

Housing & Land Risk Register - December 2014								
Project	Description and objectives. The project has been commissioned to:	Risk	Risk description & impact	Probability (1 to 4)	Impact (1 to 4)	RAG	Mitigation & Risk Response	Action Owner
Social Impact Bond for rough sleepers	The Social Impact Bond (SIB) is a payment by results project, which involves transferring the risk of funding services from the public sector to the social investment sector. The aim is to deliver a range of outcomes for a cohort of 830 frequent returners to rough sleeping. These are as follows: reductions in rough sleeping, stable accommodation, sustainable reconnections, increased access to employment, and better managed health. The GLA is administering the SIB, with up to £5 million of funding from DCLG over four years (November 2012 to October 2016) with fourth year the tail end. There are two providers St Mungo's Broadway and Thames Reach.	1	The providers may fail to engage with the most complex clients who are unlikely to achieve the identified outcomes for which payments are made.	2	2	G	Ethos of the providers mitigates against this. The GLA is monitoring outcomes by support needs. New monitoring of other outcomes compared with a control group will be undertaken by DCLG.	Debra Levison (David Eastwood)
		2	Some clients may be left without support at the end of the project. This could result in them returning to rough sleeping as well as reputational damage to the GLA and partners involved with the project.	2	2	G	Provider monitoring, project group and project board meetings are focusing on exit strategies for clients. The rough sleeping team are closely monitoring the progress of the providers' exit strategy development and ensuring providers have provided adequate plans/support for the cohort. Client lists have been produced (clients in accommodation with support needs or risk of losing tenancy) and meetings with providers have taken place in May 2015 to ensure adequate strategies and appropriate clients have been identified. Meetings have taken place with providers, Clearing House and TSTs to ensure effective handover of clients in RSI properties. Providers have also presented exit strategy implemented plans to local authorities to ensure LAs understand the process in place.	Debra Levison (David Eastwood)
		3	The providers may not be able to achieve the outcomes that they submitted in their bids. The impact on the GLA would be reputational but not financial.	2	3	A	Regular contract monitoring and close working with SIB providers to address poor performance. If overall poor performance is identified, the contract can be terminated.	Debra Levison (David Eastwood)
Pan-London rough sleeping services	The project commissions various services aimed at assisting the achievement of the Mayor's targets to ensure that no-one is living on the streets, those rough sleepers who arrive on the streets do not spend a second night out and to minimise the flow of new rough sleepers. The services commissioned complement those commissioned by the boroughs, so the overall success of the project relies on the efforts/services of the boroughs continuing. The commissioned services include No Second Night Out, No Living on the Streets, London Street Rescue, London Reconnection Team, CHAIN database, Clearing House, Tenancy Sustainment Teams, Non-UK Nationals service, homeless health peer advocacy, Severe Weather Emergency Provision and StreetLink.	1	That new accommodation for the No Second Night Out (NSNO) west hub/staging post is not found before the current hub/staging post closes. This will reduce the number of clients NSNO can see and reduce the effectiveness of the service.	3	3	R	The Mayor has committed funding for a permanent home for NSNO and we are seeking suitable opportunities for this. In addition, St Mungo's Broadway are investigating options within their own stock portfolio for an alternative to the west hub.	Debra Levison (David Eastwood)
		2	Recommissioning of services is not completed before the new contracts commence in April 2016.	1	4	A	Robust project plan and regular meetings with TfL.	Debra Levison (David Eastwood)
		3	Reduction in current services performance due to the recommissioning process.	1	1	G	Robust contract monitoring is in place.	Debra Levison (David Eastwood)
	The Mayor is responsible for two mobility schemes - Seaside & Country Homes and Housing Moves. Seaside & Country Homes offers opportunities outside of London to older social tenants who wish to leave the capital to move to social rented homes in seaside	1	The proposed extension of the Right to Buy to housing association tenants could reduce the size of the Seaside & Country Homes stock, and therefore reduce lettings.	2	3	A	Lobbying for the exclusion of these homes, given that they are designated for older people.	Debra Levison (David Eastwood)

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Housing mobility schemes (Seaside & Country Homes, Housing Moves)	and country locations. Housing Moves assists Londoners in social housing who wish to move within the capital but outside of their borough boundaries. Priority for both schemes is given to under occupiers. Housing Moves also gives priority to Londoners in work, are overcrowded or who provide care. Boroughs contribute the equivalent of up to 5% of their relets each year to Housing Moves each year, with an additional c190 g15 housing association homes each year also part of the scheme. In addition from 2015/16, 5-10% of Affordable Rent new build funded through GLA programmes in 2015-18 will be top-sliced for pan-London mobility and advertised through Housing Moves.	2	The proposed extension of the Right to Buy to housing association tenants and the sale of high value local authority stock could reduce the number of lettings available to Housing Moves.	3	2	A	Modelling the impact in different boroughs to assess the scale over time. Encourage continued high levels of property contributions in the context of Right to Move.	Debra Levison (David Eastwood)
		3	The introduction of Affordable Rent into Housing Moves may reduce take up of properties and numbers of lettings.	2	2	G	Monitoring outcomes and will review at regular intervals.	Debra Levison (David Eastwood)
Housing Zones	Housing Zones programme was introduced to accelerate or create new housing supply to help meet London's housing requirement of at least 42,000 homes a year, as set out in the Mayor's London Housing Strategy. The first Housing Zones will be established in 2015 and are expected to have a lifespan of 10 years. The GLA will enter into an Overarching Borough Agreement with local authorities to monitor performance and output in overall terms within a Housing Zone. There will then be a number of contracts or interventions within each Housing Zone, which will be delivered by local authorities, Registered Providers and developers or a combination of these.	1	Failure to designate 20 Housing Zones or identify 50,000 homes for delivery.	1	3	A	18 of 20 Zones have already been announced, with the remaining 2 due for consideration by HIG and IPB in September. The 50,000 home target was exceeded by the 18 Zone.	Jamie Ratcliff (Neil Hook)
		2	Over commitment of funding in excess of the £400m available.	2	4	R	Active management of the finances, and confirmation of a first come first served allocation of funding has meant the GLA can minimise the risk of over commitment.	Jamie Ratcliff (Neil Hook)
		3	Delay in entering in to individual agreements and contracts relating to either Zones as a whole or individual interventions.	2	3	A	The HZ Contracting Team has taken a lead on identifying, prioritising and resourcing getting schemes in to contract with the first contracts due in September. This will be matched with monitoring requirements in the contract and penalties for non delivery which will allow active risk and delay management.	Jamie Ratcliff (Neil Hook)
Decent Homes Programme	The Decent Homes programme was introduced to improve the condition of council homes across the country with minimum standards to ensure that homes are warm, weatherproof and with reasonably modern facilities. The GLA ran a 2011 - 2015 programme, whereby 14 London borough landlords are being funded through the Decent Homes Backlog programme. Five of these are funded directly and the remaining nine through Arms Length Management Organisations (ALMOs). 2015-16 Decent Homes Programme was approved under MD 1427, where nine Boroughs have been allocated c.£145m to bring homes to decent standard. This programme will enable all London boroughs to be in a position to independently resolve their Decent Homes backlog by 2016.	1	Boroughs fail to complete the remaining number of homes to be made decent.	1	1	G	Very low risk of this occurring. Boroughs are fully on track with this programme and continue to progress well.	Nick Taylor (Kit-ling Chan)
		2	GLA unable to contract with Boroughs before start on site of their programme; this may delay the Borough's programme and have an impact on their 15-16 delivery.	1	2	G	This is considered low risk as boroughs will already have their own DH programme in place and if contracts are delayed on their side, they would be expected to deliver at their own risk without GLA funding.	Nick Taylor (Kit-ling Chan)
		3	Costs of materials continue to increase and in retendering contracts the price per home increases meaning less output and targets missed.	2	2	G	Medium risk as most contracts on fixed price risk arises with any further delay to announcement.	Nick Taylor (Kit-ling Chan)
	The Mayor's Housing Covenant is the Mayor's commitment to delivering affordable housing across London. The MHC Programme aims to provide much	1	Welfare reform and associated rent reductions will reduce provider's financial capacity and may potentially impact on provider's ability to deliver housing developments through to 2018.	4	4	R	Working proactively with Government to ensure that impacts are mitigated and the new policies are intelligently implemented.	Jamie Ratcliff (Tajmina Jetha)

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Mayor's Housing Covenant	needed affordable homes for rent and home ownership in London. The programme comprises a number of housing led development projects delivered by investment partners. It includes: Affordable Homes Programme, National Affordable Housing Programme, Empty Homes, Mayor's Specialised Care and Support, MHC Homes for Working Londoners and MHC Building the Pipeline, MHC 15-18, full details of these programmes are available on the GLA's website.	2	New Government policies in relation to Right to Buy for housing associations, high value council homes sales and welfare reform have the potential to negatively impact on delivery through to 2018.	2	4	R	Working proactively with Government to ensure that impacts are mitigated and the new policies are intelligently implemented.	Jamie Ratcliff (Tajmina Jetha)
		3	Slippage or non delivery cannot be substituted by existing or new schemes.	1	3	A	The directorate will also work with providers to prepare a pipeline of schemes to substitute slipping schemes.	Jamie Ratcliff (Tajmina Jetha)
RE:FIT	RE:FIT is the pan-London non-domestic public buildings retrofit programme. It comprises an energy performance framework of suppliers and a Programme Delivery Unit (PDU) to support public sector organisations undertaking large-scale retrofit projects. The primary objectives of projects and programmes supported by the RE:FIT PDU team are to reduce carbon dioxide emissions, reduce energy bills and help the delivery of the Carbon reduction targets for London's public buildings.	1	Inability to sign up 600 buildings by end-2015.	3	3	R	To date 470 buildings have been or are going through RE:FIT. The team has identified a further 300 buildings that could be brought into RE:FIT by end-2015. However, a considerable and concerted effort will be needed as there are always delays, and internal and external factors, that affect the number of buildings that enter into contract for RE:FIT.	Debra Levison (Rob Spender)
		2	Inability to sign up 200 schools by end-2016.	2	3	A	To date 57 schools have been or are going through RE:FIT, and there are 251 schools in the current pipeline that could be delivered through RE:FIT by the end of 2016. Working with Salix Finance is key to the success of delivering RE:FIT in schools. The RE:FIT team is working very closely with Salix and also with other internal GLA teams to maximise the engagement of schools and boroughs, and also the RE:FIT delivery mechanisms that schools can use.	Debra Levison (Rob Spender)
		3	The transition from the current PDU to the new PDU reduces the momentum of the RE:FIT programme, leading to a dip in progress and results in 2016.	2	3	A	The GLA and the current PDU are working hard to develop existing and new leads, and ensure that details of the current PDU's legacy pipeline are fully documented. During early 2016, the GLA and PDU will focus on managing both information and communications with clients to achieve a smooth transition from the current PDU to the new one.	Debra Levison (Rob Spender)
Home Retrofit - RE:NEW Phase III (Support Team)	RE:NEW is the pan-London domestic energy retrofit programme. Now in its third phase, it comprises a framework of suppliers and a support team to support social housing providers, local authorities and the private sector to retrofit their homes.	1	A range of policy changes risk having a substantial impact on the pipeline – resulting in a sizable risk of not being able to recover ground lost in year one and to meeting in-year targets for years two and three. These policy changes include: 1 per cent rent reduction, extension of the Right to Buy to housing association tenants, sale of high value local authority homes, review of renewables subsidy, cancellation of Allowable Solutions, cessation of financing to the Green Deal Finance Company, cessation of the Green Deal Home Improvement Fund.	2	3	A	Identifying anticipated changes as early as possible, identify alternative funding mechanisms and sources, provide robust advice on financial realities and risks to clients, and helping clients to build new business cases.	Debra Levison (Kore Mason)
		2	The GLA ELENA funding contract has a minimum leverage factor is 1:20. This represents 20 times (£50,274,000) the amount of the total contribution by the European Investment Bank (£2,513,700). If the programme were to deliver below this point then the EIB could potentially claw back the entire ELENA fund from the GLA.	1	3	A	The bid submitted by the GLA to the EIB estimated the ELENA funded RE:NEW Support Team would leverage at a factor of 1:140. This modelling suggests there is a significant opportunity to over deliver. In addition, Capita are incentivised to deliver capex and carbon targets through putting 20% of fees at risk against these key KPIs. The pipeline will be tracked and managed against the leverage factor.	Debra Levison (Kore Mason)
		3	Risk of London boroughs' DECC Central Heating Fund and Fuel Poverty Innovation Fund bids being rejected; further risk of minimal impact on KPIs.	2	1	G	The Support Team is supporting a number of bids across London and ensuring we maximise the opportunity by using the funding call to secure support plans in boroughs where there currently are none.	Debra Levison (Kore Mason)

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Silvertown Quays	Silvertown Quays is a major regeneration site at the heart of the Royal Docks. The 50 acre site occupies a high quality waterside location on the south site of Royal Victoria Dock opposite ExCeL within an area called West Silvertown. The GLA has signed a development agreement with The Silvertown Partnership (comprising Chelsfield and First Base) to deliver an innovative mixed use scheme focused on 'brand pavilions' which will create a new destination within the Royal Docks. This also includes the redevelopment of Millennium Mills which has received £12m from the Government's Building Foundations for Growth Enterprise Zones Capital Grant fund and awarded through the London Enterprise Panel for asbestos removal and early demolition works.	1	Insufficient interest for the brand pavilions.	2	3	A	Work closely with TSP to develop a marketing strategy for the site with early engagement with leading brands. TSP are required under the MDA to have pre-lets in place 3 months (target) after Planning Permission (or spend £2.5m on infrastructure).	Simon Powell (Paul Guest)
		2	Judicial challenge to the outline application due to ancillary retail quantum for the brand pavilions/trading houses.	2	3	A	TSP have prepared a retail impact assessment to support the application. LBN have commissioned an external report on the use class and retail impact assessment provided by TSP. Any concerns highlighted by the report will be addressed by TSP.	Simon Powell (Paul Guest)
		3	TSP are unable to secure funding for phase 1.	2	3	A	TSP have prepared a comprehensive marketing document for the site and wish to secure or have agreed strategies for all third party land agreements/requirements ASAP.	Simon Powell (Paul Guest)
Royal Albert Docks	Project to bring forward for development both Royal Albert Dock East and West sites in the Royal Docks. ABP have been secured as the development partner, with the development agreement signed on the 29/05/13. This is a key 35 acre site within the Royal Docks that will be focused on delivering employment generating uses. The aim is to attract a number of south east Asian companies to locate their European headquarters on this site. The first phase will be in excess of 600,000 sqft and aims to be on site by early 2016, with subsequent phases following - the timing of which will be subject to market demand.	1	Funding - That ABP cannot fund the first phase. ABP have yet to demonstrate exactly how they are to fund the first phase. They have confirmed that if necessary they can equity fund, but are seeking debt & equity partners.	2	3	A	Prior to drawdown of the lease a full review of ABPs funding strategy will be carried out to ensure that in our view it is sufficient.	Simon Powell (Lauren Noble)
		2	Viability - That the scheme does not produce returns that make it attractive to 3rd party investors & funders, or cost increase / values decrease.	2	3	A	We are monitoring this, however ABP seem confident that they will progress the scheme.	Simon Powell (Lauren Noble)
		3	Management - That the ABP / Stanhope project team is not sufficiently well coordinated to deliver in an efficient manner.	2	3	A	This concern has been raised with ABP, who have confirmed that Stanhope will continue in their role as development manager for at least the first phase.	Simon Powell (Lauren Noble)
Crystal Palace Park (including National Sports Centre)	The Crystal Palace (National Sports Centre) project aims to identify a long term strategy for the NSC to establish a sustainable operating model to leave a sporting/leisure legacy for South London. The current GLA commitment is to maintain the NSC until 2016 and it is now necessary to agree a long term strategy for the period post March 2016. This will need to be done in conjunction with proposals for the rebuilding of the Crystal Palace and proposals for the upgrading of Crystal Palace Park.	1	That GLL decide that they do not wish to extend their contractual commitment beyond March 2016.	2	3	A	Discussions are ongoing with GLL and good progress is being made. GLL would like to secure a long term involvement with the NSC and are therefore unlikely to do anything to harm the short term future of the facility.	Simon Powell (Malcolm Beadle)
		2	That the reputation of the GLA is challenged for failing to deliver anything material following the engagement of external consultants and the extended consultation process.	2	2	G	The consultation with all key stakeholder groups continues and opportunities for "quick wins" are being investigated to address some of the operational issues identified during the consultation period.	Simon Powell (Malcolm Beadle)
		3	It is not possible to deliver significant financial savings during the period 2016-18.	3	2	A	Work is in hand with FMG (business consultants) and GLL to review existing contract arrangements and to explore opportunities to generate additional income/cost savings, without adversely impacting on the level of service currently provided.	Simon Powell (Malcolm Beadle)
London	Delivery of land remediation, new infrastructure and public realm works to create a new business park for sustainable industries in east London - offering nine serviced development plots to the market, of which two plots have been long leased and another is under offer (with Mayoral approval); a further two areas within plots are interim leased. The London	1	Delay to commencement of construction of gas main for the LSIP due to: (i) need to conclude an essential easement with Barking Riverside Ltd ("BRL"), and (ii) any Network Rail prohibition on works in the vicinity of their IP gas pipeline at Barking Riverside, and (iii) any restrictions or additional works (required by Environment Agency) caused by BRL choosing to treat their land as a vole habitat (March/April 2015).	3	4	R	Implement an agreed alternative delivery plan involving 'direct build' by National Grid (on behalf of GLAP) - following a review of the cost/benefits of this alternative approach (one that is not dependant of 3rd party landowner consents).	Simon Powell (Christopher Broster)

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Sustainable Industries Park (LSIP)	Sustainable Industries Park (LSIP) seeks to accelerate the pace of development of low-carbon energy from waste, advanced recycling and other clean-tech infrastructure in London and to develop an exemplar for the exploitation of sector business synergies. The project has seen the first occupier of the Park, East London Biogas, commence operations on a former landlocked industrial plot after it was opened by the Business Secretary in April 2014.	2	Risk of planned foul water upgrade works: (i) being delayed (by performance / ownership issues to do with the existing network), and (2) going above budget cost.	1	3	A	Investigate the extent of the existing private FW network, and work with Thames Water to get design approval (for adoption) of the planned replacement pumping station. Press Thames Water to enforce the maximum waste water flows they permit into the existing Halyard Street pumping station using accurate flow data. Appoint foul water contractor to deliver upgrade.	Simon Powell (Christopher Broster)
		3	Risk of further costly fly-tipping on vacant plots awaiting sale.	4	3	R	Increase and vary security patrols, and set up an 'early warning system' with other local businesses and with a neighbouring Business Improvement District (BID).	Simon Powell (Christopher Broster)
Barking Riverside	Investment in Joint Venture Company known as Barking Riverside Ltd (BRL) with Bellway Homes for acquisition and preparation of the development platform for Barking Riverside, working closely with the London Borough of Barking and Dagenham (LBBB) to deliver the project. The Planning consent is in place for 10,800 new, mixed-tenure homes including up to 41% affordable housing (by habitable room) alongside 65,000sqm of commercial, retail and leisure development supported by schools (up to four primary and one secondary school) and public transport links.	1	Failure to contract funding for rail links will lead to current masterplan remaining unviable/undeliverable in commercial and planning terms, severely constraining development.	1	4	A	Close coordination of the funding parties to ensure that scheme is contracted in a timely manner.	Fiona Duncan (Elinor Savage)
		2	Failure to get planning on the revised masterplan and TWAQ.	2	3	A	Re-visit housing output numbers.	Fiona Duncan (Elinor Savage)
		3	Failure to agree plot drawdown with development partners impacts on BRL business plan.	1	3	A	Ensure early discussions take place with partners about plot drawdown.	Fiona Duncan (Elinor Savage)
Greenwich Peninsula	Regeneration of Greenwich Peninsula contributing towards long term regeneration and sustainable economic growth in London. The development will also provide new schools, community facilities, upgraded transport infrastructure, open amenity space, employment opportunities and a low carbon energy network to serve the wider area.	1	The Masterplan revision provides for a greater residential density but issues remain around affordable housing and viability. Knight Dragon has committed to 25% affordable housing. Risk to landowner of securing appropriate return for public purse from land.	2	3	A	Negotiations underway on the commercial and legal agreements underpinning the development.	Simon Powell (Wil Stewart)
		2	Dispute over the school admissions policy is causing delays to the progression of the legal documentation for the lease. KD object to the proposed admissions policy.	2	3	A	Working with RBG and KD to facilitate their negotiation of the policy to enable the legal documentation for the lease to be progressed in a timely manner.	Simon Powell (Wil Stewart)
		3	Proposals for over station development being drawn up between KD and TfL fail to address regeneration imperative on the Peninsula	2	3	A	GLA to work closely with KD and TfL to agree commercial terms on development and assess how GLA land is best used as part of the development to facilitate the wider regeneration objectives for Peninsula.	Simon Powell (Wil Stewart)
Land & Property Balance of Programme	This entry covers projects within the Land and Property Programme outside of the six main strategic projects for Strategic Projects and Property in the Housing and Land Directorate. The projects are at various stages and categories including residential and commercial development, disposals and procurement, estate management, progression of Compulsory Purchase Orders (CPO's) as well as being held for future planned strategies. The outputs are being monitored on the GLA Project Control System (hosted by the HCA). Key projects to be highlighted: Gallions Quarter, Beam Park, Stephenson Street, Blackwall Reach Regeneration, Lymington Fields, Cane Hill, Kidbrooke Regeneration, Newington Butts, Lewisham Gateway, Thameside West.	1	Blackwall Reach: The CPO was approved excluding Phase 4 from the boundary. This does not impact the current programme.	2	2	G	The principle of redevelopment for Ph 4 was supported by the SoS and the team will enter into early negotiations with leaseholders. The Certificate of Immunity for the Robin Hood Estates was also approved and enables the next phases to progress, including phase 1B demolition to commence Oct/Nov.	Simon Powell (Kit-ling Chan)
		3	Beam Park: a viable scheme is not possible.	2	4	R	Tenderers have been issued with detailed information to inform their proposals. Flexibility to affordable housing mix agreed to accommodate up to 80% shared ownership/20% affordable rent. A 0% interest loan for remediation works has been offered. A guaranteed land payment is requested which can be phased. A planning and overage percentage for the GLA is required. Uncertainty remains until developers full proposals are received.	Simon Powell (Kit-ling Chan)