

DATE: June 2009

Reference	Date Raised	Risk Description	Category of Risk	Current Controls in Place (Current risk management in place)	Likelihood	Impact	Priority	Additional Actions Required to Reduce Risk	Action Manager	Review Date	Target Likelihood	Target Impact	Target Priority
4	06/02/06	Significant economic downturn in north-east and/or local sub-region	SV	Target market section of reviews of strategic intervention areas examine this issue. Research is carried out into economic sector. BNG and NGI work closely with 1NG the emerging CDC.	1	A	RED	Continue to monitor economic conditions. Deliver the Market Recovery Action Plan. Redirection of resources as appropriate. Both LA s to implement 10 point plans	KA/AM/JS	31/01/10	1	A	RED
3	06/02/06	Inability to deliver the required mix of houses on sites. 3.1 Possible quality standards drop as developers strive to make affordable homes - products might become less sustainable. 3.2 Failure to deliver optimum housing mix leading to lack of take up from target markets i.e. not the right type of houses on offer to attract buyers. 3.3 Potential change in demand for housing	ST	Continue to work on development and roll out of Practical Affordable Housing Solutions. Evaluate current options for low cost housing with Developers and Partners. Design reviews introduced at appraisal stage. Value in Design research complete.	1	A	RED	Procurement to encourage innovative affordability models by developers; joint BNG, NCC and GC meetings with HCA. Development of BNG intervention programme to consider design quality/affordable mix/ gap funding possibilities. Value in Design research to be rolled out as appropriate. Strategic Housing Market Assessments to be undertaken to give an understanding of local markets.	KA/JS/JD	31/01/10	3	B	AMBER
32	07/09/07	Impact of mortgage availability etc.on scheme viability due to the money markets causing a reduction in the demand for houses to buy. Access to finance for potential purchasers reduced i.e. the impact of the 'Credit Crunch'. Developers have become unwilling to progress schemes.	SE	Monitor the impact on the housing market. Develop Practical Affordable Housing Solutions. Work with Local Authorities and developers to understand the implications of the credit crunch.	1	A	RED	Continue to monitor as part of HMI. Promote use of Home Ownership Options e.g. shared equity models, rent to purchase etc. Enter into longer term partnering arrangements with developers.Help to develop choice of product tailored to financial circumstances . Seek improved marketing of developments. Work with the HCA to develop affordability models. Monitor and reaffirm the impact as part of the reviews of the strategic intervention area reviews. Develop Practical Affordable Housing Solutions on 5 test sites.	KA/JS	31/01/10	2	B	RED
9	06/02/06	Insufficient internal resources leading to reduced capacity to deliver projects - may be exacerbated by introducing growth alongside renewal.	OP	Partnership Agreement developed outlining expectations of all partners. Partnership Improvement Team developed. Resources Task Group set up to monitor and manage growth alongside renewal.	1	A	RED	Capacity review across the partnership is out to tender. Implement recommendations when received.	AM/SJ/DS	31/01/10	4	C	GREEN
44	07/09/07	Failure to deliver key projects and the effect this may have on the programme as a whole. The renewal programme now has fewer, larger projects therefore more potential risks to delivery.	OF	BNG has developed robust financial and performance monitoring systems, helping to ensure effective delivery. In addition, the recent introduction of gateway reviews for projects towards the end of each year, and periodically for schemes with identified delivery risks, should ensure progress in the context of difficult market circumstances	2	A	RED	Further enhance programme and project management procedures. Implement gateway reviews. Develop improved milestone monitoring procedures. Longstop dates introduced for key projects.	JD/IM	31/01/10	3	B	AMBER
52	07/09/07	Future structural changes in local authorities and partners may cause delays in project implementation	OP	Impact of organisational change within partner local authorities and delivery partners discussed.	1	A	RED	Partners to consider impact on programme when determining structural changes. AM to liaise with LA partners re any proposed changes. Need to complete the Transformation Programme in NCC and monitor the outcomes.	AM/DS/SJ	31/01/10	2	C	AMBER
43	07/09/07	Failure to secure Private Sector investment due to lack of interest with regard to new sites and slowing down of ongoing developments in relation to the impact of the credit crunch.	OF	Test market and private sector willingness to develop sites in line with BNG objectives (with or without gap funding) through the procurement process. Continue to develop URV in Scotswood and JV Partnership in Gateshead. Deliver the Growth Point Programme of Development	1	A	RED	Early involvement of Private Sector in determination of optimum schemes. Consider de-risking of sites in relation to ground conditions etc. . Consider potential changes to the housing mix on sites, e.g. bringing forward affordable housing, to encourage development in the short term ensuring no long term impact on the mix. Work with developers to implement Practical Affordable Housing Solutions on 5 sites.	JS	31/01/10	3	B	AMBER
55	07/09/07	Lack of contractor capacity in the medium to long term with skill shortages in the building industry as employees leave the industry due to the impact of the credit crunch on developments. This may effect costs and deliverability in the medium to long term.	OY	Work with LA partners and other agencies re construction training	2	B	RED	Investigate possible use of training and local labour clauses in development contracts. Assess through project appraisal. Consider best practice from other Pathfinderers e.g. Renew and Elevate.	JD	31/01/10	3	B	AMBER
5	06/02/06	Opposition to CPO's / demolition from external sources also potential unwillingness internally to commence statutory mechanisms	SZ	Communicate and stress the long term benefits of projects to ensure support is not undermined by localised opposition both by residents and officers.	2	B	RED	Continue to deliver communication and engagement strategy. Lobby internal officers and members. Seek early agreement to take action on implementing CPOs. Build in CPO process into land assembly procedures. Strong case required to convince members of requirements for CPOs. Build a strong evidence base before any CPO case is made.	SJ/DS/AM	31/01/10	3	B	AMBER
2	06/02/06	Change of central government policy on housing market renewal and growth.	SP	BNG to ensure delivery and communicate positively with DCLG and local MPs. Good communication and shared responsibility throughout group.Regular Chairs and Directors meetings with HCA and CLG.	2	A	RED	Attempt to reduce reliance on central funding by effective use of assets to deliver financial and policy freedoms. Meetings with Homes and Communities Agency. Board away day to consider future options.	AM/JC	31/01/10	2	A	RED
57	21/11/08	Failure to integrate growth and renewal leading to programme delivery problems	OP	Utilisation of existing partnership structures. Creation of Resources Task Group to oversee integration.	2	B	RED	A review of resources and structures has been commissioned by the Resources Task Group	AM/SJ/DS	31/01/10	4	C	GREEN

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1	06/02/06	Funding framework for HMR Programme leading to: 1.1 Lack of year end flexibility in HCA funding increasing financial risks to Local Authorities 1.2 HCA Short Term approvals restrict ability to commit to long term projects 1.3 Potential changes to HCA funding conditions e.g 90% approvals 1.4 Impact on programme of transfer of responsibility to Homes and Communities Agency	OF	BNG continue to lobby HCA on issues raised. Pathfinder Chairs meet regularly with Chief Executive of Homes and Communities Agency	2	B	RED	BNG continue to lobby HCA on issues raised through Pathfinder Chairs and Directors. Programme Management Group are developing strategies to deal with year end and scenario testing. CLG/HCA approved three year funding agreements at 90% with the additional 10% subject to performance.	AM/JC	31/01/10	3	C	AMBER
38	07/09/07	Failure to address perceptions of the HMR areas undermines take-up of new housing and participation in refurbishment schemes by owner-occupiers	OE	Effective communication, marketing and promotion. Attendance at Area Forums etc.	2	A	RED	Deliver communications and engagement strategy. Work with developer partners and LAs to promote place making. Develop marketing strategies e.g. West End, Walker Riverside etc. Review the impact of grants versus loans for private sector renewal schemes. Clarity required on emerging NCC governance structures.	MP/JD	31/01/10	3	B	AMBER
20	06/02/06	Ineffective community involvement leading to failure to maintain community buy in to programme	SZ	Review arrangements for consultation and communication on HMR Programme. Residents Panel set up. Street committees established in Gateshead. Annual Community Engagement event held.	2	A	RED	Implement Communication and Engagement strategy. Ensure LA partners deliver effective community engagement and development strategies. Monitor the impact of new governance structures.	MP/JD	31/01/10	3	C	AMBER
15	06/02/06	Level of local and national political support could undermine long term nature of programme. This could be exacerbated during the build up to the forthcoming general election.	SP	Continue to lobby on the benefits of the HMR and Growth programme at all levels of the political spectrum	2	B	RED	Regular briefing meetings at all political levels to take place.	AM/LA's	31/01/10	3	B	AMBER
12	06/02/06	Failure to maximise the availability and alignment of delivery and funding strategies for other strands of regeneration 1. Local Authorities 2. SHIP 3. HCA 4. Private Sector	SE	The review of strategic commissions has helped the pathfinder to identify how its interventions and other activities and mutually supportive. The HMR programme is well aligned with complementary programmes and initiatives, and spatial alignment with economic development initiatives presents some good opportunities for achieving holistic regeneration. BNG is well engaged with key partners including HCA. The visioning paper helped to establish the strategy that reflects BNG in the NewcastleGateshead city region, regional and national context.	3	B	AMBER	A strong emphasis on links with economic development is required. The combined programme managed by BNG ensures alignment between HMR and growth. Innovative delivery vehicles e.g. URV and JV to be developed. Regular meetings to be held with HCA.	AM/KA/LA	31/01/10	3	B	AMBER
18	06/02/06	Breakdown in community cohesion leading to lack of support for the programme	ST	Ensure Project Appraisal techniques take into account potential effects on community cohesion.	4	B	AMBER	Monitor Respect Action Plan. Ensure project appraisals consider community cohesion.	AM/JD	31/01/10	4	B	AMBER
14	06/02/06	Impacts of emerging Integrated Regional Strategy could undermine programme. This could be exacerbated if growth point decisions lead to outward migration from BNG.	SL	Membership of North East Housing Board and Executive. Ongoing discussions with ONE.	3	C	AMBER	Continue working with TW City Region re Residential Futures and other related issues.	KA	31/01/10	3	C	AMBER
28	06/02/06	BNG governance arrangements not 'fit for purpose'. This may be exacerbated by the inclusion of growth as well as renewal to the BNG governance framework.	OL	Governance arrangements have been reviewed by the Board to include renewal and growth..	4	C	GREEN	Monitor effectiveness of governance arrangements. Repeat cycle of Board Member appraisals. Consider potential different skills base requirements in relation to new functions.	AM/JC	31/01/10	4	C	GREEN