

# Appendix 2

## Appendix 2 - Risk Register - HRA Development - Cabinet Report 9th September 2020

Ref	Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
								I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
1	Unable to agree acceptable agreement terms for developments; acquisitions; or land	Not entering into expected agreements	Threat	Unable to secure agreement on acceptable terms	Council does not pursue one or more schemes further	01/07/20	Stephen Clarke	3	3	3	3	1	1		Ensuring that negotiations are conducted promptly, with due diligence, and within an agreed framework. Risks here mitigated by already having agreed valuations and head of terms of agreement for the two sites from Oxfordshire County Council, and also running multiple schemes and options for spend simultaneously for the unallocated sites	Ongoing	Ongoing	60	Dave Scholes
2	Insufficient opportunities to spend these funds as intended	Insufficient housing market or development activity to enable suitable investments to be made that achieve value for money	Threat	Market slow-down (development and sales) and difficulties of developing in Oxford (inc high land and build costs)	Council does not pursue these initiatives further and may need to further revise the HRA Business Plan and capital budgets	01/07/20	Stephen Clarke	3	4	3	3	2	2		Ensuring that all work streams continue to be progressed at pace, and that any negotiations are conducted promptly, with due diligence, and within an agreed framework. That having agreed funding envelopes also assist in the Council being able to rapidly exploit opportunities to deliver more affordable homes without delay - that could result in the Council missing the opportunity	Ongoing	Ongoing	30	Dave Scholes
3	Developments become unviable; stall; or do not proceed in accordance with expected delivery milestones	Delivery risk that schemes do not progress as expected	Threat	That the outcome expected from the contractual arrangement is not delivered within acceptable tolerances on quality, time or budget, including that the scheme is unable to secure planning consent	That more detailed feasibility, design, specification and/or 'bringing the site to market' increases costs or other barriers to development. That the Council may need to enforce contracts terms or exit any agreement by consent. If the development stalls during construction, then the Council may elect to intervene.	01/07/20	Stephen Clarke	3	2	3	2	1	1		That the Council undertakes due diligence and ensures that the contractual agreement offers the Council the necessary controls and exit arrangements required. That the viability assessment is rigorously tested. That off-site manufacture methods are considered to reduce site risks. Effective project and programme management arrangements to manage delivery outcomes.	Ongoing	Ongoing	30	Dave Scholes
4	National policy/guidance changes that impact on the ability of the HRA to undertake development activity/investment in new homes	That unforeseen national policy or structural changes impact on the HRA business plan and expected priorities for delivery	Threat	A shift of policy direction for the delivery on affordable rented homes at a national level	Council does not pursue one or more schemes further	01/07/20	Stephen Clarke	3	3	3	3	1	1		That the Council maintains a good watching brief on any expected changes and engages appropriately with bodies such as the LGA and ARCH.	Ongoing	Ongoing	30	Dave Scholes

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