is in place throughout the set up and monitoring so any issues can be identified quickly and dealt with appropriately		Ongoing	Highly Unlikely		Low	