

APPENDIX 4: RISK MANAGEMENT

The top risks identified for the Wood Green development include:

Item	Risk	Impact	Severity	Likelihood	Management Strategy
1	<p>CPO and Land Assembly</p> <p>Council unable to fully acquire third party interests by private treaty or CPO, and therefore cannot fully assemble the land</p>	<p>Delays the project and/or increases the costs of completing the CPO and private treaty; some contracts may be set aside</p> <p>Pre-commencement costs invested by the JV at risk prior to land draw down</p> <p>In worst case, the JV is unable to redevelop some or all of the site, reducing overall benefits to residents and the Authority</p>	H	H	<p>HDV and the Authority will agree robust decant strategy, and clear private treaty and CPO strategy</p> <p>Agree targeted decant strategy for reprovision of the library and council offices that supports the demolition and phasing strategy</p> <p>Develop unit-by-unit leaseholder engagement plan to ensure all leaseholder needs and issues are addressed, within the overall objectives of the CPO and private treaty</p> <p>Ensure engagement plans fully consider needs, requirements and programme</p>
2	<p>Residents, Community and Stakeholders</p> <p>Scheme does not meet community nor stakeholder's expectations, and/or causes significant disruption to residents' lives</p>	<p>Community disenchantment with the proposed scheme design results in adverse publicity for the project and HDV</p> <p>Project is potentially delayed as community and stakeholder expectations are re-worked into the scheme</p> <p>Project phasing, demolition and construction works may materially impact the day-to-day lives of residents and neighbours with commensurate reputational impact on the Authority and HDV</p>	H	H	<p>Early and active stakeholder mapping, supported by dedicated stakeholder engagement team (as detailed in the Stakeholder Engagement Strategy) to specifically understand and address resident and community expectations</p> <p>Detailed early discussion with the Authority to ensure the HDV seamlessly picks up the existing community and stakeholder engagement undertaken by the Authority</p> <p>Ensure day-to-day resident and community needs remain at the forefront when designing the detailed phasing and delivery plan for the scheme</p> <p>Ensure site permeability, where possible, to allow residents to access their existing social, community and leisure uses, and walking and transit routes</p> <p>Apply best practice lessons learned from other regeneration schemes</p> <p>Maintain ongoing review of any pertinent political and/or statutory changes which may affect the scheme</p>
3	<p>Safety, Health and Wellbeing</p> <p>On- and off-site logistics, noise, dust, emissions and disruption</p>	<p>Increased disruption and nuisance to the local residents, retailers and businesses and community through increased vehicle movements, noise, dust and emissions associated with construction activity in close proximity to residents</p>	H	H	<p>Ensure Phasing and Delivery plans fully consider the impact of scheme delivery on residents and neighbours</p> <p>Apply the HDV Health and wellbeing Requirements and Incident & Injury Free protocols</p> <p>Implement a dedicated construction management plan, including best practise approach to elimination/mitigation of noise, dust and emissions.</p> <p>All Main Contractors to sign up to Considerate Contractors Scheme and achieve "Performance Beyond Compliance"</p>

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3			H	H	<p>Implement security protocols to maintain effective site security.</p> <p>Logistics plan to ensure site is safely accessible by construction traffic with appropriate segregation from wider vehicle, cycle and foot traffic at site entrances.</p> <p>Vehicle waiting areas to be agreed with the Council (and TfL if appropriate)</p>
4	<p>Market Risk –</p> <p>Slowdown of London housing market impacting sales pricing or absorption and/or cost inflation exceeding revenue inflation</p>	<p>A slowdown in London and/or local housing market would impact sales prices and absorption rates, impacting JV financial returns</p> <p>Reduced sales rates slow the progress of the overall scheme</p> <p>Increased costs result in reduction in commercial return for the JV</p> <p>Overall scheme viability impacted and would affect Authority land value for later phases</p>	H	H	<p>Sales approach, including phased delivery, will ensure the scheme can cope with market cycles during delivery, whilst ensuring the HDV meets its affordable and social infrastructure obligations</p> <p>Pre-sales hurdle target to be appropriate to market conditions, to ensure surety of delivery and mitigate cost at risk exposure</p> <p>Agree business plan that allows for market price movements</p> <p>Enable flexibility in design to enable the HDV to respond to market conditions (for example PRS versus open market homes)</p> <p>Thoroughly market test non-residential uses through agent advice and seek relevant end users at an early stage (e.g. RCA for culture)</p> <p>PRS model to accelerate place making</p>
5	<p>Planning Consent</p> <p>Planning subject to Judicial Review and/or GLA review or Restrictions placed on sites relating to tall buildings</p>	<p>Planning Consent is not granted, or objections are raised via a Judicial Review, and/or the scheme is called-in by the Greater London Authority</p> <p>Onerous conditions are attached to the consented scheme</p> <p>Any delay in granting consent will significantly delay the overall scheme and/or require an amendment to planning consent</p> <p>Tall buildings are not approved resulting in a decreased number of residential units on each scheme</p>	H	M	<p>Implement financial controls and Compass system to ensure robust governance system in place</p> <p>Implement live cost planning tools and monitoring – ensure there is a value management tool in place</p> <p>Use a mix of external and internal data to ensure cost forecasting and market condition monitoring are in place</p> <p>Implement procurement strategy that allows best value contractors to be selected</p> <p>Target minimum level of pre-sales and secure significant % cost coverage prior to start of Request Council, as the planning authority, undertake a legal review of the draft consent and officers report prior to granting consent or submission</p> <p>HDV legal advisors to undertake review of draft consent and officers report prior to planning submission</p> <p>Ensure the HDV proactively engages the GLA prior to planning submission</p> <p>Ensure any conditions are attached to individual sites rather than the masterplan</p>