

Appendix 'B' Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update	On corporate risk register?
H1	Council fails to deliver the target number of properties in the Council House Building Programme, due to poor performance of the contractor, planning delays, unplanned costs, availability of materials and utility providers	<p>Inability to meet local housing need and increase in number of households living in unsatisfactory housing conditions.</p> <p>Increase in homelessness and related costs. Failure to meet statutory homelessness duties.</p> <p>Negative impact on resident wellbeing.</p> <p>Negative publicity and reputational damage.</p>	Housing Development Managers	3	4	12	<p>Active management of contracts via monthly contractor meetings and day to day contact with the project team. Appointment of an Employers Agent to manage the contractor on behalf of the Council. Programme includes work to minimise inevitable delays resulting from manufacturing delays, material shortages, sub-contract labour being temporarily shutdown. Consider use of alternative materials to overcome supply shortages, different designs and different finishes and use of materials that are readily obtainable. Early liaison with utility providers by the contractor and the use of mature approved drainage plans within contract documentation.</p> <p>New homes development programme to increase supply of permanent rented family housing where feasible.</p> <p>Deliver actions within the</p>	<p>Contractors at both Uplands and Bronzeoak in voluntary liquidation following reports of financial difficulties. Uplands has new contractor appointed and now in possession of the site. Prep work ongoing for imminent re-start. Handovers expected in both November (3 bed houses) and February (2 bed flats)</p> <p>Financial assistance package approved by HC for the contractor at the Caterham on the Hill schemes. Schemes now progressing well and no current indications of cash flow problems</p> <p>New homes programme seeing an increase in build costs due to material and energy price rises – and the construction industry being energy intensive.</p> <p>Officers pursuing open market land purchases.</p>	YES

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					<p>Housing Strategy which include improving sheltered housing to encourage downsizing, moving tenants on from family accommodation, supporting Registered Providers to reduce rents and development and implementation of an Empty Homes strategy.</p> <p>Maximise opportunities to release land for development.</p> <p>Increase use of private sector housing to meet temporary accommodation demand and prevent homelessness.</p> <p>Monthly monitoring of supply and demand for affordable housing.</p> <p>Extend the buy-back programme into 23/24 &amp; 24/25</p> <p>Utilise preferential grant rates available in the LAHF programme to increase stock of family sized housing</p> <p>Apply for Investment Partner status with Homes England to allow for grant funding to</p>	<p>Completed on purchase of land in Caterham to deliver 16 affordable homes for rent.</p> <p>LAHF property purchases (x 7) on target to complete by November 2023.</p> <p>Application for IP status and grant funding underway (subject to HC approval to enter Grant Agreement with Homes England)</p>
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						subsidise the building programme		
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H2	Loss of skilled staff to manage the Disabled Facilities Grant process and contract	Failure to deliver statutory services to residents and support those most in need. Potential for backlog of applications	Head of Housing	2	1	2	<p>Audit requirement to add to committee register. Recruitment process in place.</p> <p>Business Continuity plan in place</p> <p>Case specific advice can be obtained from the national body for home improvement agencies.</p> <p>Short term cover could be provided by neighbouring councils</p>	<p>Annual reviews of business continuity plan being completed</p> <p>Delivery model of the service currently being reviewed as part of the Future Tandridge Programme</p>	NO
H3	Disabled Facilities Grant Local Authority commissioning partner leaves the partnership	Failure to deliver service and meet statutory services.	Head of Housing	1	2	2	<p>Audit requirement to add to committee register</p> <p>Regular meeting with all stakeholders in the partnership</p> <p>Strict performance management with concerns identified early and rectified</p>	Regular meetings being held between stakeholders in the partnership.	NO
H4	Disabled Facilities Grant Home Improvement Agency ceases trading	Failure to deliver service and meet statutory services.	Head of Housing	1	2	2	<p>Audit requirement to add to committee register</p> <p>Financial viability fully explored as part of the procurement process</p> <p>Short term continuity plan to resource the work via individual private contractors specialising in this work with</p>	Regular meetings being held between stakeholders in the partnership.	NO

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									the Council coordinating the process.
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**Closed risks**

H2	Unable to monitor and control revenue and capital budgets due to Orchard / Agresso interface not working	<ul style="list-style-type: none"> <li>* Considerable financial overspend</li> <li>* Expenditure being held in suspense account</li> </ul>	Head of Housing	1	1	N/A	<ul style="list-style-type: none"> <li>* Orchard have come back to provide both the job reference for the process that creates the output as well as some feedback on our parameters which they don't think are correct.</li> <li>* IT reviewing feedback and advice w/c 07/03/2022</li> </ul>	<b>This has now been fixed.</b>	YES
H3	Current energy contract with Gazprom is terminated due to ongoing situation in Russia / Ukraine.	<ul style="list-style-type: none"> <li>* Continuing with Gazprom as a supplier may be sensitive</li> <li>* Would need to procure a new contract at a much higher cost</li> </ul>	Section 151 Officer / Head of Housing	2	4	N/A	<ul style="list-style-type: none"> <li>* Monitor situation</li> <li>* Liaise with, and take advice from, energy broker</li> </ul>	Statement from Inspired Energy on 28/02/2022 "At present there are no sanctions impacting Gazprom Marketing Ltd and we are doubtful that the UK government will impose these due to the amount of UK clients being supplied by Gazprom and the current amount of supplier disruption due to the market price crisis"	YES

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H1	Overspend on housing repairs	* Impact on the Housing Revenue Account (HRA).	Head of Housing	4	4	N/A	<ul style="list-style-type: none"> <li>* Financial monitoring and savings trackers in place.</li> <li>* Senior managers reviewing the implementation of the new budget arrangements.</li> <li>* Implementing new depot IT system within 12 months (in-line with IT priorities) to provide accurate cost data on time, labour, materials, fuel, vehicle usage, etc.</li> <li>* Heavily restricting the use of third party contractors by the depot for reactive repairs.</li> <li>* Reviewing the reactive repairs schedule of rates for the depot.</li> </ul>	<ul style="list-style-type: none"> <li>* Officers are meeting with Orchard to discuss replacing a software module for the depot and contractors, as the original module is no longer supported. Costings have been submitted to the Executive Lead for Communities. A meeting has also been arranged with IT and other Housing parties to assess future needs. Procurement of new tender for VOIDS has been delayed due to the Vacant Lead Community Surveyor position. The monitoring of budgets is a major risk as the Orchard and Agresso systems are not interfacing and allocating to the correct budget lines. This could result in overspends</li> </ul>	NO
H4	Inability to deliver Housing Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Head of Housing	1	2	N/A	<ul style="list-style-type: none"> <li>* Regular updates brought to Committee.</li> <li>* Member briefing papers prepared for relevant strategy actions.</li> <li>* Officer working group in place.</li> <li>* Communications in place with key partner agencies.</li> </ul>	<ul style="list-style-type: none"> <li>* Regular annual updates being provided to Housing Committee with actions being worked by officers.</li> </ul>	NO

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H5	Inability to deliver the Homelessness Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Head of Housing	1	2	N/A	<ul style="list-style-type: none"> <li>* Regular updates brought to Committee.</li> <li>* Member briefing papers prepared for relevant strategy actions.</li> <li>* Officer working group in place.</li> <li>* Communications in place with key partner agencies.</li> </ul>	<ul style="list-style-type: none"> <li>* Regular annual updates being provided to Housing Committee with actions being worked by officers.</li> </ul>	NO
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