

## Appendix 2: High-Level Risk Register (Summary) – Sandy Lane Recreation Ground Affordable Housing Scheme

Risk Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation / Controls
<b>1. Planning &amp; Appropriation</b>	Delays or challenge to the land appropriation process (GF to planning purpose and then to the HRA) could prevent or slow delivery of the scheme.	Medium	High	High	<ul style="list-style-type: none"> <li>• Early legal engagement to confirm statutory compliance under LGA 1972 and Housing Act 1985/ HPA 2016</li> <li>• Transparent consultation process.</li> <li>• Ensure reprovion of pitches is fully aligned with planning requirements prior to appropriation.</li> </ul>
<b>2. Pitches Reprovision &amp; Sport England Compliance</b>	Failure to deliver Sports England compliant reprovion of football pitches at Herschel Crescent and additional off-site provision prior to development could lead to objection from Sport England and delay planning approval.	Medium	High	High	<ul style="list-style-type: none"> <li>• Complete detailed design, costings and delivery programme for Herschel Crescent ahead of outline submission</li> <li>• Maintain active engagement with Sport England, Greater Leys FC, and ward members.</li> <li>• Secure funding and procurement route for pavilion and pitch works</li> </ul>
<b>3. Programme Delay</b>	Planning determination (outline and RM), pitch reprovion, or procurement delays could push construction commencement beyond planned dates, impacting HRA business plan and Homes England funding opportunities.	Medium	High	High	<ul style="list-style-type: none"> <li>• Maintain robust programme governance with OCHL.</li> <li>• Secure Homes England programme alignment early.</li> <li>• Resolve critical path dependencies (pitches-appropriation -outline) at earliest opportunity.</li> </ul>
<b>4. Financial Viability</b>	Rising construction costs, abnormal ground conditions, or inflationary pressures could threaten scheme viability against HRA parameters	Medium	High	High	<ul style="list-style-type: none"> <li>• Undertake updated cost plan reviews at each gateway.</li> <li>• Conduct value engineering through design phases.</li> <li>• Explore grant funding, shared ownership revenue optimisation, and phasing.</li> </ul>
<b>5. Procurement &amp; Contracting Risk</b>	Risk of non-compliance with the Procurement Act 2023 or issues in structuring the Development Services Agreement, leading to legal challenge or financial exposure.	Low–Medium	High	Medium–High	<ul style="list-style-type: none"> <li>• Early legal review of procurement route and DSA.</li> <li>• Follow Council Contract Rules and maintain audit trail.</li> <li>• Use standard forms of contract with appropriate risk allocation.</li> </ul>
<b>6. Community Opposition</b>	Concerns regarding loss of open space, relocation of pitches, traffic, or	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Deliver clear and open communications on benefits (100% affordable, new open space, biodiversity gains).</li> </ul>

	design intensification could lead to opposition that influences planning outcomes or reputational risk.				<ul style="list-style-type: none"> <li>Engage proactively with residents, clubs, parish councils.</li> <li>Use pre-app and DRP feedback to support planning case.</li> </ul>
<b>7. Environmental &amp; Technical Constraints</b>	Surface water flood risk, noise from nearby transport corridors, ecological sensitivities, or ground contamination may require additional mitigation, increasing cost or complexity.	Medium	Medium–High	Medium–High	<ul style="list-style-type: none"> <li>Commission detailed surveys (flood modelling, acoustic, ecology, geotechnical).</li> <li>Integrate SUDs, buffers, biodiversity net gain and acoustic design early.</li> <li>Engage with the Local Highway Authority and transport consultant to confirm access requirements, assess impacts on nearby transport corridors, and identify any necessary mitigation.</li> </ul>
<b>8. Strategic Dependency – Cowley Branch Line Station</b>	Delay or change in the delivery of the new station could undermine assumptions around connectivity and sustainability, affecting planning or design assumptions.	Low–Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Scenario-plan design to ensure scheme viability regardless of station delivery.</li> <li>Maintain liaison with Network Rail and planning policy colleagues.</li> </ul>
<b>9. Legal Challenge</b>	Objection or challenge related to open space disposal, appropriation, or planning decisions could delay the project.	Low	High	Medium	<ul style="list-style-type: none"> <li>Ensure all statutory notices and consultations are properly executed.</li> <li>Maintain strong evidence base of need for housing and pitch reprovision.</li> </ul>
<b>10. Delivery Capacity &amp; Resourcing</b>	Insufficient internal or consultant capacity across project management, planning, legal, or design disciplines could delay the scheme.	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Agree clear roles in the Development Services Agreement.</li> <li>Retain multidisciplinary design team support.</li> <li>Maintain programme-based resource planning.</li> </ul>
<b>11. Statutory Services Infrastructure</b>	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"> <li>Carry out Utilities Mapping and coordination to constantly identify risks through all project stages</li> <li>Maintain regular engagement with SSEN to confirm capacity, identify constraints early, and manage any upgrade requirements.</li> <li>Engage early with Thames Water to confirm water supply and drainage capacity and secure timely approvals for connections/diversions.</li> </ul>