

Risk Register Details Table

Risk Name	Detail	30 Sep 2021 Status
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Risk Owner	Fiona Williamson
	Risk Description	Failure of the Total Asset Management Contractor to deliver the five strategic objectives
	Comments	
	Controls & Assurances	<p>Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>Review of contract against peer organizations at end of year 5 of the contract.</p> <p>Pressures within the construction sector have resulted in material and labour shortages - review of the price framework and approach to costs to ensure that statutory repairs and improvement works can continue to be delivered and provide value for money.</p>
	Evidence Risk is being managed	<p>Strategic Core Group Minutes</p> <p>Key Performance Indicators</p> <p>On-going scrutiny by the Property and Place surveyors</p> <p>Year five benchmark review</p> <p>Tenant and leaseholder feedback</p>
	Consequences / Impacts	<p>Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams.</p> <p>Additional costs and time to procure a new contract.</p>

Risk Name		30 Sep 2021	
Detail		Status	
Failure to adopt a service specific best practice approach to Health and Safety	Risk Owner	Fiona Williamson	
	Risk Description	Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)	
	Comments		
	Controls & Assurances	<p>Service specific H & S procedures applied to sheltered housing service covering service users and staff eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule. Corporate H&S policy under review. Ongoing training for staff in key areas.</p> <p>Directorate Health & Safety Committee Quarterly at DMT.</p> <p>Standing Items on Team Meeting Agendas.</p> <p>Quarterly Housing Fire Safety Group attended by Fire Service and Fire Risk assessors.</p> <p>Information provided to tenants at sign up and through News and Views</p>	
	Evidence Risk is being managed	All Risk Assessments / Notes of meetings available for review. Audit scheduled for Q2 for Asbestos and Legionella.	
	Consequences / Impacts	Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.	
Failure to closely monitor operational & financial factors affecting the HRA Business Plan	Risk Owner	Fiona Williamson	
	Risk Description	Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan	
	Comments	The reduction in Universal credit top up payments and the increase in energy costs could impact the tenants ability to pay rent, so this will be closely monitored and additional resources employed to support the income team.	
	Controls & Assurances	<p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analyzed and reflected into the Business Plan.</p> <p>This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate.</p> <p>Stock condition survey has been procured to update the stock information and improve the asset management data for investment programmes</p> <p>Full review of the business plan will be undertaken to model the CPI +1% increase.</p>	
	Evidence Risk is being managed	<p>HRA Business Plan</p> <p>Signed off by Cabinet</p>	
	Consequences / Impacts	Delivery of the Business Plan would not be achieved if income and financial control is not closely managed.	

Risk Name		30 Sep 2021	
Detail		Status	
Failure to closely monitor operational and financial factors relating to the delivery of Homelessness	Risk Owner	Fiona Williamson	
	Risk Description	Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service	
	Comments		
	Controls & Assurances	<p>Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.</p> <p>Monitor impact of demand and the ending of the moratorium on evictions Secured RSAP grant funding to increase supply of move n accommodation.</p>	
	Evidence Risk is being managed	Regular reports to HCOSC and Cabinet.	
	Consequences / Impacts	DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.	
Failure to Deliver the Council's New Build Programme	Risk Owner	Fiona Williamson	
	Risk Description	Failure to Deliver the Council's New Build Programme	
	Comments		
	Controls & Assurances	<p>Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development.</p> <p>This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions.</p> <p>Pressure in the construction market on material and labour supplies could impact the timescale for delivery and increase costs.</p> <p>Delays with statutory consultees, especially the flood authority and HCC have incurred some delays in the planning process. We are working closely with these consultees to try and reduce any impact on the delivery timescales.</p>	
	Evidence Risk is being managed	All Schemes have project worksheets updated fortnightly	
	Consequences / Impacts	Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project.	

Risk Name		30 Sep 2021
Detail		Status
Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes	Risk Owner	Fiona Williamson
	Risk Description	Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes
	Comments	
	Controls & Assurances	Additional resources employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements. New procedures have been developed to align with the changes in legislation. Volumes to be monitored to assess the level of demand upon the service.
	Evidence Risk is being managed	
	Consequences / Impacts	Private sector tenants living in poor conditions that could be prejudicial to their health. Reduction in projected income from licence fees and enforcement action. Statutory function so reputational and financial risks for the Council.
Failure to identify the needs & risks of residents of sheltered housing & ensure appropriate support	Risk Owner	Fiona Williamson
	Risk Description	Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs
	Comments	
	Controls & Assurances	Supported Housing Operational Procedures. Partnership working with other agencies. Effect use of INFORM – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans. Line management structure within supported housing including performance management structure (1:1s and appraisals).
	Evidence Risk is being managed	Supported Housing Officer Procedures Use of Inform software to record details of Supported Housing Officer visits
	Consequences / Impacts	Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents.

Risk Name	Detail	30 Sep 2021 Status
Failure to recruit & retain appropriately skilled, experienced or professionally qualified staff	Risk Owner	Fiona Williamson
	Risk Description	Failure to recruit and retain appropriately skilled, experienced or professionally qualified members of staff.
	Comments	
	Controls & Assurances	<p>Identified all roles that have difficulties in terms of recruitment and retention by area to supplement the workforce planning review.</p> <p>Corporate project to improve the recruitment approach and graduate programme to supplement in house skills base Ongoing training for all staff in HHSRS and fire safety has been undertaken to supplement the knowledge and improve awareness.</p> <p>Use of Apprenticeship levy to support professional training and qualifications</p> <p>Upskilling managers with Coaching qualifications to enable them to provide additional support to members of their team and embed a coaching approach to assisting staff to develop additional workplace skills.</p>
	Evidence Risk is being managed	
Consequences / Impacts	<p>Reliance on external consultants and agency staff and the additional cost implications and pressure if the budgets.</p> <p>Risk of incorrect decisions being made by inadequately qualified or trained staff.</p> <p>Risk of legal action increase in disrepair claims, Environmental Protection Act claims or personal injury claims.</p> <p>Any issues arising as a result of Statutory functions, risk of prosecution and the associated reputational and financial risks for the Council.</p>	

