

Risk No.	Risk Description	Cause	Consequence	Date Risk Identified / Changed	Risk Owner	Risk Status	Likelihood (5 = high and 1 = low)	Impact (5 = high and 1 = low)	Current Evaluation	Risk Proximity (Immediate = 5, Medium Term = 3 and Long Term =1)	Current Controls	Further Planned Action	Action Owner	Risk Highlighter	Date of Review
1.00 POLITICAL															
1.01	Failure of members having confidence in the service or challenge from opposition members in advance of the next election	Failure to properly communicate the facts relating to the performance of the contract and ensure information and communications are effective and accurate	Undermine working relationships between DBC and Osborne, impact on the operational effectiveness, detract from service improvements. Contract termination and re-procurement.		DBC and Osborne	Open	2	4	8	3	Monthly performance monitoring and reporting to Scrutiny committee. Targets raised in 17-18 to demonstrate continued improvement measures. <i>Star surveys being undertaken every 2 years. DBC undertake periodic audits of KPI's with separate review of Customer Satisfaction.</i>	Continued monitoring of performance. <i>OPSL to enhance engagement process with active members. OPSL raise awareness by extending circulation of Community Matters + more regular newsletter / performance updates. Member training prosal for new members on the price mechanism for the contract.</i>	James Dougall/Fiona Williamson	24	26.03.2018
1.02	Change in Cabinet structure and potential new strategy following the elections in 2019	Democratic process/Future elections	Potential change could result in lack of clarity around future strategy.	4.06.2019	DBC and Osborne	Open	1	3	3	5	Engagement with currently elected members and Member of Parliament	Engage with new Cabinet and members on future direction. <i>Change of Chair of HCOSC so met to establish future workplan and agenda items</i>	James Dougall/Fiona Williamson	15	26.03.2018
1.03	Outcome of Brexit negotiations	<i>Ongoing uncertainty regarding the exit from Europe and the impact on the labour and materials markets.</i>	<i>Impact on the value of Sterling, increasing some imported material costs, potential for reduction in available skilled labour from European Union Countries.</i>	4.06.2019	DBC and Osborne	Open	3	3	9	3	<i>Ongoing review as information emerges from Government</i>	<i>Review of workforce - work with supply chain around employment requirements / constant market review of rates & costs</i>	James Dougall/Fiona Williamson	27	26.03.2018
2.00 SOCIAL - ECONOMIC															
2.01	Major peacetime incident/pandemic or environmental incident.	Civil commotion, terrorism and Act of God	Disruption to service, increased pressure on Contractor to respond to emergency repairs.	4.06.2019	DBC	Open	1	4	4	5	Corporate Emergency Plan and Business Continuity Plans in place for Osborne and DBC. Business Continuity Plans reviewed and updated September 2018 Utilise resources from other contracts	DBC & Contractor to review options for contingency planning with support from other local operations.	James Dougall/Fiona Williamson	20	26.03.2018
2.02	Reduction in available budgets due to a reduced revenue or alternative areas of priority in the Business Plan.	Rent reduction, Welfare reform, inability to collect rents, budget cuts as a result of financial pressure from Central and local government.	Fixed overheads would create a disproportionate level of costs for reduced levels of works delivery. Less efficient use of resources - value for money impacted Reduction in work and reduced customer satisfaction.	4.06.2019	DBC	Open	5	3	15	3	Review of current expenditure and review of Business Plan with potential for smoothing any impact across a number of years to reduce the effect. Monthly review of budget forecast and scope of works.	1) Remodelling of the Business Plan to account for changes in Central Government Policy and the reduction in numbers of properties developed for sale. 2) Work with Osborne to determine how any reduced budget would impact upon site based overhead and what options would be available to ensure this is pro-rata to the volume of works delivered.	James Dougall/Fiona Williamson	45	26.03.2018
2.03	Failure to keep within budget.	Poor contract management. Increased demand. Insufficient/unrealistic budget	Loss of financial credibility, possible governance issues. Loss of confidence from members in Officers and Service Provider.	4.06.2019	DBC and Osborne	Open	2	5	10	3	Approved budget communicated to Contractor. Regular review of spend against available budget. Core group review of spend against budget heads.	Use of historic data to forecast spend. Contractor to provide alerts when profiled spend levels exceeded.	James Dougall/Fiona Williamson	30	26.03.2018
2.04	The tendered price model is unsustainable	General increase in costs exceed target cost	Reduced margin and potential of decrease in quality of work. Ability to deliver the TAM objects are reduced and contract becomes fragmented concentrating on higher margin work.	4.06.2019	DBC and Osborne	Open	2	3	6	3	Open book audits take place quarterly throughout the contract term to monitor vfm and can assess if actual costs are increasing. <i>Undertake Yr 5 benchmarking review of the costs and deliverables on the contract</i>	Review outputs of open book, indexation uplifts and market conditions. Undertake market testing of individual projects to establish market conditions	James Dougall/Fiona Williamson	18	26.03.2018
2.05	Lack of funding or budget cuts as a result of financial pressure from Central and Local Government	Change in rent policy, welfare reforms or the ring fencing of the Housing Revenue Account	An overburden of overhead which could mean the contract would become lossmaking unless we adapted the delivery solution. <i>1% Rent Reduction</i>	4.06.2019	Osborne and DBC	Open	3	4	12	3	Horizon scanning, increase resourcing of the revenue team, regular budget monitoring.	1) Annual budgetary forecasts produced and reviewed with Dacorum BC on a monthly basis to provide work section specific information. 2) Ongoing understanding of the budget requirements - works trending / changing DBC policies 3) <i>Responsibility hierarchies within Partnership</i>	James Dougall/Fiona Williamson	36	26.03.2018
2.06	Single Service provider model presents an insolvency risk to DBC	Financial Failure of Osborne	All work including emergency and day to day repairs would cease. Osborne financial failure leads to major reputational damage to Dacorum BC, a significant reduction in performance of services and the costly re-procurement of TAM services	4.06.2019	Fiona Williamson	Open	1	5	5	3	Financial checks at PQQ and prior to recommendation to award the contract undertaken by DBC and further assurances provided to the financial director. Performance Bond in place to protect against costs to re-procure.	Dunn and Bradstreet reports checked on a regular basis and Osborne have provided DBC with periodic financial performance updates. <i>Horizon scanning and trade press reviewed constantly for news stories related to the companies performance.</i>	Fiona Williamson	15	26.03.2018

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2.07	Annual volume and value of revenue and capital funded works exceeds the available budget	Insufficient or inadequate monitoring and management of the project. <i>Change in council policies. Changes in expectation around service requirements. Change of Central Government policies - such as devolution of responsibilities</i>	Reputational damage with restrictions on work being carried out, focused investment on statutory works only.	4.06.2019	DBC and Osborne	Open	3	3	9	3	<i>Trend analysis of historic works. Budget setting more proactive and robust with input from OPSL. Increased Surveyor accountability for works instructed. Monthly finance meetings where risk & opportunity is discussed and forum for Partnership to issue warnings.</i>	<i>Better co-ordination with DBC Finance Dept and consistent messages being delivered throughout all facets of the Partnership - all departments awareness of budget accountability.</i>	James Dougall/Fiona Williamson	27	26.03.2018
2.08	Significant price inflation driven by external economic events including quantitative easing or banking market recession	Quantitative easing, banking market recession, Brexit.	Significant increase in the underlying cost to provide the service (wages, materials, fuel etc.) with no means to recover.	4.06.2019	DBC and Osborne	Open	2	5	10	3	Horizon scanning and increased resourcing levels in the income team. <i>Benchmarking review undertaken at yr5 to assess prevailing market conditions.</i>	1) Contract efficiency projects to provide the ability to deliver underlying savings through productivity and procurement efficiencies, and protect service delivery from inflation at historical levels. 2) To further protect the sustainability of the contract over its term we propose that revenue relief could be given against annual inflation in excess of an agreed percentage level.	James Dougall/Fiona Williamson	30	26.03.2018
2.09	Inability to demonstrate ongoing efficiencies and the market value of costs	Benchmarking comparisons may not attribute central overheads in the same way as Osborne, therefore making it difficult to demonstrate efficiencies,	Unable to robustly demonstrate the financial benefits of the TAM contract	4.06.2019	DBC and Osborne	Open	1	5	5	3	Targets to demonstrate the baseline and any savings from the existing contract costs.	1) Osborne will benchmark existing costs in delivering the service and compare these to the new costs over the first 3 years of the TAM service. 2) We will measure tangible benefits from efficiency projects and the implementation of leaner processes and present these in an agreed reporting format for Dacorum BC <i>Year 5 Benchmarking review of costs and consideration of efficiency savings for the remainder of the contract term</i>	James Dougall/Fiona Williamson	15	26.03.2018
3.00 OPERATIONAL															
3.01	Failure to align business processes into a single operating solution	Methods of working into a single solution, IT issues, need to deliver work efficiently both on terms of process and controls of the operations. Misunderstanding of drivers and educating members regarding the form of contract and Partnership working practices	Inability to maximise the efficiencies and benefits of the TAM contract, increased costs and duplication failure to achieve the KPI targets and strategic indicators. <i>Service is impacted by inconsistent approach.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	3	Consideration of all factors which may impact upon the business processes and prevent the formation of a single operating solution. <i>Partnership workshops and the establishment of sub-groups to deliver changes reporting to OCG. Process maps in place for all work streams. Review of these to be undertaken regularly.</i>	1) Develop an open and honest culture with clear communication routes to ensure proactive discussion, early identification of potential issues and quick resolution of any issues arising. 2) Proactive process mapping and harmonisation refresher workshops to be on-going. 3) Periodic review of operations with Core Group members to analyse overall service delivery effectiveness Empowerment of sub-groups to deliver change to include front line staff so cultural changes are embedded	James Dougall/Fiona Williamson	24	26.03.2018
3.02	<i>Works ordered vary considerably to type and volume proposed /anticipated through contract documents</i>	<i>Change in tenant priorities, increase in responsive repairs due to storm damage, increase in number of void properties due to further changes in welfare reform. Changes in legislation following Grenfell or other events.</i>	<i>Incorrect resource availability, degradation of service, Osborne incurs unforeseen costs.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	5	<i>Tenant involvement during the procurement project. Agreed budgets aligned to work strands and historic volumetrics provided to enable Osborne to plan</i>	<i>1) Osborne and Dacorum BC work to agree new processes, commercial arrangements and cost effective planning to ensure maintenance of service delivery. 2) On-going reviews as part of the Open Book process.</i>	James Dougall/Fiona Williamson	40	26.03.2018
3.03	Inability to effectively operate the new open book commercial model	Lack of understanding of the the price model and open book principals. <i>Failure to adhere to agreed open book protocol for training and reference purposes. Change in personel</i>	<i>Reputational damage with subjective messages being circulated.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	5	<i>External auditor appointment on-going, agreement on timetables, presentation, and output. Q1 - Q3 savings being realised within current FY. Proactive dialogue amongst Partnership during Finance Meetings as to expected out turns for Pain / Gain. DBC inserted Asset Manager into process to support with financial review and out turns.</i>	<i>Incorporate Leasehold Service Charges into Open Book process. Review of methodology for build up of actual costs in Yr 5 review to identify additional clarity for leaseholders</i>	James Dougall/Fiona Williamson	40	26.03.2018
4.00 SOCIAL															

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3.01	The service not being accessed by all Council tenants	Inability to access the service. Poor communication options for tenants	Deterioration of stock through lack of repair. Disengagement of residents.	4.06.2019	DBC and Osborne	Open	1	3	3	5	Surveys targeted towards properties with low Repair volumes. Trend analysis of properties to ensure tenants engaged with.	Tenant representation on Ops core group, development of a vulnerable persons strategy, Ongoing pro-active communications with tenants.	Fiona Williamson / James Dougall	15	26.03.2018
4.00 TECHNOLOGICAL															
4.01	IT Failure	Power/Internet outage, fire, flood etc	Failure to plan, report and deploy engineers and collect data	4.06.2019	DBC and Osborne	Open	1	4	4	5	UPS on servers. Disaster Recovery plan in place. Mitigation to only 1 day data loss because data is backed up daily.	Continue to explore options for hosted solutions and cloud computing. Development work undertaken to provide hosted solutions "Union Square" and DBC data migration to a web based Promaster solution.	Fiona Williamson / James Dougall	20	26.03.2018
4.02	Loss of key personnel in management team	Market attractiveness elsewhere; partnering relationship not working	Loss of knowledge and experience could lead to drop in performance	4.06.2019	DBC and Osborne	Open	3	3	9	5	Maintaining regular, good and open dialogue with shared incentives for all team members. Contract management protocol to aid succession planning and business continuity.	Regularly review individual performance at 1-2-1s. Monitor the contract management protocol.	Fiona Williamson / James Dougall	45	26.03.2018
4.03	Under Performance of Contractor to specification	Contract non-compliance. Unskilled workforce	Reduction in quality of service, undermine the value of the housing stock. Reputational issues of Service Provider.	4.06.2019	DBC and Osborne	Open	1	3	3	3	KPI's for quality and satisfaction - reviewed at Core Group meetings. Comprehensive assessment criteria at outset of contract. Contractor early warning monitors ongoing satisfaction surveys. Tenant participation at contract meetings.	Benchmark quality standards for adherence. Set target levels using baseline performance information. Develop financial incentives to meet performance targets based upon KPI's or a balanced scorecard assessment. Ensure sound financial controls are in place.	Fiona Williamson / James Dougall	9	26.03.2018
5.00 ENVIRONMENTAL															
5.01	Severe weather - Such as exceptionally cold weather, or storms	Environmental conditions	High number of burst pipes and increase in repair demands; potentially leaving vulnerable residents without services. Impact on ability to get to properties due to issues with transport	4.06.2019	DBC and Osborne	Open	3	3	9	3	Proactive approach during repairs and programmes of work to implement planned preventative maintenance such as ensuring pipework is insulated. Increased (parts) stock retention during winter months.	Consider including a "Winter Working" protocol in the contract management protocol.	Fiona Williamson / James Dougall	27	26.03.2018
5.02	Poor management of asbestos	Lack of comprehensive information contained on Asbestos Register. <i>Individuals not following agreed process. Inability to access available data due to IT security requirements</i>	Exposure risk to operatives and tenants; prosecution for failure to observe regulatory requirements; reputational risk to the Council.	4.06.2019	DBC and Osborne	Open	2	5	10	5	Continually updating the asbestos register through surveys and other information. Asbestos awareness training held regularly. <i>Disciplinary process to be followed when individuals ignore agreed protocol. OPSL have been storing DBC ASB info on their internal intranet system. lgo.</i>	Migration of asbestos register to PIMMS. Further ongoing updating of register.	Fiona Williamson/ James Dougall	50	26.03.2018
5.01	Unnecessary travelling contributing to excessive carbon emissions from vehicles	Poor planning; lack of right first time completions; lack of dynamic scheduling.	Higher than expected fuel costs. Impact on environment in terms of additional emissions and increased road traffic.	4.06.2019	Osborne	Open	3	3	9	5	Use of vehicle tracking to monitor vehicular usage.	Monitor vehicle use and mileage to evidence any changes. Rationalise use of pre and post inspections to reduce client MO's travelling.	James Dougall	45	26.03.2018
6.00 LEGAL															
6.01	Employment Tribunal in connection with transferring employees	Issues with previous Service Provider and the transferred employees	Disruption to service during tribunal, leading to potential failure in service. Potential claims levied against incoming contractor	Closed	Osborne and DBC	Open	3	3	9	3	Indemnities to be included in the contract	Monitor outcome of tribunal	Mo Hackett	27	26.03.2018
6.02	Impact of changes to Central Government or EU Legislation	Statutory changes in legislation following Grenfell or the European Referendum.	Increase in costs or resourcing required to comply. Change in priorities for expenditure	4.06.2019	Osborne and DBC	Open	3	3	9	3	"Horizon Scanning" to look at any potential external impacts on DBC	Consultation with representative groups to provide early warning mechanism (LGA/CIH). Undertake scenario contingent planning once nature, scope and scale and timing of changes are	James Dougall / Fiona Williamson	27	26.03.2018
6.03	Pressures associated with the implementation of processes and systems to comply with GDPR regulations.	Statutory changes in legislation requiring more onerous management of personal data and the way this is used and the security of the information	Data protection breach, fine and reputational damage.	4.06.2019	Osborne and DBC	Open	3	4	12	5	Appropriate preparation and training of staff, development of GDPR complaint proforma documents and ongoing management of personal data.	Information provided to support a common approach and agreed proforma documentation. Consideration of using operatives to collect profiling data and preferences for method of contact.	James Dougall / Fiona Williamson	60	26.03.2018