

ANNEX D - DRAFT RISK REGISTER (PROGRAMME LEVEL)

ID	Risk	Date Identified	Risk Owner	Original Likelihood	Original Impact	Impact	Original Risk Score	Mitigation	Residual Likelihood	Residual Impact	Residual Risk Score
1	Key stakeholders fail to buy-in to the development and/or delivery of the strategy	01/04/2026	MR	4	4	Unable to deliver effectively or set appropriate priorities	16	Continual s/holder engagement; develop clear narrative on purpose and benefit of the programme; secure advocates for the work	3	4	12
2	Gap between expectations and resources to deliver agreed priorities	01/05/2026	MR/DT	4	3	Reputational damage and lack of engagement	12	Manage expectations; early preparation of cases and being 'bid ready'; avoid over-reliance on WODC	3	3	9
3	Failure to agree governance and/or representation within new partnership structures	01/05/2026	MR	4	4	Delays and inability to gain wider ownership of priorities	16	Use trusted brokers; be tactical where needed; use sub-groups to widen participation	4	3	12
4	Lack of clarity in respective scope of strategy and Local Plan policies	01/05/2026	MR/CH	3	3	Confusion and duplication	9	Continue close working with planning, OCC etc; use LP objectives to ensure alignment	2	2	4
5	Developer proposals fail to provide appropriate infrastructure within a collaborative approach	01/05/2026	MR/CH	5	4	Uncoordinated and piecemeal approach to growth sites; inability to maximise benefits of growth for community	20	Set out early stall on expectations; invest in resource to drive collaboration; pitch commercial upside	3	4	12
6	Failure to attract investment (public and/or private) into the town for the required regeneration and improved offer	01/05/2026	MR/SS	4	4	Area continues to fall short of potential	16	Develop strong prospectus; demonstrate early wins; foster and use network of champions	4	4	16
7	Inadequate programme management resources leading to loss of capacity and momentum	01/06/2026	DT/HR	4	3	Slower progress and potential reputational damage	12	Develop options for programme resources; seek early decision	3	3	9