

**CWR Key Risks - Risk Register**

Risk Causes	Risk Consequences	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigation	Immediate Actions	Residual Likelihood	Residual Impact	Residual Risk Score
Change of Administration/ Administration Policy	New direction of travel leading to council terminating the DA	Unlikely (2)	Significant (4)		Regular liaison with party Leaders and All Member briefings to maintain knowledge, understanding and support for the project.	Plan municipal year 2023 briefings. Head of Programme to own this risk.	Unlikely (2)	Significant (4)	
Legal challenge	Progress on the project is delayed or prevented.	Unlikely (2)	Major (3)		Regular engagement with stakeholders and members of the public to include them on the journey and identify early any issues that might escalate. Complex processes/Decisions receive additional legal support.	Legal Workstream Lead to identify any complex decisions/processes and provide advice to technical officers to ensure proper treatment of process and decision making.	Unlikely (2)	Major (3)	
Change of Statutory Legislation	Progress on the project is delayed or prevented or the project has to take a different approach.	Unlikely (2)	Major (3)		Key area to monitor is Planning, particularly as the council refreshes the Local Plan. Monitor consultation and where appropriate Members will lobby policy and law direction.	Planning Workstream lead is to make sure the needs of the project are aligned with emerging drafting of the local plan and to get early sight of any proposed changes that might be detrimental to the project.	Unlikely (2)	Major (3)	
Insufficient council resource to continue through to delivery	Progress on the project is delayed or prevented or the project has to take a different approach resulting in damage to council reputation and further cost.	Unlikely (2)	Significant (4)		Please see risk code CR001 in the Corporate Risk Register, appended to the <a href="#">Risk Policy</a> (page 30-39)	Actions will be captured in the Corporate Risk Register.	Unlikely (2)	Significant (4)	
Change in external market conditions	Increasing costs or falling values leading to inability to get a viable scheme in line with the Development Brief.	Likely (3)	Significant (4)		The DA contains the mechanism to review and adjust the brief in order to arrive at a scheme that is both viable for Jigsaw and affordable to the council.	Head of programme to continue to monitor final drafting of the DA to make sure the review mechanism remains as agreed.	Unlikely (2)	Significant (4)	
Inability to agree final terms of the Development Agreement	Council and Jigsaw do not enter in to the DA and the CWR project does not progress. Council reputation severely affected and further cost to review and start again.	Unlikely (2)	Significant (4)		Continue to work with Jigsaw to agree outstanding points and press for speedy sign off and completion.	Legal Workstream lead working very closely with our appointed legal representatives to complete the DA drafting.	Unlikely (2)	Significant (4)	
Inability to resolve movement related issues with Hampshire County Council	Hampshire, Winchester, Jigsaw and the bus operators are unable to agree on plans for movement or public realm.	Likely (3)	Major (3)		Use HCC/WCC Movement Strategy Governance and HCC/WCC Regeneration and Growth Partnership board to resolve issues. Regular liaison to ensure knowledge, understanding and support. Integration with city-wide Movement Strategy and bus plans.	Arrange WCC/Jigsaw briefing for HCC Leader and other key HCC stakeholders.	Unlikely (2)	Major (3)	

		IMPACT			
		Low (1)	Moderate (2)	Major (3)	Significant (4)
LIKELIHOOD	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)
<b>Financial</b>	Less than £20K	£20k or over and less than £200K	£200K or over and less than- £2MK	£2M plus
<b>Service Provision</b>	No effect	Slightly Reduced	Service Suspended Short Term /	Service Suspended Long Term Statutory duties not delivered
<b>Health &amp; Safety</b>	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
<b>Morale</b>		Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
<b>Reputation</b>	No media attention / minor letters	Adverse Local media Leader	Adverse National publicity	Remembered for years
<b>Govt relations</b>	One off single complaint	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently