

Grouping	ID	Risk Title	Risk Causes	Risk Consequences	Likelihood	Impact	Risk Score	Mitigation	Further Actions	Residual Likelihood	Residual Impact	Residual Risk Score	Risk Owner
Viability	SR1	Scheme unaffordable	A scheme that is deemed acceptable and appropriate is not financially affordable.	Unable to proceed with project	Likely	Major	High	The Council has completed a Capacity Study through a gated approval process which demonstrated that some options were commercially viable at a time when values were depressed and construction costs were high. Continue to work with a multi-skilled team with sufficient expertise until we determine the best options for the area and propose a scheme that is affordable, deliverable with public support and is planning compliant. Ensure we consider the constraints early in the process and engage/consult fully on these. Keep Members informed as issues emerge.	Continue affordability assessments as the project progresses at the earliest appropriate stages to inform evidence-based decision making. Continue to make use of project and programme methodology that requires approval to progress at appropriate gateway points to ensure resources are only released one stage at a time and limit unnecessary spending.	Highly Unlikely	Major	Medium	Project Lead
Viability	SR2	Social, political and economic factors / post pandemic / inflation makes scheme unviable	Current climate - global / European and UK. Changes to work patterns, inflation, economic downturn, effects of war, climate change and construction materials and energy costs	Project is not deliverable at this time. Project must be paused or closed.	Likely	Major	High	The Council has completed a Capacity Study through a gated approval process which demonstrated that despite the difficult economic climate some options were viable at a time when values were depressed and construction costs were high. Continue to make use of project and programme methodology that requires approval to progress via gateway points to ensure viability and affordability is tested at the appropriate gateway before the project moves to the next stage. The council will use evidence-based decision making and have the courage to stop a project that is deemed unable to be successfully delivered due to external factors. Ensure the council is transparent to the public and stakeholders about the reasons for not pursuing the project if this occurs. As a long-term project, there is flexibility to time the delivery of the project to match predicted recovery.	Take care to archive all studies and information accurately so that these resources can be made available should the project be revitalised again in the future. Not waste the efforts but build on the foundations of previous work. Note that new innovations may occur during project development which could reduce costs/improve sustainability.	Unlikely	Major	Medium	Project Sponsor
Viability	SR3	High construction costs makes scheme unviable.	Inflated construction material costs	Scheme unviable due to factors beyond our control	Highly Likely	Major	High	The Council has completed a Capacity Study through a gated approval process which demonstrated that despite the highest construction costs in decades some options were viable. The timing of delivery can be determined by the recovery of the construction industry. As a long-term project, there is flexibility to pace the project to match predicted recovery of this sector.	Construction industry trends and forecasts should be regularly reviewed as part of existing and future work streams.	Unlikely	Major	Medium	Project Lead
Timing	SR4	Timing of delivery - e.g. CWR, SA and Former leisure centre, M3 junction 9, Sir John Moore barracks, northern P&R, Bar End, Rushfield	A number of large construction projects come forward for development at the same time.	Congestion from construction traffic, disruption to residents and visitors. The city becomes an undesirable construction zone.	Unlikely	Major	Medium	Regen Board with Hampshire County Council has been set up to monitor all major construction projects within the area to ensure they are aware of how these are progressing and can advise development plans that ensure they don't all come forward at the same time.	Regen Director to co-ordinate all WCC projects to ensure the timing of delivery does not cause significant disruption. All projects will have to provide a construction management plan as part of the planning application process.	Highly Unlikely	Major	Medium	Regen Director
Policy	SR5	Inter-dependency with Winchester Movement Strategy (WMS)	Future plans of the WMS have direct impact on the project, particularly the public realm. Funding streams need to be identified and secured to progress WMS priorities.	Specific project constraints relating to WMS interventions need to be accommodated.	Likely	Significant	High	Officers from HCC and WCC who are involved in the WMS have been included in our team and reference group meetings. Regular reviews with these officers have taken place. The brief for the concept masterplan highlights the requirement to work closely with HCC and WMS, LTP4 teams when developing plans for the area. The project team will continue to monitor progress of the WMS and LTP4.		Highly Unlikely	Major	Medium	Project Lead
Collaboration	SR6	Concept masterplan does not complement other regeneration schemes / programmes.	Working in isolation without consultation and input from other regeneration projects and HCC.	There is either duplication or gaps in land uses. The concept masterplan does not allow for a joined up transport scheme and inability to maximise benefits across the city.	Unlikely	Major	Medium	Regen Board with Hampshire County Council has been set up to monitor all major regeneration projects within the area. HCC representation on project team and reference group to provide information and strategic oversight of transport, connectivity and land use work streams. Regen Director to co-ordinate all WCC projects to ensure the developing schemes complement one another.		Highly Unlikely	Major	Medium	Regen Director
Stakeholder Management	SR7	Exposure to challenge.	Any deviation from following the correct procedures during every project stage.	Project delayed or unable to be progressed.	Likely	Major	High	The team is working with legal, planning and procurement colleagues to ensure adherence to the correct process at every project stage. We are implementing the stakeholder communication and engagement strategy to bring residents and stakeholders on the journey with us.	Seek external legal advice as required.	Highly Unlikely	Major	Medium	Project Lead
Stakeholder Management	SR8	There is a mismatch of expectations versus constraints	Unable to agree the parameters of development with Members, e.g. land uses.	Unable to progress or a delay to the project. Delay or non-achievement of benefits.	Likely	Major	High	Portfolio members are on Station Approach Board. Ensure that Ward and district members are regularly updated via all-member briefings, Parish Connect and the DSU. Ward member and cross-party representation is included in the Reference Group. Balancing constraints with viability is being considered throughout and fed back to members as appropriate.		Unlikely	Major	Medium	Project Lead
Stakeholder Management	SR9	Lack of buy-in from stakeholders	Mismatch occurs between aspirations of stakeholders and what is achievable. Mismatch between market demand and stakeholder aspirations.	Potential for opposition resulting in project being delayed or not being supported.	Likely	Major	High	We are implementing our Communications and Engagement Strategy ensuring step by step opportunities for stakeholder engagement and co-creation. Ensure market demand analysis is up to date and evidenced.		Unlikely	Major	Medium	Project Lead
Comms and Engagement	SR10	Reputation	The council builds expectation and is then unable to deliver	Damage to council standing in community and lack of trust	Likely	Major	High	Provide information and feedback in a timely manner and be transparent about project constraints early in the conversation. Ensure that engagement with residents and stakeholders continue so they are kept informed at all stages.	Continue to manage the project on a step by step basis, seeking approval at each gateway before progressing to the next stage.	Unlikely	Major	Medium	Regen Director
Policy	SR11	Change of statutory Legislation	Change of statutory Legislation	Progress on the project is delayed or prevented or the project has to take a different approach.	Unlikely	Major	Medium	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.	Project team to make sure the project is aligned with the emerging local plan and to get early sight of any proposed changes that might impact the project.	Unlikely	Major	Medium	Project Sponsor
Resources	SR12	Lack of Council resources	Insufficient council resource to continue through to future project stages.	Progress on the project is delayed or prevented or the project has to take a different approach.	Likely	Major	High	CR001 in the Council's Corporate Risk Register identifies this risk and mitigation actions the council will take. The project will implement agreed actions should this risk be triggered.	A range of delivery options will be explored which will include enabling external funding resources to be applied to the project.	Unlikely	Major	Medium	Project Sponsor