

Appendix 9: Risk and Responses

RISK	RESPONSE
There is insufficient interest from the market to ensure a competitive procurement process.	The council has conducted soft market testing with potential partner organisation and will design the offer to be based on the council's requirements and feedback received from potential bidders to maximise competition.
The procurement does not identify a suitable partner or the partner proves to be unsuitable.	The procurement will be designed with appropriate criteria to allow us to identify a partner that will deliver the council's objectives; the contract will be designed with suitable break clauses to allow the council to react in the event of unacceptable level of delivery.
Bidders may withdraw from the process reducing the level of competition.	<p>Keeping time commitments (staying on plan) and being consistent and clear about the process and its objectives will minimise this risk. The project management will focus on avoiding these potential issues.</p> <p>In addition, the intention to invite four bidders to participate in dialogue (whilst reserving the right to short-list at final tender stage) should guard against insufficient competition in the event of bidder withdrawal.</p>
The procurement costs exceed the allocated budget.	The project will be tightly managed. The most likely reasons for cost overrun are changing requirements and milestone slippage. The project management will focus on avoiding these potential issues. The relevant Cabinet members and senior council officers will be kept fully informed of progress and given advanced warning of the timetable for the procurement and any associated decisions.
The procurement process is subject to successful challenge.	The procurement will follow the proscribed EU competitive dialogue process; this will be managed and controlled in cooperation with the council's commercial services team within its legal department; the council has procured professional procurement support and advice from an advisor with recent experience of implementing a similar partnership at another council.
The procurement identifies that the benefits expected by the council cannot be delivered.	<p>The use of the competitive dialogue process allows for the co-development of approaches designed to ensure delivery of benefits.</p> <p>The scope of the project will be widely defined within the contract notice (to allow for any changes in approach required to deliver benefits).</p> <p>Allowance has been within the timetable for a return to cabinet for approval of the scope of the final tender (i.e. on development and funding approaches) to ensure that the commissioned programmes.</p>
Planning and other complexity make it difficult to identify developable sites to include in the programme.	The project team will be clear about the requirements for the development partnership and the implications of any commitments or constraints on potential sites. We will work closely with other strategic projects and planning in order to identify and work around any issues.

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The partnership does not allow the council to meet its strategic planning targets because insufficient developable sites are identified	The project team (and the development partner once acquired) will work closely with planning to ensure that the programme identifies and releases sufficient developable sites.
The announcement of the development partnership prompts concern from council partners; stakeholders and residents etc.	<p>The council is developing wider consultation information and an approach to communications that will develop understanding and guide debate.</p> <p>The project manager and programme manager for housing and growth will put in place specific plans to manage existing relationships.</p>