

Risk Title	Risk Causes	Risk Consequences	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigation	Immediate Actions	Residual Likelihood	Residual Impact	Residual Risk Score
Limited number of tender submissions received	Lack of interest in opportunity from potential contractors Recent economic impacts and pressures on the industry	The number of tender submissions received is not enough to continue the procurement Council time and resources to prepare for and carry out the procurement process invested without any return, Quality of the limited number of submissions received is not what we would hope raising concerns regarding suitability to carry out the works.	Unlikely (2)	Moderate (2)	Low	Work with council's archaeologist and seek external expertise where necessary to ensure tender questions are appropriately designed and the requirements are reflective of brief for the works i.e. allowing the council to establish the necessary information from each bidder without creating an overly lengthy and onerous process.	Ensure contractors with relevant experience and expertise are made aware of the opportunity.	Highly Unlikely (1)	Moderate (2)	Low
Quotes submitted are higher than anticipated and therefore exceed the approved budget.	Shortage of materials, skills / labour and increasing inflation rates due to the impact of Brexit, the Covid19 pandemic and the war in Ukraine.	Potential compromises have to be made on scope of work and timelines, Council has to find additional budget, leading to potential delays Council may be unable to progress further archaeological investigations.	Likely (3)	Moderate (2)	Medium	Regular close monitoring of industry market supply and demand. Build in contingency to budget request to allow for possible price increases and / or unforeseen circumstances. Ensure quotations from bidders allow contingency levels reflective of the increasing pressures on the industry.		Unlikely (2)	Moderate (2)	Low
Council fails to identify a suitable contractor for the works	Tender submissions received do not meet the minimum pass / fail and or scoring requirements Limited number of tender submissions received Prices received for the works exceed the budget and additional budget cannot be allocated	Council cannot progress archaeology trial trenching, insufficient information to determine how the development is brought forward and inform the planning process, leading to delays to the redevelopment and increased risk to the developer Council time and resources to prepare for and carry out the procurement process invested without any return	Unlikely (2)	Significant (4)	Medium	Work with council's archaeologist and seek external expertise where necessary to ensure appropriate questions and scoring criteria are designed as well realistic requirements in relation to insurances, qualifications and health and safety are included. Seek expert advice on the estimated costs of a project of this type and ensure sufficient level of contingency is included in the budget request.	Ensure contractors with relevant experience and expertise are made aware of the opportunity.	Highly Unlikely (1)	Significant (4)	Medium
The council cannot award the contract to the bidder demonstrating the strongest approach and most relevant experience	The bidder with the strongest approach and most relevant experience has priced their tender particularly high Other bidders have priced their tender particularly low	The archaeology (evaluation) trial trenching is delivered to a potentially lower standard of quality than it might have been impacting on subsequent findings / reports	Likely (3)	Major (3)	High	Work with council's archaeologist and seek external expertise where necessary to ensure tender questions are appropriately designed and weighted. Request approval from Cabinet Committee: Regeneration to adopt a 70% quality to 30% commercial evaluation model as a derogation from the council's Contract Procedure Rules.		Unlikely (2)	Major (3)	Medium
Cabinet Committee: Regeneration do not approve the recommendations to progress the procurement and	Council fails to carry out recommended archaeological evaluations (trial trenching).	Increased risk to preferred development partner Insufficient information to determine how the development is brought forward and inform the planning process, leading to delays to the redevelopment.	Unlikely (2)	Major (3)	Medium	Provide report for Cabinet Committee: Regeneration to request approval to progress and the associated expenditure with supporting rationale.		Highly Unlikely (1)	Major (3)	Low

associated expenditure										
Insufficient internal resources to manage the procurement process for further archaeological investigations and completion of the works.	Insufficient capacity within CWR project team, archaeology team and other council departments	Delay in programme, Errors occurring where there are gaps in knowledge / expertise	Unlikely (2)	Moderate (2)	Low	Closely monitor capacity within the project team, Seek external expertise to support, Continue to monitor the project timeline, 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 meetings to discuss progress, agree actions and deal with any issues	Highly Unlikely (1)	Moderate (2)	Low
The approach to dealing with the archaeology means the redevelopment cannot be aligned to the aspirations set out in the SPD, and / or the scheme is not financially viable / affordable to the council.	Findings from further archaeological investigations result in a costly approach to dealing with archaeology, site layout, building design and foundations.	Council / developer forced to make undesirable / costly compromises, Failure to deliver comprehensive redevelopment of CWR, Redevelopment is potentially stopped, Compromises have to be met on the SPD, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration, Potential damage to the local economy	Unlikely (2)	Significant (4)	Medium	Carry out further archaeological investigations as soon as possible to further understanding of the archaeology in the site and implications for the development including requirements for mitigation measures, excavations etc. Ensure preferred development partner can demonstrate understanding of the historic environment of Winchester, what is expected in terms of approach to archaeology and appropriate experience dealing with similar issues elsewhere through continued dialogue and thorough assessment of tender response.	Continue dialogue in relation to archaeology with preferred development partner, Launch procurement process for recommended further archaeological investigations,	Highly Unlikely (1)	Significant (4)	Medium
Data collected from further archaeological investigations is insufficient / unreliable and therefore of little value to the council and the preferred development partner.	Unexpected environmental influences and / or failure of equipment.	Potential issues with / delays to planning application, Financial loss to WCC and delay to the redevelopment.	Unlikely (2)	Major (3)	Medium	Seek specialist expertise to help form appropriate recommendations for further archaeological investigations, and carry these out as soon as possible. Seek specialist expertise to help form the brief for the archaeological investigations, draft the tender questions and support with the evaluation.		Highly Unlikely (1)	Major (3)	Low
Further archaeological investigations are subject to delays.	The procurement process takes longer than anticipated due to the number of submissions received, Recent increased pressures on the industry due to the impact of Brexit, the Covid19 pandemic and the war in Ukraine, impacting on supply of	Prolonged period during which the preferred development partner is working at risk, Delays to the redevelopment.	Likely (3)	Moderate (2)	Medium	Seek specialist expertise to advise on likely number of contractors in the industry who may submit a bid and plan timescales accordingly, Build in contingency to the timetable to allow for possible impacts as a result of recent increased pressures on the industry Ensure timeline for parts of the project within the council's control are strictly followed such as production of procurement documents, Ensure close monitoring of the timeline throughout the investigations	Regular close monitoring of industry market supply and demand.	Unlikely (2)	Moderate (2)	Low

		I M P A C T			
		Low (1)	Moderate (2)	Major (3)	Significant (4)
L I K E L I H O O D	Highly Likely (4)				
	Likely (3)				
	Unlikely (2)				
	Highly Unlikely (1)				

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

	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