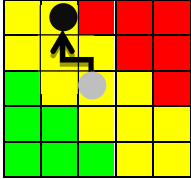
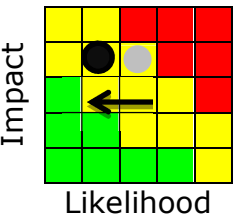
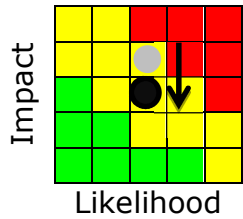
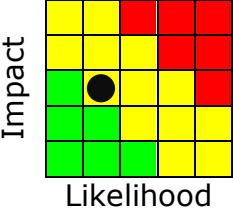


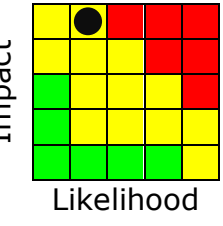
Housing & Property Services Risk Register

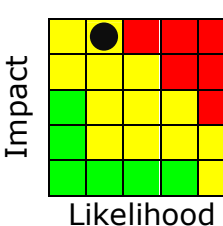
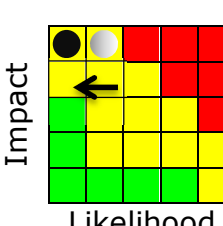
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating	
Warwick District Council Generic Risks									
1. Staff personal safety	Lone working	Death or ill health	Operate Staff Alert List Partnership links with MAPPA, Police and Social Services Issue of mobile phones to staff working out of the office Bespoke assessment of safe working practices where required Joint Consultative Group (management and unions) Accident/incident reporting and investigation DSE assessments WDC Health & Safety Advisor has reviewed the operation of the Tunstall Lone Worker system on our recommendation & reliability has improved as a result	HPMT	1.1 All HPMT managers to carry out lone worker risk assessments for their lone workers	Staff Time	31 st July 2016		
	Potential violent customers	Increase in sickness absence			Issue of mobile phones to staff working out of the office	1.2 Risk assessments of all new applicants to be carried out at the point of letting.	Staff Time		31 st July 2016
	Hazardous premises	Loss of confidence			Deterioration in staff morale	1.3 All HPMT managers need to ensure that all lone workers are signed up and on the system.	Staff Time		31 st July 2016
		Increase in compensation claims from staff			Reputational damage	1.4 Carry out a full Departmental review, section by section, to understand risks	Staff Time		31 st July 2016
		Impact on service delivery							

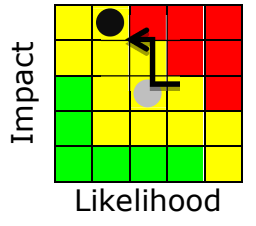
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
2. Failure to meet contractual obligations	<p>Lack of appropriate performance & contract management</p> <p>Not complying with procurement requirements</p> <p>Not monitoring contract renewal dates</p>	<p>Accidents/damage caused by lack of or poor health and safety practice of contractors</p> <p>Failure to deliver statutory and contractual obligations</p> <p>Deterioration in service delivery</p> <p>Increase in number of complaints/compensation/negligence/liability/claims</p> <p>Poor service performance against Priority Action Plan (PAP) & Service Area Plan (SAP) measures</p> <p>Deterioration in staff morale</p> <p>Not legally compliant</p> <p>Financial cost to Council</p>	<p>Effective procurement and contract management procedures in place including regular contractor meetings</p> <p>Materials and installations are specified to meet relevant standards</p> <p>Monitoring of workmanship by WDC Clerk of Works, Surveyors & Property Maintenance Officers</p> <p>A thorough review of the contracts register was conducted to ensure compliance with Code of Financial Practice and Code of Procurement Practice</p> <p>An early warning system has been set up within the PAP to alert managers to contracts that require re-procuring in sufficient time for the method required</p>	HPMT	<p>2.1 Complete asset database</p> <p>2.2 Update stock condition information</p> <p>2.3 Review of Repairs and Maintenance contracts</p>	<p>Staff time</p> <p>Staff Time</p> <p>Staff Time</p>	<p>Sept 2015</p> <p>March 2016</p> <p>March 2016</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
3. Failure to comply with policy, statutory, and normative standards by staff or by WDC representatives	<p>Lack of adequate training or failure to comply with policies & procedures</p> <p>Lack of appropriate performance management</p> <p>Low staff morale</p> <p>Inadequate supervision and management procedures</p> <p>Fraud & corruption by staff, contractors or tenants (e.g. tampering with electric supply/meter)</p>	<p>Failure to deliver statutory and contractual obligations</p> <p>Deterioration in service delivery</p> <p>Increase in number of complaints/compensation/negligence/liability/claims resulting in financial cost and/or reputational damage to Council</p> <p>Poor service performance against PAP&SAP measures</p> <p>Deterioration in staff morale</p> <p>Not legally compliant</p> <p>Breach of Data Protection Act</p>	<p>Effective supervision and management controls in place including; one to ones, team meetings, appraisals, training, recruitment & selection, capability etc.</p> <p>New performance management framework is being developed and implemented and brought into use in April 2015</p> <p>Corporate audit programme in place and service specific management audits in place</p> <p>ELearning system in place and Promotion of corporate policies, including; Anti-Fraud & Corruption Strategy, Bribery Act 201, Internal Audit guidance notes, Whistleblowing Policy, Money laundering Policy, Employee Code of Conduct</p> <p>Compliance with Code of Financial Practice & Authorisation limits supported by system based controls</p> <p>Separation of duties and declarations of interests</p> <p>Effective budgetary control</p> <p>Electronic devices have integrated security systems so that systems cannot be accessed if they are stolen</p>	HPMT	<p>3.1 Complete a review of all policies and procedures to ensure that they are up to date, relevant and compliant and put in place a programme for updating and reviewing on a regular basis</p> <p>3.2 Commission department wide document management system and processes to include recommendations for managing documents and implementation support.</p>	<p>Staff time</p> <p>Staff time</p>	<p>March 2016</p> <p>March 2017</p>	

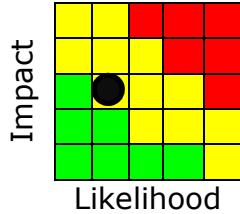
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
4. Significant loss of staff & systems	<p>Significant reduction in staff numbers for example due to; strike, sickness, pandemic etc.</p> <p>Staff unable to attend usual place of work for example due to; closure of building, petrol strike, severe weather etc.</p> <p>Staff unable to access electronic systems necessary to conduct their duties for example due to; Failure of WDC system or support, Power failure, System problems, including hacking/ cyber security threats & cyber crime</p>	<p>Failure to meet statutory obligations</p> <p>Inability to provide services at normal levels</p> <p>Pressure on remaining staff leading to deterioration in staff morale</p> <p>Legal action</p> <p>Additional costs to employ temporary staff</p> <p>Reputational damage</p> <p>Death or ill health</p>	<p>The Service Area Crisis Plan has been updated to ensure sufficient plans are in place to maintain service in the event of significant loss of staff or systems</p> <p>Mobile (home) working practices in place</p> <p>Proactive assessment of upcoming events including reviewing Weather warnings sent by Community Protection and putting in place appropriate mitigations</p>	HPMT	<p>4.1 To investigate the opportunity for implementing further mobile working arrangements so that we have a more flexible workforce and working arrangements</p> <p>4.2 Teams to document procedures for all critical tasks</p>	<p>Staff Time</p> <p>Staff Time</p>	<p>March 2017</p> <p>March 2016</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
Housing & Property Services Specific Risks-Asset Management								
5. Poor asbestos management practices –	Failure to survey, monitor or manage asbestos containing materials in accordance with CAR 2012	<p>Loss of confidence and reputational damage</p> <p>Improvement notices</p> <p>Prohibition notices</p> <p>Fines, compensation and imprisonment</p> <p>Exposure of staff, tenants and third parties to asbestos containing materials</p> <p>Ill health and/or death</p>	<p>Asbestos Management Plan reviewed and in place</p> <p>Asbestos survey and re-inspection programme</p> <p>Asbestos removal programme</p> <p>Asbestos register is maintained and is shared with staff & contractors</p> <p>Survey recommendations are followed up and executed where reasonably practicable</p> <p>Staff and contractor asbestos awareness training</p> <p>Training log maintained</p> <p>Regular asbestos information articles in tenants newsletters</p> <p>Asbestos awareness is a standard agenda item on both contractor & team meeting agendas</p> <p>Regular meetings held with asbestos contractors</p> <p>Regular asbestos management meetings held with key H & PS staff</p> <p>Appropriate contracts in place for the survey, management and removal of asbestos</p> <p>Appropriate staff in place to manage council processes and contractor performance</p>	HPMT	<p>5.1 Asbestos awareness training to be provided for all relevant H & PS staff</p> <p>5.2 Monitor training of staff and contractors to ensure it remains current</p> <p>5.3 Re-procurement of asbestos management and removal contracts to maintain services</p> <p>5.4 Review asbestos register software and re-procure new software if necessary</p> <p>5.5 Appoint asbestos contract administrator following team re-design</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time & Budget</p> <p>Staff time & Budget</p> <p>Staff time</p>	<p>On-going</p> <p>On-going</p> <p>01/06/15</p> <p>01/06/15</p> <p>31/05/15</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
6. Inadequate gas appliance maintenance & certification	Failure to carry out repairs or annual servicing due to inability to gain access to properties or lack of knowledge about the existence of a gas supply	<p>Loss of confidence and reputational damage</p> <p>Improvement notices</p> <p>Prohibition notices</p> <p>Fines, compensation and imprisonment</p> <p>Ill health and/or death</p> <p>Damage to property</p>	<p>Gas servicing programme in place</p> <p>Monthly review of programme progress and performance</p> <p>Robust process for gaining access to properties enforceable by Law</p> <p>Installation of gas restrictors at known properties subject to boiler type</p> <p>Appropriate contracts in place for gas servicing</p> <p>Appropriate staff in place to manage council processes and contractor performance</p> <p>Certification stored in MIS database</p>	Gas Contract Administrator	<p>6.1 On-going monthly monitoring of gas servicing programme and progress</p> <p>6.2 Gas awareness training sessions to be provided for all appropriate staff (these can be provided as & when needed i.e. for new starters)</p> <p>6.3 Review & improve existing policy & procedures in relation to gas</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p>	<p>On-going</p> <p>On-going</p> <p>31/3/16</p>	<p>Impact</p>  <p>Likelihood</p>
7. Inadequate electrical testing of Housing assets & operational Corporate assets in accordance with industry best practice & Council policy	<p>Failure to undertake electrical tests due to no access</p> <p>Poor management and lack of expertise</p> <p>Failure of existing systems due to lack of regular inspection or testing</p>	<p>Loss of confidence and reputational damage</p> <p>Improvement notices</p> <p>Prohibition notices</p> <p>Fines, compensation and imprisonment</p> <p>Ill health and/or death</p> <p>Damage to property</p>	<p>Electrical Safety testing programme in place.</p> <p>Monthly review of programme progress and performance</p> <p>Electronic copies of ECRs stored on asset database</p>	Electric Contract Administrator	<p>7.1 Ensure all "no access" properties have an ECR in place</p> <p>7.2 Review & update existing policy & procedures in respect of electrical testing</p>	<p>Staff time</p> <p>Staff time</p>	<p>30/6/15</p> <p>31/3/16</p>	<p>Impact</p>  <p>Likelihood</p>

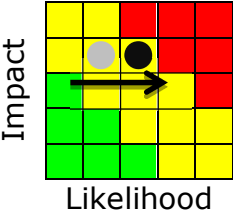
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
8. Service not compliant with Legionella procedure	Failure to maintain testing regime to all relevant properties	Loss of confidence and reputational damage Improvement notices Prohibition notices Fines, compensation and imprisonment Ill health and/or death	Legionella Awareness Group Legionella Management Policy & procedures Legionella testing programme in place Monthly review of programme progress and performance Training of premises managers of the actively managed sites in the weekly flushing of outlets & monthly temperature testing All high risk WDC buildings have schematic drawings to show possible Legionella risk areas	Mark Perkins	8.1 Review & update the Legionella Management Policy 8.2 Ensure that all WDC buildings have schematic drawings to show possible Legionella risk areas 8.3 Maintain training records for relevant H&PS staff 8.4 Ensure adequate records of statutory tests are maintained 8.5 Develop legionella element of MIS database and transfer testing records to MIS.	Staff time Staff time Staff time Staff time Staff time/ICT	March 2016 March 2016 On-going On-going March 2016	 <p>Impact</p> <p>Likelihood</p>

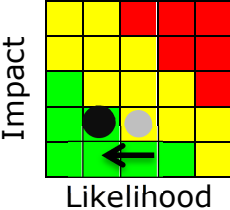
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
9. Risk of widespread fire in blocks of flats or corporate assets	<p>Fire in a communal area of a block of flats or individual flat which spreads to other parts of the building</p> <p>Damage by fire to a corporate property</p> <p>General acts or omissions by anyone</p> <p>Accidental or deliberate ignition of a fuel</p> <p>Electrical fault</p> <p>Gas explosion</p>	<p>Loss of confidence and reputational damage</p> <p>Improvement notices</p> <p>Prohibition notices</p> <p>Fines, compensation and imprisonment</p> <p>Ill health and/or death</p> <p>Damage to property</p>	<p>Compliant services testing programmes (gas, electric, biomass, fire detection and fire-fighting equipment)</p> <p>Fire risk assessment programmes</p> <p>Procedure for the inspection and removal of stored items from communal areas</p> <p>Tenants Newsletter articles advising of fire safety measures</p> <p>Procedure for leaseholder fire doors</p> <p>Compliance Register in place</p> <p>All repairs recommended in FRAs have been carried out</p>	HPMT	<p>9.1 Continue to operate services testing programmes</p> <p>9.2 Monitor and review Fire Risk Assessment programme</p> <p>9.3 Review content and format of Fire Risk Assessments with Corporate Compliance Group</p> <p>9.4 Automate FRA process in MIS including letters to tenants & leaseholders</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time/Budget</p> <p>Staff time</p>	<p>June 2015</p> <p>December 2015</p> <p>March 2016</p> <p>December 2015</p>	<p>The matrix is a 4x4 grid with Impact on the vertical axis and Likelihood on the horizontal axis. The cells are color-coded: top-left is black with a dot, top-right is red, middle-right is yellow, and bottom-right is green. The rest of the cells are yellow.</p>

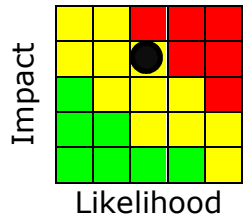
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
10. Housing and/or corporate building fabric falls into disrepair	<p>Unapproved tenant alterations</p> <p>Anti-social behaviour and vandalism</p> <p>Lifestyle</p> <p>Tenants choosing not to report repairs</p> <p>Unlawful occupation</p> <p>Poor quality work and/or materials</p> <p>Repairs not undertaken on a timely basis</p> <p>Lack of resources</p> <p>Staff/management failure</p> <p>Repairs incorrectly identified & allocated at point of report</p> <p>Inadequate levels of inspections</p>	<p>Loss of confidence and reputational damage</p> <p>Improvement notices</p> <p>Prohibition notices</p> <p>Fines, compensation and imprisonment</p> <p>Ill health and/or death</p> <p>Damage and deterioration to property</p> <p>Weakening of legal position for lease covenants</p> <p>Increased reactive repairs and reinstatement costs</p> <p>Loss of income</p> <p>Budget overspends</p>	<p>Maintenance and improvement works programmes the Council's operational Housing & Corporate Property portfolio</p> <p>Accurate and properly maintained stock condition information</p> <p>Cyclical survey programmes</p> <p>Monthly inspections of operational corporate assets</p> <p>Clear escalation process to be available for Building Managers and tenants</p> <p>Performance management framework</p> <p>Awareness articles in home news</p> <p>Learning from complaints & complaints monitoring</p> <p>Tenancy Agreement & Tenants Handbook</p> <p>Adequate repair and maintenance covenants in corporate leases</p> <p>Regular inspections & post inspections carried out by Housing & Property Services teams & by other teams outside the Service</p> <p>Sitexing properties</p> <p>Contract monitoring arrangements in place</p>	Asset Manager	<p>10.1 Develop robust asset management database</p> <p>10.2 Complete 100% HRA stock condition survey</p> <p>10.3 Maintain and develop corporate property stock condition information</p> <p>10.4 Continue to monitor performance of maintenance and improvements works contracts</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p>	<p>March 2016</p> <p>March 2016</p> <p>On-going</p> <p>On-going</p>	

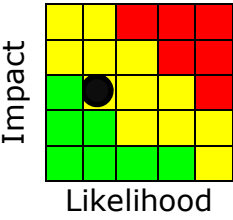
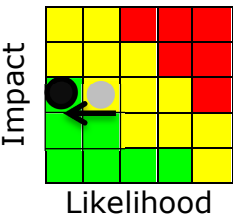
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
11. Failure to maintain Rural Footway Lighting	Anti-social behaviour i.e. tapping into street lighting electrical supply Inefficient inspection regime	Death or ill health Unstable and dangerous footway lighting Increase in number of insurance claims & complaints Reputational damage & loss of confidence Fines and prosecution	Programme of EICR and periodical visual inspections in place Responsive repairs service Location of rural street lighting available on the GIS mapping system	Mark Perkins	11.1 Finalise programme to replace all remaining concrete lighting columns 11.2 Continue inspection programme	Staff time Staff time	Complete On-going	
12. Failure to maintain existing or replace missing street nameplates	Supplier failure & delay due to a shortage of manufacturers	Death or ill health due to emergency services being unable to or delayed in locating address Failure to meet the Statutory Duty	Staff vigilance and communication	John Haughton	12.1 Continue to operate street nameplate replacement service	Staff time	On-going	
Housing & Property Services Specific Risks-Supporting People Services								
13. Unable to respond to emergency calls from Lifeline users	IT system failure Power Failure Loss of Control Centre Corporate recruitment and retention policies adversely affecting 24 hour services	Death or ill health Reputational damage Litigation	Business Continuity arrangements with Tunstall Corporate SLA with ICT Business resilience reviews in respect of lifeline as part of TSA accreditation (October 2012)	Jacky Oughton	13.1 Continuously review call performance against targets	Staff time	On-going	

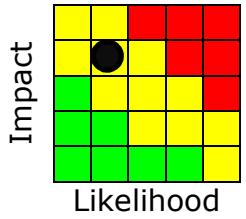
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
14. Using sheltered accommodation to temporarily house homeless people	Lack of alternative temporary accommodation	Risk to tenants safety Customer dissatisfaction Failure to meet statutory duty to provide accommodation to homeless households	Sheltered Scheme staff inform Housing Strategy staff asap of any potential issues Interim policy in place which incorporates Risk Assessments & the current tick list system Regular review of policies and procedures	Abigail Hay/ Jacky Oughton				
Housing & Property Services Specific Risks-Rents & Finance								
15. Significant non-payment of rent leading to high rent arrears	Ongoing welfare reform (including Universal Credit) Ongoing economic uncertainty Supporting People Budget Cuts to floating support as a result of ongoing austerity measures.	Reduced rental income Increase in homelessness Reduced services Business plan revisions Negative publicity & criticism from Members Reputational damage	Financial inclusion strategy Financial inclusion initiatives Additional staff Resources Vulnerable groups identified and offered support Staff training Increase tenant awareness Closer working with other departments – especially Health and Community Protection Ensure money advice services in the district are fit for purpose Work in partnership with other Registered Providers to deliver local and national financially inclusive initiatives Financial risk assessments for new tenants Increase tenant access to Direct Debit	Jacky Oughton	15.1 Raise opportunities of financial inclusion initiatives within other council departments 15.2 work with partners to explore the benefits of collaborative working such as The Breathing Space 15.3 Explore the potential of local and national affordable credit initiatives such as the Rental Exchange and Credit Unions 15.4 Undertake analysis to identify future risks as a result of ongoing austerity measures on the “working poor”	Staff time Budget Staff time Staff time	ongoing ongoing December 2015 December 2015	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
Housing & Property Services Specific Risks-Housing Management								
<p>16. Inadequate management of accommodating dangerous customers in the community-subject to Multi Agency Public Protection Arrangement (MAPPA) level 2 & 3 or Prolific and Priority Offender (PPO)</p>	<p>Lack of adequate policies and procedures</p> <p>Inexperienced staff or staff not knowing triggers & procedures</p> <p>Lack of partnership working and information sharing</p> <p>WDC not being aware that a customer is subject to MAPPA level 2 or PPO level 3</p> <p>WDC Staff not regularly attending MAPPA & PPO meetings</p>	<p>Risk of harm to members of the public and WDC employees</p> <p>Potential impact on community cohesion</p> <p>Negative press coverage</p> <p>Failure to safeguard vulnerable adults</p> <p>Reputational damage</p> <p>Litigation</p> <p>Ineffective partnership working</p>	<p>County-wide protocol for safeguarding vulnerable adults. (Currently working jointly with other Housing Districts, Boroughs and WCC)</p> <p>Involvement with other agencies to manage risk & regular attendance at MAPPA & PPO Meetings</p> <p>MAPPA & PPO flags on Active H</p> <p>Staff Alert List database</p> <p>Training on safeguarding adults</p>	<p>Andy Thompson</p>	<p>16.1 To develop an internal procedure for accepting and allocating MAPPA and PPO customers, including a risk management plan template</p> <p>16.2 Develop an information sharing protocol for all interested parties</p>	<p>Staff Time</p> <p>Staff Time</p>	<p>September 2015</p> <p>September 2015</p>	 <p>The diagram is a 4x4 grid representing a risk matrix. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid is color-coded: the top row is yellow, the bottom row is green, the left column is green, and the right column is red. A black dot is positioned at the intersection of the top row and the second column from the left. A horizontal arrow points from this dot to the right, ending at the intersection of the top row and the third column from the left.</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
17. Failure to understand and react to customer/client contributions	<p>Lack of staff support from the Service to facilitate involvement</p> <p>Not delivering the expectations of the Tenant Panel or the Leaseholders Action Group (LAG)</p> <p>Lack of interest by residents</p>	<p>Failure to meet tenant & leaseholder expectations</p> <p>Failure to meet the HCA Regulatory Standard for Tenant Involvement & Empowerment</p> <p>Tenant Panel or LAG could disband</p> <p>Negative press coverage</p> <p>Increase in corporate complaints</p> <p>Reduction in satisfaction levels</p> <p>Reputational damage</p>	<p>Tenant Panel and Leaseholders Action Group established</p> <p>The Priority Action Plan includes a performance management framework which is focussed on customer experience and includes a number of measures of customer satisfaction</p> <p>Trailing the publication of localised newsletters which are targeted to specific locations and/or customer base</p> <p>The Service Improvement Team is in place to support the service in developing its tenant contribution structures</p> <p>The new Housing Advisory Group will have 3 tenant representatives on which will enable tenants to have the opportunity to shape policy at an early stage</p> <p>Programme of Estates Walkabouts are in place which enable residents to directly improve the area in which they live in</p>	HPMT	17.1 A review of tenant's engagement opportunities to take place; including a programme of satisfaction surveys; a localised approach to engagement; more effective utilisation of internet and social media.	Staff Time	March 2016	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
Housing & Property Services Specific Risks- Housing Strategy								
18. Inability to meet the Housing Strategy Objective number 2 – to meet the need for housing across the district	Worsening Housing Crisis and increase in homelessness	Not meeting the Housing Need	The Housing Strategy has an action plan to address the strategic objective which is included within the Priority Action Plan (PAP). The PAP is regularly monitored and updated by the management team and is published on the intranet.	Abigail Hay	18.1 Adoption of Local Plan	Staff Time	April 2016	 <p>Impact</p> <p>Likelihood</p>
	Lack & cost of land availability	Increase in numbers on the waiting list	Housing Revenue Account Business Plan directs all available resources towards building new affordable homes		18.2 Review the Joint Commissioning Partnership (JCP)	Staff Time	March 2016	
	Failure to identify land available for new build	Increase in demand for temporary accommodation	The Council is exploring the potential to develop a Council Economic Development and Housing Company and other strategic opportunities to increase the delivery of affordable homes		18.3 A review of municipal sites to identify opportunities for development e.g. garage sites etc.	Staff Time	March 2016	
	Inadequate appraisal of full range of options	Reputational damage	Build partnerships with Housing Associations e.g. W2					
	Legislation changes e.g. Welfare Reform	Damage to RSL partnerships	Strategic market assessment					
	Poor partnership arrangements with Registered providers & Developers	Criticism from politicians & the Regulator	Affordable Housing Supplementary Planning Document in place to ensure developments deliver a suitable amount of affordable housing					
	Ineffective S.106 procedure	Loss of opportunity to get Government funding	Gypsy & Travellers Accommodation Assessments (GTAA) refreshed 2012/13					
	Poor Housing Market Assessment data	Not understanding the needs of Gypsies & Travellers	Local Plan process to be used to identify possible further G&T sites					
	Inadequate information/records	Policy failure	Commuted Sums policy in place and regular monitoring of funds					
	No supply of authorised gypsy and traveller sites							
Cost and duration of process of compulsory purchasing land in private ownership								
Not effectively using/spending commuted sums or other resources								

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
19. Failure to meet statutory licensing scheme for homes in multiple occupation (HIMO)	<p>Inadequate staffing</p> <p>Inadequate systems</p> <p>Not being proactive in going out to assess properties</p>	<p>Failure to meet statutory requirements</p> <p>Reputational damage</p> <p>Legal challenge</p>	<p>Programme of inspections in place</p> <p>Regular performance reporting</p> <p>Maintain adequate staffing levels</p> <p>Continue to publicise & highlight what we do in respect of HIMO</p>	Abigail Hay	19.1 To review the HMO Licencing programme and consider options for smoothing out the profile of application due dates	Staff Time	March 2016	
Housing & Property Services - Business Plan Risks								
20. Government changing the laws on Self-Financing	Unable to deliver agreed Business Plan commitments	Business Plan becomes unsustainable	<p>Keep abreast of policy developments and changes in Government.</p> <p>Any change in the law would affect all councils and in this case we would have collective bargaining power.</p>	Abigail Hay	20.1 Ensure that properties are maintained to sufficient standards to mitigate the risk of failing if the Government changes the rules on Self-Financing	Staff time	On-going	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Action(s)	Resource	Due Date	Residual Risk Rating
21. Unsustainable Business Plan	Significant variances in the assumptions that underpin the Business Plan	Reduction in Services Reduction in the delivery of new homes	<p>Regular review of business plan performance which is reported to Finance and Audit Scrutiny Committee bi-annually</p> <p>Business Plan is updated annually and reported to Executive for approval</p> <p>All significant decisions are evaluated and impact on the business plan is considered</p> <p>Business Plan has its own risk register which is annually reviewed along with the Business Plan.</p>	HPMT	21.1 To update the stock condition information to ensure that the business plan is based on robust data and future liabilities are fully understood	Staff Time	March 2016	 <p>The matrix is a 4x4 grid with Impact on the vertical axis and Likelihood on the horizontal axis. The cells are colored as follows: top row (High Impact) is Yellow, Yellow, Red, Red; second row is Green, Yellow, Yellow, Red; third row is Green, Green, Yellow, Yellow; bottom row (Low Impact) is Green, Green, Green, Yellow. A black dot is located in the top-left cell (High Impact, Low Likelihood).</p>