

Ref	Risk Title	Risk Description	Initial Impact	Initial Likelihood	Initial Risk Level	Existing Risk Mitigations	Current Impact	Current Likelihood	Current Risk Level	Further Planned Actions	Target Date	Lead Officer
1	Overage & land value	Overage assumed on estate regeneration products are market related	3 - Moderate	3 - Possible	MEDIUM	Negotiate with developers Contract and Programme management	3 - Moderate	4 - Likely	MEDIUM	EA independent review of overage and land value payable under DA/consented scheme Increase contract management - DA based meeting Disposals of surplus land	Mar-22	HoS
2	Slippage on Developer-led schemes	Programme slippage resulting in phase build out slowing down across estate regeneration schemes, impacts on income to HRA.	3 - Moderate	4 - Likely	MEDIUM	Negotiate with developers to mitigate slippage - addressing planning issues. Implement project meetings to monitor Contract and overall delivery against Programme on a regular basis.	3 - Moderate	4 - Likely	MEDIUM	Senior level meetings to close out commercial negotiations Monitor performance against the Development Agreements and use levers to resolve slippage	Mar-22	HoS
3	Planning timescales (1)	Pre-app timescales double the time programmed, impacting on planning submission timescales and starts.	2 - Minor	3 - Possible	LOW	Monthly liaison meetings and SLA agreed for pre-app timetable Monitor service against planning performance agreement Senior representative at Pre-app meetings to support DMs	4 - Significant	3 - Possible	MEDIUM	Define clearer planning brief with architects and DMs to reduce risk of delays/refusal Planning workshop with senior LPA leads to review all sites and agree parameters for height and scale	Apr-21	HoS
	Planning committee	Planning committee concerns about height and density resulting in planning decisions being deferred at committee, impacts on achieving GLA milestones	3 - Moderate	2 - Unlikely		Use pre-app process to derisk challenge and design scheme in accordance with housing mix. Sixpoints of engagement with ward councillors and community engagement through feasibility studies	3 - Moderate	3 - Possible		Training for members and planning committee on council housebuilding programme	Ongoing	HoS
5	Start on sites	Delays to planning programme milestones to achieve start on site for GLA programme	3 - Moderate	3 - Possible	MEDIUM	Development management of professional services - milestones and penalties if not achieved	3 - Moderate	4 - Likely	MEDIUM	Agree parameters, timescales and flexibility with planners on scheme by scheme basis Agree funded post to resource and manage council-housebuilding applications	Apr-21	HoS
6	Budget	Pandemic impact is increase in build cost per unit and potential budget growth since HRA BP was approved (Feb 2021) .	4 - Significant	3 - Possible	MEDIUM	Manage overall 10 year programme and reduce costs where not impacting on main planning requirements	4 - Significant	3 - Possible	MEDIUM	Manage overall 10 year programme Reduce costs that council not within red line.	Mar-22	HoS
7	Heat and Energy strategy	Technical advice informing heat strategy for newbuild, resulting in concerns Energetik system subject to viability	3 - Moderate	3 - Possible	MEDIUM	Review budget and energy strategy to reduce reliance on newbuild homes with gas.	3 - Moderate	4 - Likely	MEDIUM	Engage Energetik at design stage. Review impact of Future Homes Standard and building regs on newbuild programme	Apr-21	HoS
8	Acquisition of shops and non-council owned land	Acquisition of commercial units required for regeneration projects - live scheme (Alma), Upton and Raynham (Beck House and shops) and future developments	3 - Moderate	3 - Possible	MEDIUM	Agree strategy with legal and CPUK and actively manage current tenants to surrender leases	4 - Significant	3 - Possible	MEDIUM	Senior level meetings to close out commercial negotiations with community groups/retailers Monitor performance of staff and key deliverables	Apr-21	HoS
9	Title issues impacting on development sites	Clean title required to derisk project development.	3 - Moderate	3 - Possible	MEDIUM	Legal due diligence completed at start of project to identify any title issues Remove any encumbrances on title by registration or negotiation, removing all or limited restrictions	3 - Moderate	3 - Possible	MEDIUM	Agree SLA with legal to complete title reports for all identified projects	Jun-21	HoS
10	Commercial income - voids and let	New commercial units impacted by Covid-19 attracting tenants/lessees and footfall for income.	3 - Moderate	2 - Unlikely	LOW	Market advise to offer 12 months rent free period will impact on income assumptions in the HRA BP Promote new commercial units borough wide to reduce impact of Covid-19	3 - Moderate	4 - Likely	MEDIUM	Targets for agent to let all units within 6 months of completion. Develop commercial retail offer that fits the local customer base - attract anchor tenant	Mar-21	HoS
11	Ballot for Joyce and Snells	Covid-19 impacted on programme for J&S	3 - Moderate	3 - Possible	MEDIUM	Agree virtual engagement strategy Ballot proposals in line with residents expectations Community engagement strategy to promote scheme benefits	4 - Significant	3 - Possible	MEDIUM	Stakeholder mapping for all parties with influence or control over decision Develop a costed landlord offer which is readily accessible (language) for residents	Oct-21	HoS
12	Grant programme funding changes	New AHP impacts on delivery of 3500 homes in the 10 year capital programme	2 - Minor	3 - Possible	LOW	Agree strategy with GLA for funding estate regeneration (replacement and new homes) Recast HRA business plan in line with funding changes - reducing shared responsibility and uncertainty of grant	4 - Significant	3 - Possible	MEDIUM	Director level meetings with GLA senior representatives	Jun-21	HoS
13	MW development programme	Council is acquiring units from Vistry for Phase 1, delivery contingent upon RMA	2 - Minor	3 - Possible	LOW	Agree programme for MW1 LAR units and cashflow to support delivery	3 - Moderate	3 - Possible	MEDIUM	Review RP or HRA acquisition of Shared ownership units Phase 1.	Mar-22	HoS
14	Capability and capacity	Development skills and competencies necessary for delivery of direct development and contract management of multi-faceted construction phase/developers	3 - Moderate	3 - Possible	MEDIUM	Develop training package through Housing Capacity Fund with dedicated coordinator Design processes and procedures for governance and decision making, focusing on commercial awareness	4 - Significant	3 - Possible	MEDIUM	PDRs define targets for developments on annual basis in line with programme	Mar-21	HoS