

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	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

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

		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.	David Hucker
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	David Hucker
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

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	David Hucker
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

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