

Corporate Issue Register

Title	Date Raised	Description	Assignee	Proposed Resolution	Latest Progress	RAG Status
-------	-------------	-------------	----------	---------------------	-----------------	------------

Extracted - Not relevant

Corporate Risk Register

Line Number	Title	Date Raised	Description	Initial Severity RAG	Assignee	Mitigation Plan	Latest Progress	RAG Status	Initial Impact Comment	Current Impact Comment
1	East Bank delivery within programme, budget and scope	05/12/2013	<p>There are delivery and budget risks that need to be addressed to ensure that the project is successfully delivered. [REDACTED] and ensuring planning permission is granted on schedule (causes 1 and 4 below). This risk includes that partners are not well coordinated and meeting tight timescales driven by very tight programme [REDACTED] that issues are not identified or resolved pre-viability, in particular agreeing design, planning consents for the schemes and unsuccessful procurement of contractors. The impacts of not delivering this project would be very significant in terms of reputation and the credibility of the organisation and possible calls on contingency.</p> <p>Causes C1. [REDACTED]</p> <p>C2 There are also cost risks relating to build costs (especially tender price inflation), tax including VAT liabilities on Fixed Estate Charge and construction inflation, the impact of Brexit, town planning, Final Business Case and OBC Update approval and residential viability. C3 Programme slippage due to poor project management, lack of resources particularly to manage residential Joint Venture and Managed Package Solution, slow decision making, construction complexity, procurement, design, changing requirement. C4 Planning permission not granted or deferred, particularly in relation to affordable housing.</p>	R	Rosanna Lawes	<p>Close working with GLA and partners on scope of Stratford Waterfront scheme . [REDACTED]</p> <p>[REDACTED]</p> <p>Clear responsibilities through agreements with partners. [REDACTED]</p> <p>[REDACTED]</p> <p>Effective design management and co-ordination; clear procurement and delivery strategy and planning (C3) Managed package approach for UAL to ensure delivery on time, identify risks associated with this approach (ongoing) (C3) Aligning partners and stakeholders. Scope existing services and ongoing works in relation to construction. (ongoing) (C1)</p> <p>Robust risk management process with regular reporting to the GLA. (ongoing) Tight cost and scope controls. (ongoing) (C1-3)</p> <p>[REDACTED]</p> <p>Close working with PPDT, Planning Committee and the Mayor to ensure planning is granted, including any impact of affordable housing targets (C4) Ensure LLDC and partners are well resourced to undertake the programme, in particular the impact of managing a joint venture for the residential elements and the managed package for procurement.</p>	[REDACTED]	R	3. Inadequate reports	<p>Controls defined but complexity of partner and governance arrangements and requirements means that control can be inadequate in some areas, evidenced by independent assurance reports [REDACTED]</p> <p>[REDACTED]</p>

Extracted - Not relevant

Line Number	Title	Date Raised	Description	Initial Severity RAG	Assignee	Mitigation Plan	Latest Progress	RAG Status	Initial Impact Comment	Current Impact Comment	
2	Extracted - Not relevant										
3	Extracted - Not relevant										
4	Extracted - Not relevant										
5	Extracted - Not relevant										
6	Delivery of current housing developments (receipts, schedule, regeneration, reputation)	01/05/2013	<p>Housing developments [REDACTED]</p> <p>Causes</p> <p>C1. Developer concerns about viability of the schemes.</p> <p>C2. Market conditions higher Tender Price Inflation, lower House Price Inflation, impact of leaving the European Union.</p> <p>C3. [REDACTED]</p>	R	Rosanna Lawes	<p>Close monitoring of external economic factors, including HPI and TPI, feeding into residential modelling, ongoing (C2)</p> <p>Ensure prudent assumptions in long term plan. (C2)</p> <p>[REDACTED]</p> <p>Ensure all parties understand the reputational impacts of housing being delayed or not brought forward. (C1, C2, C3)</p>	<p>This will remain a risk until most of the units are sold. Ensure that the 10 year plan reflects the current position through quarterly budget reviews and the budget process.</p> <p>[REDACTED] Housing Strategy being developed for Board approval. Risk re-worded as part of review of suite of housing risks.</p>	R	3. Insufficient	[REDACTED]	
7	Delivery of future housing developments (receipts, schedule, regeneration, reputation)	08/11/2016	<p>Housing (with mixed use commercial and community) developments are planned on the Park at Pudding Mill Lane, Rick Roberts Way and Stratford Waterfront. There is a risk that these developments will be delayed or not be delivered leading to reduced receipts to LLDC, delays in completion, reputational impacts and reduced regeneration benefits</p> <p>Causes</p> <p>C1. Decision on overall housing strategy for LLDC is delayed leading to delays in going to the market</p> <p>C2. Change in Mayoral policy following publication of SPG for 50% affordable housing on public sector land leads to reduced receipts and a reduced pool of interested developers.</p> <p>C3. Acceleration of delivery will lead to reduced receipts</p> <p>C4. Lack of interest from the market due to economic conditions higher Tender Price Inflation, lower House Price Inflation, impact of leaving the European Union.</p> <p>C5. Without clarity on strategy on affordable will reduce market interest significantly. Tendering for public projects is expensive to the private sector and market considers very carefully where to invest resources in bidding in uncertain economic and political climate.</p> <p>C6. Planning permission for the developments being delayed or deferred where they do not meet the Mayor's affordable housing threshold. Delays also caused by stakeholder</p>	R	Rosanna Lawes	<p>Seek a decision on housing priorities from the Mayor. Close and joint working with the GLA, understand implications of the Mayor's affordable housing aims and ensure impacts of affordable housing on capital receipts are understood by GLA. Grant for affordable housing to support Mayoral policy is fundamental to delivery. (C1, C2, C3)</p> <p>Management capacity and Board focus on housing strategy including regular Board discussions (C1, C2, C3, C5)</p> <p>Close monitoring of external economic factors, including HPI and TPI, feeding into residential modelling, ongoing (C4)</p> <p>Due to market influences and risk exposure continue to monitor ambitious and challenging receipts targets in long term plan (C2)</p> <p>Ensuring an attractive opportunities with LLDC and GLA objectives aligned and clear and a streamlined procurement process is essential (C5)</p> <p>Early briefings to the Planning Committee and agreed and aligned strategy with GLA Planning, Housing and Policy. Clear and comprehensive communication and Community engagement strategy including public consultations on emerging plans (C6)</p> <p>Prepare proposal on a JV structure that seeks to align objectives and delivers LLDC regeneration</p>	<p>Discussions continue with Mayor's office. Progressing capacity and design work to inform viability.</p> <p>[REDACTED] PML The team are working with [REDACTED] to look at ways to make the scheme more viable to inform a revised brief for the masterplan. Risk re-worded as part of review of suite of housing risks. Delays in decision making and impact of affordable housing on planning determination are biggest concerns.</p>	R	3. Insufficient	Controls and monitoring in place. Complex responsibilities and accountabilities with some elements out of LLDC's control.	

Line Number	Title	Date Raised	Description	Initial Severity RAG	Assignee	Mitigation Plan	Latest Progress	RAG Status	Initial Impact Comment	Current Impact Comment
			objections. C7. C8 C9. (C10. Unexpected construction costs (e.g. remediation)			objectives (C8)				
8										
9										
10										
11										
12										
13										

Extracted - Not relevant

Extracted - Not relevant

Extracted - Not relevant

Extracted - Not relevant

Extracted - Not relevant

Extracted - Not relevant

Line Number	Title	Date Raised	Description	Initial Severity RAG	Assignee	Mitigation Plan	Latest Progress	RAG Status	Initial Impact Comment	Current Impact Comment
14	Extracted - Not relevant									
15	Extracted - Not relevant									
16	Policy Change	07/10/2015	Successive National Governments and London Mayors have supported the Legacy programme but there is a risk that political change will lead to a change of policy which could impact on the Corporation's budget or on already established work in areas such as Culture and Economic District and affordable housing. C1 Poor engagement with Mayor of London and GLA C2 Poor engagement with central Government	A	Gerry Murphy	Briefings to Mayoral candidates prior to the Election (complete) (C1) Briefings with the Mayor to understand his priorities and ensure out plans align. (Ongoing) Used the opportunity of the Evening Standard conference at Here East in October 2017 to consolidate the Mayor's support. Continue to build relationship. (C1) Continue central governments political engagement work to maintain and build support (ongoing) (C2) Ensure long term plan and CED budget is part of the wider GLA budget (budget process for 17/18 to commenced September 2017) (C1) Briefings with CED partners (ongoing) Implications of Britain's exit from the EU are being worked through. (C2)	Engagement with Mayor has been positive to date, continue to ensure that LLDC understands the Mayor's priorities and is able to modify to help to fulfil them. Work with Government on CED to ensure that new Ministers support the scheme.	A	2. Adequate	Controls in place and relationships being built. the Mayor is supportive on LLDC but its plans have not been as high on his priorities as LLDC want them to be, however this is unlikely to be as a result of inadequate controls.
17	Extracted - Not relevant									
18	Extracted - Not relevant									

Line Number	Title	Date Raised	Description	Initial Severity RAG	Assignee	Mitigation Plan	Latest Progress	RAG Status	Initial Impact Comment	Current Impact Comment
26	Extracted - Not relevant									