Risk No	Risk Description: "There is a risk that"	Risk Consequence: "Which will result in"	Risk Owner	Risk Status	Impact	Probability	Overall	Risk Status	Risk Trend	Mitigating Action	Impact	Probability	DACORU	us
STRATEGIC														
1	Withdrawal of Government support for the Garden Communities programme	Lack of support or guidance to address strategic issues. Limited funding for infrastructure could also result in inability to bring forward phases of development through granting planning permissions.	SADC/DBC/HCC/ TCE	Open	3	2	6	Green	$\downarrow$	Authorities and key partners to agree an approach to fund the gaps.	2	2	BOROL	JGH ICIL
2	Change in Government priorities in relation to encouraging strategic housing delivery, with change to national level supporting policy/legislation.		Stakeholder Steering Group	Open	2	2	4	Green	$\downarrow$	Implementation of an active, tactical and on-going strategy of Government engagement; monitoring of legislation changes; continued close liaison with MHCLG and Homes England at ministerial and officer level.	1	2	2	Green
3	Strategy and budget for Hemel Garden Communities not agreed or in place to seize opportunities for further funding bids.	Insufficient resource to deliver the programme, or significant delays to delivery.	DBC/SADC/HCC	Open	4	3	12	RED	$\leftrightarrow$	Authorities and key partners to agree an approach to fund the gaps and manage delays.	3	2	6	Green
4	Potential political change/issues within the partnership that could lead to a withdrawal or variation in support to the proposal from one of the partners.	Depending on the timing, there could be a significant delay to the programme, which could impact on the deliverability and implementation of the preferred strategic growth options.	DBC/SADC	Open	4	3	12	RED	$\leftrightarrow$	Regular and effective Authority meetings together with Stakeholder Steering Group meetings supplemented by on-going communication and collaborative liation across all partnership authorities through focused workstreams. Strong communication will assist with the confidence, assurance and clarity of direction required for the programme to be successful. To reduce the risk of this occurring, the identification of the key cross boundary agreements are needed to	3	2	6	Green
PLANNING														
5	One or more of the Local Plans are found unsound through inspection.	Could delay the programme significantly, in terms of adoption of strategic guidance, and delivery of infrastructure and early phases of Hemel Garden Communities.	SADC/DBC	Open	4	4	16	RED	$\leftrightarrow$	Regular liaison with Spatial Planning teams of each Local Authority.	3	2	6	Green
6	Joint Strategic Plan (JSP) fails at examination or there is significant slippage in the Planning Performance Agreement timescales that are beyond the tolerance of the programme.	Lack of external funding to support strategic infrastructure delivery.	Stakeholder Steering Group/DBC/SADC	Open	3	3	9	Amber	$\downarrow$	Regular liaison with JSP team and Spatial Planning teams.	2	2	4	Green
7	Phase 1 proposals are not high quality enough to grant outline planning permission	Could delay the delivery of early phases of Hemel Garden Communities.	DBC/SADC/TCE	Open	4	3	12	RED	<b>\</b>	Early and collaborative working between applicant and LPA officers. Preparation of Strategic Sites Design Guide SPP to set benchmark design quality, vision and concept masterplan for Hemel Garden Communities to set strategic context which Phase 1 needs to respond to, and use of Design Review Panel to provide feedback on designs.	2	1	2	Green
POLITICA	L / STAKEHOLDER													
8	Stakeholder opposition to Hemel Garden Communities programme	Could delay the programme significantly, in terms of adoption of strategic guidance, and delivery of early phases of Hemel Garden Communities.	DBC/SADC/HCC	Open	3	2	6	Green	<b></b>	Inclusion of a wide range of stakeholders in workshops, including preparatory engagement with key stakeholders, and preparation of Engagement Strategy.	2	1	2	Green
9	Public opposition to Hemel Garden Communities programme	Could delay the programme significantly, in terms of adoption of strategic guidance, and delivery of early phases of Hernel Garden Communities.	SADC/DBC/HCC	Open	3	1	3	Green	<b>\</b>	Clear and targeted Engagement Strategy to be prepared early.  Strategy to ensure ongoing briefings and opportunities to engage in proposal. Community pre-delivery improvement projects delivered.	1	1	1	Green
10	Political opposition to joint working	Could lead to delays in getting key documents signed off and project delays.	DBC/SADC	Open	2	1	2	Green	1	Extensive and ongoing joint working at officer, portfolio holder and	1	1	1	Green
11	Political opposition to Hemel Garden	Could cause significant delays to the project.	DBC/SADC	Open	3	1	3	Green	1	member level.  Early Council Member workshops on Hemel Garden Communities	2	2	4	Green
Communities programme   DBC/SADC Open 3   1   3   Vision and guidance.   2   2   4														
12	Insufficient/delayed Hemel Garden Communities Delivery Team	Larger workloads for exisiting team which could lead to delays in delivery of key guidance and strategies for Hemel Garden Communities.	DBC/SADC	Open	3	3	9	Amber	$\leftrightarrow$	Councils recruiting for positions offering competitive salaries.	2	1	2	Green
13	recruitment/resourcing Key enabling infrastructure costs exceed those anticipated and make scheme unviable	Leading to a delay in delivery.	DBC/SADC/HCC/ TCE	Open	2	2	4	Green	<b>\</b>	Contingency within viability appraisal. High level cost plan developed by TCE.	2	1	2	Green
14	Not enough Planning Performance Agreement resource to support Hemel Garden Communities proposals coming forward	Leading to a delay in delivery of early phases of Hemel Garden Communities.	TCE/SADC/DBC/ HCC	Open	4	4	16	RED	<b>\</b>	Councils to consider costs fully and provide feedback to TCE/developers. TCE to set a realistic budget for Authority involvement and expected programme approach with landowner - should include a list of meetings required before monthly Planning Performance Agreement meetings. Secure Planning Performance Agreement with sufficient ongoing funding.	2	1	2	Green
QUALITY DELIVERY														
15	key studies too long to enable influence over Hemel Garden Communities early phase delivery/Phase 1 application	Planning application(s) which do not meet Hernel Garden Communities programme aspirations for high quality development	DBC/SADC/HCC	Open	4	4	16	RED	$\leftrightarrow$	Councils to consider during approach to brief and procurement.	3	3	9	Amber
16	time with Phase 1 application	Failure to meet Hemel Garden Communities Charter aspirations	DBC/SADC	Open	3	2	6	Green	$\leftrightarrow$	Councils to liaise with TCE regarding stewardship and set timeframes	3	1	3	Green
17	Delays to provision of key infrastructure	Could delay programme and lead to programme milestones being missed or delayed.	DBC/SADC/HCC/ TCE	Open	3	3	9	Amber	$\downarrow$	Ongoing viability appraisal to identify potential funding gaps. Identification of additional sources of funding.	2	1	2	Green
18	Hemel Garden Communities Infrastructure/s106 not appraised before Phase 1 application agreed	Inadequate infrastructure contributions for the wider Hemel Garden Communities area	DBC/SADC/HCC	Open	4	4	16	RED	$\leftrightarrow$	Councils to consider during approach to brief and procurement.	3	3	9	Amber
19	Insufficient skills to deliver the programme	Could delay programme and lead to programme milestones being missed or delayed.	DBC/SADC/Stakeh older Steering Group	Open	4	4	16	RED	<b></b>	Consider additional funding to meet skills gap.	3	2	6	Green
20	Design Review Panel does not reinforce Partners and interested parties concerns with Phase 1 masterplan	Impedes Authorities' ability to influence high quality development of Phase 1	DBC/SADC	Open	4	1	4	Green	$\leftrightarrow$	Councils working collaboratively to brief the DRP in preparation for the review.	4	1	4	Green