

## Delivery of Affordable Housing - Cabinet Report - March 2026

### Appendix 2 - High Level Risk Register - Harebell Road

**Scoring methodology:** Likelihood (L) and Impact (I) are scored **1-5**. **Inherent score = L × I** before controls. **Residual score** reflects the position after mitigations.

**RAG thresholds:** Green 1–5; Amber 6–10; Red 11–25.

ID	Risk	Cause / Context	Consequence	L	I	Inherent Score / RAG	Key mitigations & controls	Residual L	Residual I	Residual Score / RAG	Target / Trigger
R1	Failure to meet BLRF “Start on Site” by March 2027	Challenging programme; planning and procurement must complete to reach BLRF milestone	Grant clawback and reputational impact; delay to affordable homes delivery	3	5	15 / Red	Maintain critical path; parallel procurement prep during determination; regular OPE/LGA reporting; contingency float to Feb–Mar 2027; early contractor engagement	2	4	8 / Amber	BLRF backstop Mar 2027
GF	Planning consent risk / reduced capacity	LPA pre-app feedback limits site to 3 units	Refusal / redesign; programme delay; cost increase	3	4	12 / Red	Proceed on 3x1b2p preferred option; submit robust planning pack	2	4	8 / Amber	Pre-App 2 and planning submission
R3	Appropriation delays (GF to planning purpose; later GF to HRA)	Statutory steps, consultation/objections, scheduling Full Council	Programme impact; legal challenge risk if sequencing is wrong	2	4	8 / Amber	Commence appropriation for planning purpose pre-submission; prepare Full Council report for GF to HRA post consent; publish notices; maintain counsel review	2	3	6 / Amber	Cabinet/Full Council cycles
R4	Access / easements - central footpath to rear gardens	Existing easement for 4, 6, 8 and 10 Clematis Place must be retained	Layout constraints; re-design and cost	2	4	8 / Amber	Design to retain path; secure construction phase management plan; consult affected residents; legal confirm easement wording	2	3	6 / Amber	RIBA Stages 2–3
R5	Utilities conflicts (SSEN substation proximity / unknown services)	Former party wall with SSEN; possible constraints/wayleaves; diversions	Redesign; cost/time overrun; H&S interface risks	3	3	9 / Amber	Early utilities mapping, GPR & service clearance; confirm SSEN requirements; protect zones in design; programme any diversions early	2	3	6 / Amber	Pre-RIBA 3 design freeze

R6	<b>Construction market interest / price volatility on a small scheme</b>	Limited appetite for 3 units; tender risk pricing	Budget pressure; procurement delay	3	4	<b>12 / Red</b>	Soft market testing; use appropriate lot/framework; maintain contingency	2	4	<b>8 / Amber</b>	Pre-tender
R7	<b>Budget / HRA affordability risk</b>	Inflation; design development; sustainability standards	Re-scope; funding gap	3	4	<b>12 / Red</b>	Live cost plan; independent benchmarking; value engineering gateways; retain client contingency; confirm funding sources	2	4	<b>8 / Amber</b>	Each gateway
R8	<b>Procurement compliance (Procurement Act 2023) &amp; challenge</b>	Process/ advertising	Legal challenge; delay; reputational harm	2	4	<b>8 / Amber</b>	Route-to-market plan; legal review of documents; transparency and audit trail; conflict-of-interest controls	1	4	<b>4 / Green</b>	ITT issue/award points
R9	<b>Survey gaps / design liability</b>	Outstanding letters of reliance; evolving topo/ utility info	Liability gaps; redesign; claims risk	3	3	<b>9 / Amber</b>	Close out reliance letters; define novation and collateral warranties; document control; change control process	2	3	<b>6 / Amber</b>	Prior to contract
5010	<b>Stakeholder / neighbour objections</b>	Perceived impacts (trees, amenity, access); high local sensitivity	Objections; extended determinations	2	3	<b>6 / Amber</b>	Targeted engagement; clear narrative on social rent need; retain access path; manage construction impacts	2	2	<b>4 / Green</b>	Pre-submission
R11	<b>Health &amp; Safety / site security pre-start</b>	Vacant, hoarded site; adjacent substation; public realm interface	Incident; enforcement action	2	5	<b>10 / Amber</b>	Maintain hoarding & inspections; CDM roles appointed; pre-construction information pack; utilities exclusion zones	1	5	<b>5 / Green</b>	Ongoing
R12	<b>Programme governance and internal approvals</b>	Cabinet approvals; Legal/Finance sign-offs; report cycles	Slippage into BLRF window	2	4	<b>8 / Amber</b>	Forward plan for Cabinet & Full Council; draft reports early; escalation route agreed	2	3	<b>6 / Amber</b>	Each decision point