

# Housing and Environmental Services Risk Register

Risk Code	Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
HES1	Maintain Financial Health	Loss of income to the Housing Revenue Account through 1% rent reduction for general needs tenancies until 2021	Low	Major	Treat	<p>Revise all income policies and procedures to ensure they are fit for purpose</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Look at opportunities to raise income through service charges and other charges</p> <p>Review rents/HRA viability and produce plan to mitigate</p>	Housing Services Manager
HES2	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Loss of income to the Housing Revenue Account through roll out of Universal Credit	High	Major	Treat	<p>Increase % of direct debits.</p> <p>Direct named contact with DWP to address NSP issues.</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Review Allocations Policy to take into account benefit entitlements to different client groups</p>	Housing Services Manager

HES3	Keep residents happy, healthy and safe	Loss of Supporting People funding for the supported housing service	Low	Severe	Treat	<p>Undertaken a full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Utilise BCF funding to on spend to save initiatives that prevent health problems &amp; hospital admissions</p> <p>Establish new protocol arrangements with existing accommodation based support providers and utilise prevention budget / second homes funding to secure bed spaces</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Strategic Housing Manager
HES4	Enable people to live Independently	Loss of Supporting People funding for the sheltered housing service	Low	Severe	Treat	<p>Undertaken a full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Strategic Housing Manager
HES5	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Increase in homeless applications / presentations as Universal Credit rolls out	High	Significant	Treat	<p>Review staffing requirements in light of the implementation of the Homelessness Reduction Act 2017</p> <p>Attain National Practitioner Support Service (NPSS) standard for Homeless Service</p> <p>Increase capacity within Housing Options service. More Housing related support to prevent tenancy failure.</p>	Strategic Housing Manager

HES6	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Failure to fulfil our requirements relating to the statutory homeless duty	Low	Significant	Tolerate	<p>Ensure policies and procedures are compliant with statute</p> <p>Ensure staff are well trained and briefed on changes to the Council's statutory obligations</p> <p>Review staffing requirements in light of the implementation of the Homelessness Reduction Act 2017</p>	Strategic Housing Manager
HES7	Maintain Financial Health	Failure to follow Council procedures / policies leading to Ombudsman finding of 'maladministration'	Low	Significant	Tolerate	Ensure procedures are reviewed regularly and staff are well trained	Housing Services Manager
HES8	Achieve proper Corporate Governance	Failure to fulfil Resident Scrutiny statutory duty	Very Low	Significant	Treat	Ensure Resident Scrutiny Panel in place and undertakes regular reviews of services	Housing Services Manager
HES9	Achieve proper Corporate Governance	Failure to meet statutory deadlines when reporting performance and statutory information to Government agencies	Very Low	Significant	Treat	Ensure deadlines are met and that ownership for each reporting deadline is identified and project managed	Business Support Manager
HES10	Maintain a skilled workforce	Loss of IT Systems and lack of specialist IT knowledge in department	Very Low	Significant	Treat	<p>Corporate IT disaster recovery plan is in place</p> <p>The Council has alternative options available with suppliers</p>	Business Support Manager
HES11	Maintain financial health	Failure to deliver the planned maintenance	Medium	Significant	Treat	Ensure that skilled officers are in place to manage the contracts and contractors delivering this programme.	Repairs and Improvement Team Leader –

						Undertaking a review of the stock condition survey to inform the future capital programme	
HES11	Maintain financial health	Failure to deliver the new build programme	Medium	Significant	Treat	<p>Ensure that skilled officers are in place to manage the contracts and contractors delivering this programme.</p> <p>Undertaking a review of the stock condition survey to inform the future central programme.</p>	Repairs and Improvement Team Leader
HES12	Maintain financial health	Increase in the cost of contracts	Medium	Significant	Treat	<p>Ensure procurement of goods and services deliver on the Council's objectives to deliver value for money.</p> <p>Evaluate the range of contract letting options to deliver good value for money. Consider efficiencies that can be achieved through better management of supply chains.</p>	Repairs and Improvement Team Leader
HES13	Maintain a skilled workforce	Failure to recruit and retain staff	High	Significant	Treat	<p>Ensure pay and conditions appropriately remunerates staff and ensure training and development opportunities are maximised</p> <p>Ensure existing staff are motivated and working within their remit.</p>	Housing DMT
HES14	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Achieving the maximum delivery of affordable homes with the resources/options for delivery available	Low	Significant	Treat	<p>HCA grant programme 2017-21 (SOAHP)</p> <p>Negotiation of s106 on all new sites</p> <p>Support RP's through bidding process</p> <p>Acquisitions / delivery options report to Members</p> <p>Utilise Commuted Sums / RTB receipts</p>	Strategic Housing Manager

						where possible and HRA reserves & headroom	
HES15	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Insufficient supply of affordable homes to meet Council needs relating to allocations and homelessness	Medium	Significant	Treat	<p>Up-to-date housing needs data.</p> <p>Ensure delivery of affordable units through planning gain.</p> <p>Work with HCA to deliver LA new builds in the future.</p> <p>Review Allocations Policy to reflect need and available stock.</p>	Strategic Housing Manager
HES16	Deliver services that keep the District clean and healthy	Major incident (disease outbreak, pollution, severe weather)	Low	Significant	Tolerate	Backfill the staff resources with agency staff	Env Health Manager/ Direct Services Manager
HES17	Maintain financial health	Loss of revenue to the Food Safety Business/ Environmental permitting	Low	Severe	Tolerate	<p>Main income streams are from export certificates. Volumes are entirely outside our control.</p> <p>Continue to support local exporting businesses</p>	Env Health Manager
HES18	Achieve proper Corporate Governance	Legal challenge over statutory function in Environmental Health	Medium	Significant	Treat	Effective governance and review of officer decisions	Env Health Manager
HES19	Deliver services that keep the District clean and healthy	Failure to deliver minimum statutory service duties in Food Safety and Pollution Control	Low	Minor	Tolerate	Continuously keep under review and deploy available resources based on areas of highest potential failure	Env Health Manager
HES20	Deliver services that keep the District clean	Temporary loss of fuel supply at depot	Medium	Minor	Treat	Contingency suppliers in place	Direct Services Manager

HES21	Deliver services that keep the District clean and healthy	National loss of fuel supply	Low	Significant	Treat	Business continuity plan, comply with emergency planning guidance	Direct Services Manager
HES22	Deliver services that keep the District clean and healthy	Loss of vehicle fleet through theft or fire	Low	Significant	Treat	Local and national vehicle hire companies on list of suppliers	Direct Services Manager
HES23	Deliver services that keep the District clean and healthy	Loss of service delivery from contractors	Medium	Significant	Treat	Contingency plans in place to deliver service internally or back-up contractors available	Direct Services Manager
HES24	Maintain financial health	Loss of revenue	Low	Severe	Tolerate	Main income from commercial waste collections cannot compel customers to use our service	Direct Services Manager