

Risk Register: BNG - Strategic Risks

DATE: September 2007 Issue 1

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.	SJ/MF/AM						
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	KA/AM/JS						
3	06/02/06	Ability to deliver appropriate and affordable units in housing mix 3.1 Possible quality standards drop as group strives to make affordable, sustainable products	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	KA/JS						
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	KA/ALMO						
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.	AM/JC						
12	06/02/06	Availability and alignment of delivery and funding strategies for other strands of regeneration 1. Local Authorities 2. Housing Companies 3. Housing Corporation 4. English Partnerships 5. 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	AM/KA/LA						
32	07/09/07	Impact of interest rate fluctuations on scheme viability due to the money markets	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.	KA						
55	07/09/07	Contractor capacity - skill shortages in the building industry	OY	Work with Building Tyne and Wear re construction training	2	B	RED	Investigate possible use of training and local labour clauses in development contracts	JD						
9	06/02/06	Internal resources and 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	MF/SJ/JD						
52	07/09/07	Future structural changes in local authorities may cause delays in project implementation	OP	Impact of organisational change within partner local authorities.	1	C	RED	LA partners to consider impact on programme when determining structural changes	AM/MF/SJ						
1	06/02/06	DCLG Funding framework for HMR Programme: 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	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.	AM/JC						
44	07/09/07	Failure to deliver key projects and effect on 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	JD/IM						
6	06/02/06	Transitional housing arrangements during project implementation	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						
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.	MP/JD						
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.	JS						
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.	MP/JD						
18	06/02/06	Breakdown in community cohesion	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						
15	06/02/06	Level of local and national political support	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						
14	06/02/06	Impacts of regional housing and spatial strategies (e.g. new build numbers)	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. Consider impact of 'Growth Point Initiatives'	KA						
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	JS						
28	06/02/06	BNG governance arrangements	OL	Governance arrangements have been reviewed.	4	B	AMBER	Monitor effectiveness of governance arrangements. Repeat cycle of Board Member appraisals.	AM/JC						
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 etc.	AM/IM						
16	06/02/06	Consistency and effectiveness of local area governance arrangements	SP	BNG to develop and communicate definitions re Partnership arrangements in Strategic Commissions.	4	C	GREEN	Complete reviews of strategic commissions and determine appropriate governance arrangements	JD/LA's						