



Housing and Environmental Services Risk Register

| Risk Code | Theme/aim | Risk description | Likelihood | Impact | Risk Treatment | Mitigating action | Responsible officer |
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| HES1 | Maintain Financial Health | Loss of income to the Housing Revenue Account through 1% rent reduction for general needs tenancies | High | Major | Treat | <p>Restructure housing service to ensure resources deployed appropriately</p> <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>Review 'back office' functions to ensure frontline staff are able to work effectively</p> | Chris Holloway |
| 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>Restructure housing service to ensure resources deployed appropriately</p> <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>Review 'back office' functions to ensure frontline staff are able to work effectively</p> | Chris Holloway |

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| HES3 | Keep residents happy, healthy and safe | Loss of Supporting People funding for the supported housing service | High | Severe | Treat | <p>Conduct 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> | Chris Holloway |
| HES4 | Enable people to live Independently | Loss of Supporting People funding for the sheltered housing service | High | Severe | Treat | <p>Conduct 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> | Chris Holloway |
| 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 | Low | Significant | Treat | <p>Restructure housing service to ensure resources deployed appropriately</p> <p>Attain National Practitioner Support Service (NPSS) standard for Homeless Service</p> | Chris Holloway |
| HES6 | To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse. | Failure to fulfil statutory homeless duty | Very 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> | Chris Holloway |
| HES7 | Maintain Financial Health | Failure to follow | Very Low | Significant | Tolerate | <p>Ensure procedures are reviewed regularly and staff are well trained</p> | Chris Holloway |

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| | | Council procedures / policies leading to Ombudsman finding of 'maladministration' | | | | | |
| 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 | Martin Guest |
| 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 | Martin Guest |
| HES10 | Maintain a skilled workforce | Loss of IT Systems and lack of specialist IT knowledge in department | Very Low | Significant | Treat | Ensure IT disaster recovery plan is in place Have alternative options available with suppliers Restructure services to ensure required resources in place | Martin Guest |
| HES11 | Maintain financial health | Failure to deliver the planned maintenance and new build programme | Medium | Significant | Treat | Ensure income team is suitably resourced to ensure maximum income. Continually review asset management data to target programme effectively. | Lee Carter |
| HES12 | Maintain financial health | Increase in the cost of contracts | Medium | Severe | Treat | Ensure procurement of goods and services are as lucrative as possible to potential suppliers so they can see the longevity of potential contracts | Lee Carter |
| HES13 | Maintain a skilled workforce | Failure to retain staff | Low | Significant | Treat | Ensure pay and grading review accurately remunerates staff and ensure training and development opportunities are maximised | DMT |

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| HES14 | Facilitate and deliver a range of integrated and sustainable housing and community infrastructure | Lack of funding for development and regeneration programme. | Medium | Significant | Treat | Investigate all avenues for funding new build and regeneration via differing routes to ensure stock levels are maintained or increased | Mike Haynes/Lee Carter |
| HES15 | Facilitate and deliver a range of integrated and sustainable housing and community infrastructure | Insufficient supply of affordable homes Increase use in temporary accommodation/ increased homelessness/ loss of new homes bonus | High | Significant | Treat | Up-to-date housing needs data/ ensure maximise delivery through planning gain/ support Registered Providers with building new homes/ increase a supply through Council House building | Martin Guest/Tony Sylvester |
| 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 | Matt Holford/ Adrian Lowery |
| HES17 | Maintain financial health | Loss of revenue | Low | Severe | Tolerate | Main income streams are from export certificates. Volumes are entirely outside our control | Matt Holford |
| HES18 | Achieve proper Corporate Governance | Legal challenge over statutory function | Medium | Significant | Treat | Effective governance and review of officer decisions | Matt Holford |
| HES19 | Deliver services that keep the District clean and healthy | Failure to deliver minimum statutory service duties | Low | Minor | Tolerate | Continuously keep under review and deploy available resources based on areas of highest potential failure | Matt Holford |
| HES20 | Deliver services that keep the District clean and healthy | Temporary loss of fuel supply at depot | Medium | Minor | Treat | Contingency suppliers in place | Adrian Lowery |

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| 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 | Adrian Lowery |
| 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 | Adrian Lowery |
| 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 | Adrian Lowery |
| HES24 | Maintain financial health | Loss of revenue | Low | Severe | Tolerate | Main income from commercial waste collections cannot compel customers to use our service | Adrian Lowery |
| HES25 | Deliver services that keep the District clean and healthy | Loss of depot operating centre | Low | Significant | Treat | Temporary base for depot Build a new modern depot | Adrian Lowery |