

Appendix 2: High-Level Risk Register (Summary) – Redbridge Paddock Affordable Housing Scheme

Risk Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation / Controls
571 1. Planning	<p>Delays or challenges to the planning process.</p> <p>A key issue relates to the approach to parking, which has yet to be agreed. Delays could prevent or slow delivery of the scheme.</p> <p>Site allocation seeks the provision of residential moorings and associated facilities on the site.</p>	High	High	High	<ul style="list-style-type: none"> • Development of a clear Planning Strategy; Delivery approach & communication plan. • Ongoing discussions with planning & ODRP and a pre-app with highways. • Consideration of issues and risks possible from the Environment Agency (as a statutory consultee) • Transparent consultation process.
2. Ground Conditions	<p>There are multiple risks to the viability and deliverability of the project due to the history of the site – including re-routed historic waterways and former use as a landfill site.</p>	Medium-High	Medium-High	Medium-High	<ul style="list-style-type: none"> • Adequate survey period allowed within current programme. • Hill engaging contractors on decontamination options. • Coordination with Homes England on bid for remediation works. • Careful preparation of drainage strategy
3. Programme Delay	<p>Planning determination (outline and RMA), or procurement delays could push construction commencement beyond planned dates, impacting OHCL and HRA business plans and possibly grant funding opportunities.</p>	Medium	High	High	<ul style="list-style-type: none"> • Maintain robust programme governance with OCHL. • Secure funding early for remediation and enabling works. • Resolve critical path dependencies (parking – moorings – self-build/ custom housing) at earliest opportunity.

4. Financial Viability	Rising construction costs, abnormal ground conditions, or inflationary pressures could threaten scheme viability against OCHL and HRA parameters	Medium- High	High	High	<ul style="list-style-type: none"> • Undertake updated cost plan reviews at each gateway. • Conduct value engineering through design phases. • Explore grant funding, market sale and shared ownership revenue optimisation, and phasing.
5. Procurement & Contracting Risk	Risk of non-compliance with the Procurement Act 2023 or issues in structuring the Development Agreement, leading to legal challenge or financial exposure.	Low-Medium	High	Medium-High	<ul style="list-style-type: none"> • Early legal review of procurement route. • Follow Council Contract Rules and maintain audit trail. • Use standard forms of contract with appropriate risk allocation.
6. Cohousing	Planning requirement to provide 5% of site area developed for residential for self-build/ custom homes. This will require careful coordination.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Ongoing liaison with Oxfordshire Cohousing. • Site strategy to be developed.
7. Ecology	Ecological significance of site currently unknown. Protection/mitigation measures may be required which could impact on the scheme, programme and viability. Riverbank ecology will be important.	Medium-High	Medium-High	Medium-High	<ul style="list-style-type: none"> • OXP to update on current BNG position, mitigation options and next steps, including any legal advice on land management.
8. Views	Heights and massing will largely be dictated by the impact to views. Possible viability issues if massing is significantly impacted.	Low-Medium	Medium	Medium	<ul style="list-style-type: none"> • Design team to continue to engage with officers and demonstrate that proposed heights and massing are appropriate through architectural treatment and design.

9. Legal Challenge	Objection or challenge – including on planning decisions could delay the project.	Low	High	Medium	<ul style="list-style-type: none"> • Ensure any statutory notices and consultations are properly executed. • Maintain strong evidence base of need for housing
10. Delivery Capacity & Resourcing	Insufficient internal or consultant capacity across project management, planning, legal, assets or design disciplines could delay the scheme.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Agree clear roles • Retain multidisciplinary design team support. • Maintain programme-based resource planning.
11. Statutory Services infrastructure	Insufficient electrical capacity (from SSEN) to sufficiently serve the site (and all electric spec); lack of sufficient capacity in the water or waste networks to meet programme delivery.	Low-Medium	High	Medium-High	<ul style="list-style-type: none"> • Planning and strategic electrical advisers engaged to work on these issues early • Constant review of this risk through all project stages

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