

Active Risks

Type of control proposed :
 Prev = Prevention
 Red = Reduction
 Tran = Transference
 Acc = Acceptance
 Cont = Contingency

Ref. No. / R /	Description	Nature of the Risk (Y/N)						Cause (Hazard)	Potential Consequence	Proximity	Likelihood 1-10	Impact 1-10	Risk Rating	Control measure(s)		Likelihood 1-10	Impact 1-10	Risk Rating	Last Update	Comment/Status	
		Health+safety	Service delivery	Staffing+culture	Legal+regulatory	Reputational	Financial							External/economic	Type						Owned by
ECLC14	Archaeological findings cause additional cost and delay to project	Y					Y	Human remains on site require sensitive removal.	Increased cost and time in preparing cleared site for construction and impact on overall contract	Ongoing	7	5	59	Red	SF	Carry out archaeological investigations and demolition in advance of main works through direct contract arrangement.	7	3	39	Oct-12	Decision to deliver direct ahead of main contract has significantly mitigated impact of risk which has arisen.
ECLC11	Injury or death caused by construction traffic movements	Y			Y	Y		Increased traffic movements on local roads result and their interface with other road users (cyclists etc) and pedestrians	Injury or death	Ongoing	4	8	62	Red	SF	Strict contractual requirements on all haulage/delivery operators, detailed risk assessment approach to developing site logistics strategy to minimise interaction between road users and site traffic	2	8	44	Oct-12	Ongoing discussions between Lend Lease and LBS in regard to most appropriate vehicular routes.
ECLC24	Blight to new leisure centre caused by ongoing neighbouring construction works	Y	Y		Y			Residential works due to continue for circa 18 months post-completion of leisure centre	Leisure centre access constrained and usage reduced.	Summer 2015	7	6	68	Prev	SF	Agree phasing and delivery obligations between two parties	6	5	50	Oct-12	
SM4	Land receipt						Y	Ground conditions, planning permission and/or onerous S106 requirements impact on receipt.	Reduction in, or delay to, capital receipt for residential site	Nov-12	7	5	59	Red	MR	Ongoing liaison between Lend Lease, EC team and planners.	6	5	50	Oct-12	Ground investigations well progressed and risk reducing, planning permission risk considered low, ongoing risk in relation to S106 requirements.
SM6	Injury or death caused by construction traffic movements	Y			Y	Y		Increased traffic movements on local roads result and their interface with other road users (cyclists etc) and pedestrians	Injury or death	Ongoing	4	8	62	Red	MR	Strict contractual requirements on all haulage/delivery operators, detailed risk assessment approach to developing site logistics strategy to minimise interaction between road users and site traffic	2	8	44	Oct-12	Ongoing discussions between Lend Lease and LBS in regard to most appropriate vehicular routes.
SM8	Delivery of S106 obligations	Y			Y			S106 proposals submitted in planning either not deliverable or not maintainable.	Lend Lease and LBS local regeneration aspirations not met (i.e. park and public realm).	Ongoing	5	5	41	Red	MR	Working group established between LL, parks, Highways and Leisure to ensure deliverable proposals	4	4	25	Oct-12	
P1 - 1	Planning Consent				Y	Y		Planning consent refused due to local objections, poor design, affordable housing or viability issues	Delay in commencement of construction, delay in LL achieving unconditionality and land payments received	Dec-12	5	7	61	Red	JA	Ongoing liaison between Lend Lease, EC team and planners. Supporting Lend Lease and Regeneration Forum during consultation period	3	7	43	Oct-12	
P1 - 3	Affordable Housing - Viability				Y	Y		S106 requirements, design and build costs, sustainability costs or crash in property values result in the delivery of Phase One being deemed non-viable.	Lend Lease do not meet the Regeneration Agreement's minimum requirement and therefore land is not transferred, land receipt not received and construction delayed.	Ongoing	4	7	52	Red	SP / JA	On-going third party scrutiny of LL financial model and quarterly reporting. Contractual obligations upon Lend Lease within Regeneration agreement	2	7	35	Oct-12	
P1 - 4	Affordable Housing - Type							Mix of accommodation required by policy (1 bed/family units) does not match household profile	Affordable housing does not meet local need	Ongoing	5	4	32	Red	JA	Ongoing liaison between development partner, planning and housing regeneration to ensure affordable provision reflects pattern of need.	4	4	25	Oct-12	

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P1 - 5	Affordable Housing - Affordability					Y		Affordable housing is deemed unaffordable for people on housing list	Objections to planning application on grounds that housing is viewed as not meeting the needs of residents and criticism that E&C regeneration would not achieve mixed community objectives. Potential delays to programme	Ongoing	8	6	75	Red	JA	Robust scrutiny of viability by independent district valuer through planning process. Process to identify RSL partner with best financial offer. Ensure that family units are provided at target rents. Minimise rent rises for 1 & 2 bed units.	6	4	40		
P1 - 7	Grant timescales					Y	Y	Delay in planning, construction and completion of Phase One means housing grant deadline of Mar 2015 is missed.	Scheme unable to proceed .	Ongoing	5	10	85	Red	JA	E&C team supporting Lend Lease during planning process and reducing possibility of planning being deferred or refused. Separate planning application for demolition submitted so that remaining demo works can commence immediately.	2	7	35		Prior approval to demolish application to be submitted during October in order to secure planning and commence demolition works in January.
D - 1	Vacant Possession				Y	Y	Y	CPO is delayed	LBS unable to provide LL with a vacant site, demolition and construction delayed, and potential justification for Lend Lease to withdraw from the scheme.	Jun-13	2	9	54	Red	SP / JA	Robust legal procedure & advice from Counsel ahead of CPO process. LBS issued CPO notice in August 2012. On-going liaison with remaining leaseholders living on estate to assist with finding alternative accommodation. Demolition phasing altered in order to proceed with works safely whilst residents remain on estate.	2	5	20		
D - 2	Community Safety				Y	Y		Significant crime or incident occurs on the estate during the decant period	Significant negative publicity, increased security costs to maintain a safe estate during remaining decant period. Legal action taken against Council	Ongoing	7	8	83	Red	JA / MR / Housing Dept.	Continual security presence on the estate, close working relationship with housing & community safety team. Vacant premises and blocks secured immediately. Security fence erected around phase one and two	5	8	70		Riased walkways closed off in Sept 12 following emergency footway closure notice. Signage installed throughout estate advising of closure. Planning application for security fence being prepared.
D - 8	Procurement				Y	Y		The procurement of the demolition contractor is delayed or tender prices received are much greater than expected. Procurement process is challenged.	Delay in commencement of the demolition. Southwark need to forward fund a greater amount in order for Lend Lease to commence demolition.	Ongoing	5	7	61	Red	JA	Regular liaison with Lend Lease regarding procurement of demolition. Monthly agreements about agreed expenditure profiling. 5 leading companies invited to tender.	3	7	43		Delays in agreeing the demolition management agreement with Lend Lease due to delays in lawyers feeding comments back and forth. Potential risk of approval to demolish being in place ahead of contractor being selected.
MP - 4	Primary Conditions of Regeneration Agreement				Y	Y		Failure to satisfy primary conditions in agreement	Financial loss and scheme not proceeding	Ongoing	4	8	62	Red	JA	Robust monitoring at management board and close partnership working.	3	7	43		
MP - 5	Affordable Housing - Social Housing Grant	Y			Y	Y		Reduction in social housing grant .	Non-delivery of affordable housing target	Ongoing	6	7	69	Red	JA	Early delivery of affordable housing as part of the rehousing programme Minimum contract requirements for Lend Lease to provide social housing on the Heygate Close working with HCA, government and RPs to ensure E&C is prioritised	4	7	52		

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MP - 6	Affordable Housing - redefinition	Y			Y	Y	Statutory redefinition of what constitutes affordable housing	Redefinition causes affordable housing target not to be met	Ongoing	5	7	61	Red	JA	4	6	42			
MP - 7	Affordable Housing - non viability	Y			Y	Y	Economic climate impact on viability of phases post unconditionality of Regeneration Agreement	Delay in delivery of Heygate phases. Delay in delivery of additional affordable housing.	Ongoing	7	6	68	Red	JA	6	5	50			
MP - 8	Affordable Housing - Type	Y			Y	Y	Mix of accommodation required by policy (1 bed/family units) does not match household profile	Affordable housing does not meet local need	Ongoing	5	4	32	Red	JA	4	4	25			
MP - 9	Affordable Housing - Affordability	Y			Y	Y	Affordable housing is perceived as being unaffordable.	Housing criticised for not meeting the need of residents and E&C does not achieve mixed community objectives. Objections to planning application and delay to programme.	Ongoing	8	6	75	Red	JA	7	6	68			
MP - 10	Affordable Housing - right of return	Y			Y	Y	Affordable units delivered do not meet the needs of those with right to return	Southwark does not meeting obligations to former tenants	Ongoing	5	5	41	Red	JA	4	4	25			
MP - 11	Affordable Housing - Phasing	Y			Y	Y	Affordable units are phased and under delivery in early phases causes eventual non-delivery in required 25% level overall.	Non-delivery of affordable housing target	Ongoing	4	5	33	Red	JA	2	5	20			
MP - 13	Planning consent				Y	Y	Planning consent refused due to local objections, poor design, affordable housing or viability issues	Delay in commencement of construction, delay in LL achieving unconditionality and land payments received	Dec-12	5	7	61	Red	JA	3	7	43			
SC - 1	Redevelopment of existing E&C Shopping Centre				Y	Y	St. Modwens do not bring forward the redevelopment of the shopping centre and key strategic site is not regenerated	Central area of the Elephant and Castle continues to be blighted by unattractive shopping centre. Works to increase the capacity of the LUL station cannot progress. Impacts on ability to meet housing, retail space and jobs targets.	Ongoing	5	8	70	Red	JA / SP	3	8	53		On-going liaison with St. Modwens on their proposals for redevelopment of site.	

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WRO - 1	Transport Infrastructure					Y	Y	No agreement reached with TfL to fund and deliver key infrastructure improvements required to LUL and northern roundabout in order to mitigate impact of masterplan scheme	No agreement regarding the northern line station results in delay to any planning application for the redevelopment of the shopping centre. No improvements to the northern roundabout results in poor gateway condition to regenerated E&C. Northern roundabout remains crime	On-going	6	6	60	Red	JA	Liaison between LL / LBS / TFL at high level. Co operation agreement in place with St. Modwen's to bring forward redevelopment proposals. E&C Strategic Transport contribution introduced.	3	6	34	Oct-12	
WRO - 2	Job Creation					Y	Y	The regeneration of the Opportunity Area fails to deliver the targetted 5000 new jobs as required in the adopted E&C SPD	Low level of job opportunities for local community. Regeneration does not deliver the economic development benefits aspired for.	On-going	5	6	51	Red	JA / Corp Policy	Liaison between developers, planning and corporate policy during planning process to determine local job creation during construction. Planning policy in place to retain and enhance employment space through development. Minimum commercial space targets established in Regeneration Agreement	3	5	26	Oct-12	
WRO - 3	Housing Numbers					Y	Y	The regeneration of the Opportunity Area fails to deliver the targetted 4000 new homes by 2026 as required in the adopted E&C SPD.	Low level of residential development would result in lower S106 contributions received particularly in form of CIL, affordable housing and strategic transport contributions. This could result in key regen objective such as infrastructure improvements being stalled due to funding.	On-going	4	7	52	Red	JA	Regeneration Agreement establishes minimum home requirements for Lend Lease. LBS identifying and bringing forward strategic sites such as St. Mary's for residential led development. Regen team working closely with developers during planning process to assist in promotion of development and regen benefits	3	4	19	Oct-12	
WRO - 4	Urban Design principles	Y				Y		Opportunity area regeneration fails to deliver the SPD objectives of improved public realm, pedestrian / cyclist permeability and increased open space.	Physical environment throughout the Opportunity Area is not improved. Insufficient increase and improvement in open space to meet needs of increased population. Reputation of poor urban area remains. Northern Roundabout remains accident / crime hotspot. Developers not encouraged to invest in area due to poor environment and low desirability	On-going	4	7	52	Red	JA	Heygate masterplan application provide vastly improved routes for pedestrians and cyclists, also provides large new open space at centre. Public Realm and Open Space S106 contributions secured to deliver programme of improvements including increased St. Mary's churchyard. Proposed improvements to northern roundabout will remove last of pedestrian subways changing perceptions and reputation	2	4	14	Oct-12	
Risk identification								Risk evaluation						Risk management					Risk Review		