

Stakeholder	Stake in project	Potential impact on project	What does the project expect from the stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsible
Councillors	Link with local residents	High	Consultation with community and support for project	Objections from local residents	Provide information and keep informed. Ensure Members are fully briefed on relevant matters	Client officers and project manager
Local residents, children & stakeholders	End users and adjoining neighbours	Medium High	Contribution to the design during consultation. Understanding during construction works.	Fear of anti-social behaviour. May object to disturbance of works operations.	Careful design and prompt reaction to limit concerns or site issues. React Promptly and effectively to concerns or site issues.	Client officers and project manager and local councillors
Project officer team	Design, delivery and responsibility for project	High	Design to meet the requirements. Expertise in delivery. Project management. Long term management	Unforeseen delays Unforeseen costs	Co-ordinate design team and contractor	Client officers and project manager
Contractors	Construction work	Medium	Works to be completed to the client brief and delivered on time and in budget.	Sub-standard work	The primary and specialist contractors will be closely monitored and obligated contractually.	Project manager and quantity surveyor

Appendix 5 - Delivering Housing Growth – Risk Register

Risk	Probability	Impact	Mitigation Strategy	Resource Implications	Current Position
Failure to secure planning permission (Montgomery Street)	Low	High	Pre-application process complete. All necessary surveys undertaken. Local Ward Member support for scheme.	Liaison with Planning Management Employers Agent time/fees	Planning Application submitted.
Delays to demolition of Osborne Tower (Gladstone Street) and Sapphire Tower (Park Lane)	Medium	High	Ensure demolition contracts in place ASAP. Ensure all appropriate service issues addressed.	Acivico to manage demolition programme.	Sapphire Tower is already half demolished and new services issues addressed ahead of demolition. Priority management of last remaining tenant in Osborne Tower. Demolition contract to be issued ASAP.
Unknown site impediments (all schemes)	Medium	High	Site Investigations undertaken. Risk assigned to contractor rather than BCC.	Employers Agent to issue specific clauses in contract and assess likely risk and suggest appropriate provisional sums.	Legal Services to ensure robust contractual conditions.

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Delays to construction programme	Low	High	<p>Contract Management of the building contract both financial monitoring and site progress</p> <p>Site investigation reports passed to contractors.</p> <p>Robust project management arrangements with EA's BMHT and Contractor.</p>	Contained within programme budgets	Contractors on the 4 re-tendered sites have delivered previous elements of the BMHT programme and have extensive previous experience including the typologies being constructed and similar site constraints on previous schemes. They are aware of the stringent monitoring and have worked with this previously
Procurement challenge by unsuccessful tenderers	Low	Low	Ability to effectively dismiss any claims or challenge	Legal Services/CPS/Client	Robust procurement process and evaluation undertaken led by Corporate Procurement Services with client

					involvement with professional advice from the Employers Agents and legal advice where appropriate.
Risk	Probability	Impact	Mitigation Strategy	Resource Implications	Current Position
Escalation in costs of construction resulting in fewer homes provided	Medium	High	Fixed cost design and build contract adopted	Financial model affected increased costs and/or reduced rental income	Contract award is on basis of fixed price without qualifications. Removal of clarifications to tenders as part of evaluation process
Contractor insolvency during construction	Low	High	Capacity checks have been completed. Schemes will all have NHBC (or equivalent) cover	Parent Company Guarantee's (PCG) or Performance Bond's (PB) required as part of BMHT procurement and tender award.	Up to date checks are mandatory before building contracts are signed.

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Sub-contractor or supply chain insolvency during construction	Low	High	Well established supply chain is in place	Programme and cost liability transferred to contractors	Appropriate control mechanisms will be put in place including PCGs and PBs and NHBC cover. Most contactors are now pro-actively re-enforcing their links with their established sub-contractors
Challenges regarding loss of amenity land	Medium	Medium	Appropriate adverts are completed timely. Process agreed and enshrined within planning permissions.	Legal Services	Offsite contributions already agreed where appropriate. New communal garden to replace amenity land agree at White Farm Road.