

**Risk Register: BNG - Strategic Risks**

**DATE: March 2008**

Reference	Date Raised	Risk Description	Category of Risk	Current Controls in Place (Current risk management in place)	Likelihood	Impact	Priority	Actions Required to Reduce Risk	Action Manager	Review Date	Current Due Date	Date Completed	Target Likelihood	Target Impact	Target Priority
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.	SJ/AF/AM	30/06/08	30/06/08		3	B	AMBER
4	06/02/06	Significant economic downturn in north-east and/or local sub-region	SV	Target market section of reviews of strategic commissions examine this issue.	3	A	RED	Carry out research/market testing into economic sector. Continue to monitor. Liaise with LAs re economic deprivation. Work with CDC.	KA/AM/JS	30/06/08	30/06/08		3	A	RED
3	06/02/06	Inability to deliver appropriate and affordable units in housing mix 3.1 Possible quality standards drop as group strives to make affordable, sustainable products 3.2 Failure to deliver optimum housing mix leading to lack of take up from target markets.	ST	Continue to work on development and roll out of Home Ownership Financing Options. Evaluate current options for low cost housing with Developers and Partners.	2	B	RED	Procurement to encourage shared equity models by developers; joint BNG, NCC and GC meetings with Housing Corporation about priorities for future NAHP. Affordability Task Group to examine issues. Development of BNG intervention programme to consider design quality/affordable mix/ gap funding possibilities..	KA/JS/JD	30/06/08	30/06/08		3	B	AMBER
17	06/02/06	Changing demand patterns for housing	ST	Consider impact of most recent Housing demand information on BNG plans.	2	B	RED	Part of continuous HMI monitoring and consider in strategic commission reviews and individual project appraisals	KA/ALMO/JD	30/06/08	30/06/08		3	C	AMBER
2	06/02/06	Change of central government policy on housing market renewal	SP	BNG to ensure delivery and communicate positively with DCLG and local MPs. Good communication and shared responsibility throughout group.	3	A	RED	Regular Chairs and Directors meetings with CLG. Effective communication strategy. Attempt to reduce reliance on central funding by effective use of assets to deliver financial and policy freedoms.	AM/JC	30/06/08	30/06/08		4	A	RED
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. Housing Companies 4. Housing Corporation 5. English Partnerships 6. Private Sector	SE	BNG to ensure its strategic direction is aligned with other initiatives e.g. Sustainable Communities etc. BNG to review and strengthen links with Local Strategic Partnerships.	2	B	RED	Visioning paper will reflect BNG in the NewcastleGateshead city region, regional and national context. SC Reviews identify how each area contributes/is supported by regional and local strategies. Strong emphasis on links with economic development. Development of the GatesheadNewcastle Partnership/ New Growth Point Initiative/MAAs and joint development of SHIP bids.	AM/KA/LA	30/06/08	30/06/08		3	B	AMBER
32	07/09/07	Impact of interest rate fluctuations etc.on scheme viability due to the money markets causing a reduction in the demand for houses to buy. Developers could become unwilling to progress schemes.	SE	Monitor the impact on the housing market. Review Home Ownership Financing Options.	2	B	RED	Continue to monitor as part of HMI. Promote use of Home Ownership Options (see point 17). Enter into longer term partnering arrangements with developers. Provide choice of product tailored to financial circumstances e.g. Boklok. Seek improved marketing of developments. Consider as part of New Growth Point	KA/JS	30/06/08	30/06/08		2	B	RED
55	07/09/07	Lack of contractor capacity - skill shortages in the building industry	OY	Work with Building Tyne and Wear and LA partners 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 Pathfinder e.g. Renew and Elevate	JD	30/06/08	30/06/08		3	B	AMBER
9	06/02/06	Insufficient internal resources leading to reduced capacity to deliver projects	OP	Ensure new positions are recruited in a timely manner and develop protocols re identifying requirements of BNG. Put measures in place to have right skills to deliver programme	2	B	RED	Carry out staffing review and examine potential for service Level Agreements. Capacity to be assessed through project appraisal. SLA to be developed and implemented by April 08. Partnership Improvement Team to be developed.	AF/SJ/JD	30/06/08	30/06/08		3	C	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.	1	C	RED	Partners to consider impact on programme when determining structural changes. AM to liaise with LA partners re any proposed changes	AM/AF/SJ	30/06/08	30/06/08		1	C	RED
1	06/02/06	DCLG Funding framework for HMR Programme leading to: 1.1 Lack of year end flexibility in DCLG funding increasing financial risks to Local Authorities 1.2 DCLG Short Term approvals restrict ability to commit to long term projects 1.3 Limited BNG grant resources to deliver programme objectives 1.4 Potential changes to CLG funding conditions	OF	BNG continue to lobby DCLG on issues raised.	2	B	RED	BNG continue to lobby DCLG on issues raised through Pathfinder Chairs and Directors. Programme Management Group are developing strategies to deal with year end and scenario testing. CLG approved three year funding agreements subject to delivery. AM to seek ability to invest in LABVs and this could mitigate some of these effects.	AM/JC	30/06/08	30/06/08		3	C	AMBER
44	07/09/07	Failure to deliver key projects and the effect this may have on the programme as a whole	OF	Rigorous management of risks, performance management and development of milestones to ensure implementation of projects as scheduled.	3	A	RED	Implement performance management framework e.g improved monitoring, milestones, gateway reviews.	JD/IM	30/06/08	30/06/08		3	A	RED
6	06/02/06	Inappropriate transitional housing arrangements during project implementation leading to delays.	OE	Review lettings policies to ensure compatibility with HMR Programmes. Ensure adequate ranges of Options are available to Homeowners and review financial obligations.	2	B	RED	Review lettings policies to ensure compatibility with HMR Programmes. Ensure adequate ranges of Options are available to Homeowners and review financial obligations.	CC/JP/AM	30/06/08	30/06/08		3	B	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	3	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.	MP/JD	30/06/08	30/06/08		3	A	RED
43	07/09/07	Failure to optimise Private Sector investment	OF	Test market and private sector willingness to develop sites inline with BNG objectives (with or without gap funding).	3	A	RED	Carry out market testing to determine possible private sector interest in development opportunities. Early involvement of Private Sector in determination of optimum schemes. Consider Grimley's work in Gateshead, LABV in Scotswood, Gentoo in Cruddas Park	JS	30/06/08	30/06/08		3	A	RED
20	06/02/06	Ineffective community consultation leading to failure to maintain community buy in to programme	SZ	Review arrangements for consultation and communication on HMR Programme.	3	C	AMBER	Implement Communication and Engagement strategy. Review NAO recommendations.	MP/JD	30/06/08	30/06/08		3	C	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.	3	B	AMBER	Monitor Respect Action Plan. Ensure project appraisals consider community cohesion.	AM/JD	30/06/08	30/06/08		4	B	AMBER
15	06/02/06	Level of local and national political support could undermine long term nature of programme	SP	Continue to lobby on the benefits of the HMR programme at all levels of the political spectrum	3	B	AMBER	Regular briefing meetings at all political levels to take place.	AM/LA's	30/06/08	30/06/08		3	B	AMBER

**Risk Register: BNG - Strategic Risks**

**DATE: March 2008**

Reference	Date Raised	Risk Description	Category of Risk	Current Controls in Place (Current risk management in place)	Likelihood	Impact	Priority	Actions Required to Reduce Risk	Action Manager	Review Date	Current Due Date	Date Completed	Target Likelihood	Target Impact	Target Priority
14	06/02/06	Impacts of regional housing and spatial strategies (e.g. new build numbers) could undermine programme	SL	Continue to lobby DCLG etc. re Regional Housing and Spatial Strategies.	3	C	AMBER	Continue to lobby DCLG etc. re Regional Housing and Spatial Strategies. Growth Point bid submitted.	KA	30/06/08	30/06/08		3	C	AMBER
56	07/09/07	Buy to invest market undermines new build schemes	OY	Consider conditions within developer agreements to ensure that BNG aims are met	3	C	AMBER	Consider conditions within developer agreements to ensure that BNG aims are met. Apply specific project conditions to funding agreements.	JS	30/06/08	30/06/08		3	C	AMBER
28	06/02/06	BNG governance arrangements not 'fit for purpose'	OL	Governance arrangements have been reviewed.	4	B	AMBER	Monitor effectiveness of governance arrangements. Repeat cycle of Board Member appraisals.	AM/JC	30/06/08	30/06/08		4	B	AMBER
46	07/09/07	Failure to develop the most appropriate mechanisms for generating future returns from HMR investments	OF	Work with CLG/EP to develop investment mechanisms e.g LABV etc.	3	C	AMBER	Work with CLG/EP to develop investment mechanisms e.g LABV for Scotswood Expo.	AM/IM	30/06/08	30/06/08		3	B	AMBER
16	06/02/06	Consistency and effectiveness of local area governance arrangements causing negative impact on programme	SP	BNG to develop and communicate definitions re Partnership arrangements in Strategic Commissions.	4	C	GREEN	Reviews of strategic commissions completed and governance arrangements reviewed. To be assessed as part of strategic review updates.	JD/LA's	30/06/08	30/06/08		4	C	GREEN