

Strategic Risk Register



Theme: Council Housebuilding Programme

Strategic Aim: To establish strategic risk to programme delivery and inform project/tranche specific risk assessment/mitigation

Updated: August 2022

Risk References:

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s			
1	Due Diligence	Feasibility Report of Title to include: 1. Land Ownership (HRA / GF) 2. Covenant Rights of Way 3. Utility Asset Search 4. Ground Investigation 5. Topographical 6. Arboricultural 7. Ecology 8. Acoustic 9. UXO 10. Flood Risk	1. Land not owned by HDC 2. Appropriation between GF and HRA 3. Alteration of design / location of buildings or deviation of Right of Way 4. Location of major underground/overground services 5. Contaminated soil 6. Cost implication on severe level changes of a site 7. TPO's / endangered species / Conservation Area 8. Endangered species / habitat disruption 9. Traffic/road/industrial noise pollution 10. Unexploded ordnance 11. Additional costs for drainage / design changes required					Ensure that the report on title is carried out to include all the points listed in 1-10 under Risk. On return of the reports for ground investigation, topographical, arboricultural, ecology, acoustic and any other reports that might be site specific, any issues are relayed to the Delivery Board for discussion.		Programme Manager			
		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity	
				2	2	4	Low			2	2	4	Low
6	Due Diligence	Survey errors and/or legal searches do not	Programme Timeframes detrimentally affected.					All surveys and searches have been complete in		James Gardner -			
		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity	
				1	4	4	Low			1	2	2	Low
2	Viability	1. Scheme is financially unviable 2. Funding Route (HE Grant, RTB) unavailable	1. Scheme does not fall within financial parameters forcing a redesign, change of use or to be aborted 2. HE grant claim rejected or reduced or insufficient RTB funds for scheme to be delivered					Financial outcomes to be discussed and agreed by Programme and Delivery Boards to discuss reducing costs or unit numbers and alternative tenure options and most appropriate funding mechanism.		Programme Manager			
		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity	
				2	4	8	Low			2	4	8	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s
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3	Procurement	1. Tender return costs above estimates 2. Lack of tender returns / quality 3. Tender return analysis raises concerns	1. Redesign of the scheme and/or reducing the number of units or aborting the scheme 2. Retender causing delays in scheme delivery 3. Outcome to be raised at Delivery Board		Finding the most appropriate procurement route using the expertise and knowledge of the Employer's Agent.		Programme Manager
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				4	1	4	Low			4	1	4	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
4	Resources	Staff leave the Council	Less resources to carry out work to deliver housebuilding schemes		Ensure continued professional development/training to enhance knowledge and morale of staff. Ensure that information relating to schemes is saved on the filing system and that the PMO is		Director Assistant Director PMO supervisor

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				3	2	6	Low			2	2	4	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
5	Resources	Because of project team member absence, scheduled activities are not completed on time, leading to missed deadlines.	Missed deadlines, delays to programme		Set clear expectations, connect at regular intervals, provide coaching. Evaluate team efficiency and consider hiring more staff.		Director Assistant Director

Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity	
				3	3	9	Medium			2	2	4	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
6	Resources	Increased workload creates conflict with team goals	Missed deadlines, delays to programme		Regular Programme and Delivery Board meetings, to review workload and resource requirements. AD to raise resource concerns with Director/SMB as soon as possible to review programme and determine how best resources can be implemented to achieve timescales and actions.		Director Assistant Director

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				3	5	15	Medium			3	3	9	Medium

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s						
7	External Environment	Risk of failing to deliver the range of housing to meet Harlow's need via the Local Plan Increased costs of materials and labour due to external issues such as cost of living crisis and rising inflation impacting on material costs, transport costs.	Demand for social housing continues to grow with people joining the Housing Needs Register. Cost of materials results in greater spend on the budget.		Continue to look at options of purchasing sites, which can be supplemented to the Council's Housebuilding programme. Ensure an increased contingency sum is built into budgets, to reflect the risk of rising cost of materials.		Assistant Director Programme Manager & Project Managers						
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5) 3	Impact (1-5) 3	Severity 9	Medium	Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5) 3	Impact (1-5) 2	Severity 6	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s						
8	External Environment	Scheme overrun due to contractor lack of performance	Delays to scheme completions and delivery of housebuilding programme		Ensure regular scheduled progress meetings take place. Ensure progress and performance is monitored on site . Contractor performance issues will be dealt with through the contract. On site scheme monitoring will take place and any emerging concerns will be addressed on site.		Project Managers						
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5) 2	Impact (1-5) 2	Severity 4	Low	Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5) 2	Impact (1-5) 2	Severity 4	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s						
9	External Environment	Change of political administration of Harlow Council	Project withdrawn. Support of the administration for the existing programme is withdrawn resulting in delays to programme, whilst schemes are redesigned or sites reviewed.				Assistant Director Project Manager Project Support Officers / PMO Supervisor Communications Team						
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5) 3	Impact (1-5) 2	Severity 6	Low	Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5) 2	Impact (1-5) 2	Severity 4	Low

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
10	Communications	Negative press and public support impacting delivery of the scheme	Delays to scheme completion and delivery of the Housebuilding programme. Resources required to respond to complaints and enquiries impacting on Regeneration Team's ability to manage programme.		Good engagement with public and press prior to delivery stage of schemes to encourage support. Good press releases and updates issued by Communications Team throughout the project.		Assistant Director Project Manager Project Support Officers / PMO Supervisor Communications Team

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Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
11	Communications	Lack of communication causing confusion and negativity	Confusion around tasks and deadlines resulting in delays to programme. Mixed messaging with stakeholders and public could lead to reputational damage of the Council.		Clear audit processes in place to show design trail, concerns raised and options/viability reviewed. Approved checklist logged on file, showing Director of Service, Portfolio Holder and Cabinet approvals.		Assistant Director Project Manager Project Support Officers / PMO Supervisor

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Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
12	Commercial & Financial	Significant overspends due to increasing cost of materials and / or labour, increased borrowing costs	Realignment of the whole capital programme		Ensure regular budget monitoring takes place and any significant variances are identified and reported in a timely manner. Have approved contingency budget if required.		Project Managers

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Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
13	Commercial & Financial	Change in political control	Scheme does not fall within political priorities forcing a redesign, change of use or to be aborted		Members are made aware of consequences before any decision to redesign, change of use or to be aborted are taken		Director

Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5) 3	Impact (1-5) 3	Severity 9	Medium	Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5) 2	Impact (1-5) 2	Severity 4	Low
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Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
14	Commercial & Financial	Deadline not met to claim / spend third party external funding contributions	Realignment of the whole capital programme		Ensure project timetable is closely monitored		Project Managers

Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur	Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur	Likelihood (1-5) 3	Impact (1-5) 3	Severity 9	Medium	Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur	Likelihood (1-5) 2	Impact (1-5) 2	Severity 4	Low
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3 - Average likelihood of occurrence
4 - Likely to Occur
5 - Extremely Likely to Occur

3 - Average likelihood of occurrence
4 - Likely to Occur
5 - Extremely Likely to Occur

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4 - Likely to Occur
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5 - Extremely Likely to Occur

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s				
15	Commercial & Financial	Slippage / reduction in capital receipts actuals vs estimates	Realignment of the whole capital programme					Regular reporting of expenditure and associated funding streams		Project Manmagers / Accountancy				
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		
				3	3	9	Medium			2	2	4	Low	

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s				
16	Commercial & Financial	Ongoing impact of Covid-19 on capital project's timing and costs	Uncertainty for delivery of programme					Regular monitoring		Delivery Board				
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		
				3	3	9	Medium			3	3	9	Medium	

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s				
17	Commercial & Financial	Poor capital scheme forecasting	Realignment of the capital programme and higher revenue impact					Regular monitoring		Delivery board				
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		
				3	3	9	Medium			3	3	9	Medium	

Ref	Risk Category	Risk	Consequence	Current Risk Rating				Mitigation Controls	Target Risk Rating	Responsible Officer/s				
18	Commercial & Financial	Insufficient rent levels set for new builds	Impact on affordability of future years HRA					Ensure new builds rents are set at an appropriate level		Housing Managers				
Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur		Likelihood (1-5)	Impact (1-5)	Severity		Target Likelihood Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Target Impact Rating 1 - Remote Likelihood to Occur 2 - Unlikely to Occur 3 - Average likelihood of occurrence 4 - Likely to Occur 5 - Extremely Likely to Occur	Likelihood (1-5)	Impact (1-5)	Severity		
				2	2	4	Low			2	2	4	Low	