

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/contractor going into administration, higher works costs and availability of materials. Lack of land availability. Lack of staff capacity to deliver programme. Impact of BNG on delivery of programme. Extensive planning delays.	<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> <p>Higher costs associated with increased use of temporary accommodation.</p>	<p>Housing Development Managers</p> <p>Nicola Cresswell and Carol Snowden</p>	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 shut down. 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. Financial assistance package approved by</p>	<p>Continuing investigation into MMC as an option. Consideration of procurement frameworks or Dynamic Purchasing Systems for contractor appointments.</p> <p>Negotiations continue on 2 further land purchases for approx. 23 and 13 homes.</p> <p>One property identified and acquisition in progress.</p> <p>LAHF property purchases (x7) on target to complete by November 2023. LAHF R2 property purchases on target to complete by end of March 2024.</p> <p>A bid application for Windmill/Auckland will be submitted.</p> <p>Recruitment for the permanent PM role to commence.</p>	YES

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						<p>HC for the contractor at the Caterham on the Hill schemes.</p> <p>Officers have investigated two stage contracts as a possible option. Initial conversations with a MMC contractor and the CIC Building Better who facilitate procurement options and solutions for MMC, which may be a more cost-efficient option that traditional build</p> <p>Maximising opportunities to release land for development by seeking sites from other public sector bodies, open market transactions and working with Asset Management to identify suitable land holdings. Completed on purchase of land in Caterham to deliver 16 affordable homes for rent.</p> <p>Extension the buy-back programme into 23/24 with a strategic focus to enable development as</p>	<p>Assess capacity of TDC land to meet programmes offsite BNG needs</p>
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						<p>well as providing new homes.</p> <p>Utilised preferential grant rates available in the LAHF programme to increase stock of family sized housing. 6 properties purchased to date (1 x 5b, 4 x 3b and 1 x 2b) and through round 2 of the LAHF to purchase a further 6 x 2/3 bed homes before the end of March 2024.</p> <p>Achieved Investment Partner status with Homes England to allow for grant funding to subsidise the building programme. £1,020,000 of grant funding secured for Uplands, Warlingham. Individual applications for grant funding ongoing, with Rochester Gardens and Foxacre now submitted.</p> <p>Capacity issues in team being addressed with additional members of staff. New Housing Development support Officer started this year. Temporary</p>	
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						<p>Project manager in place</p> <p>Working with TDC ecologist to identify suitable land holdings for offsite BNG provision. Early appointment of ecologists to design in BNG from an early stage.</p>	
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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</p>	Regular meetings being held between stakeholders in the partnership.	NO

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							plan to resource the work via individual private contractors specialising in this work with the Council coordinating the process.		
H5	Inability to deliver Grounds Maintenance on housing sites due to staff sickness and machinery breakdowns.	Financial loss due to the inability to recover leasehold management expenses and tenants service charges for work not undertaken. Potential need to reimburse residents for services not delivered. Risk of reputational damage / negative press	Head of Housing / Head of Environment	2	3	6	A GM options appraisal has been undertaken and reported to Committees on future delivery models. This will ensure adequate resource levels and machinery are in place for future cutting seasons. Work has been undertaken to catch up on the backlog of work but not all work has been completed, this will likely produce challenge to grounds maintenance charges for 2023/24 by residents paying for the service.	Consideration currently being given to approach of potential reimbursement / reduced charges for 2024/25	Yes

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"> * Considerable financial overspend * Expenditure being held in suspense account 	Head of Housing	1	1	N/A	<ul style="list-style-type: none"> * 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. * IT reviewing feedback and advice w/c 07/03/2022 	This risk has been closed following the implementation of revised interfacing between Orchard and Agresso. Monthly monitoring of the systems is now being undertaken and reconciliation tasks being undertaken.	YES
H3	Current energy contract with Gazprom is terminated due to ongoing situation in Russia / Ukraine.	<ul style="list-style-type: none"> * Continuing with Gazprom as a supplier may be sensitive * Would need to procure a new contract at a much higher cost 	Section 151 Officer / Head of Housing	2	4	N/A	<ul style="list-style-type: none"> * Monitor situation * Liaise with, and take advice from, energy broker 	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"> * Financial monitoring and savings trackers in place. * Senior managers reviewing the implementation of the new budget arrangements. * 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. * Heavily restricting the use of third party contractors by the depot for reactive repairs. * Reviewing the reactive repairs schedule of rates for the depot. 	Discussions have taken place with Orchard and a new Asset Management Module is due to be implemented. The corporate IT and Digital strategy sets out requirements for interfacing between systems and is currently being completed corporately. Interfacing between Orchard and Agresso is working and being monitored. The review into void management is now being led by the Head of Housing. Stricter budget monitoring has been introduced allowing for better integration and management of individual budget lines.	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"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Officer working group in place. * Communications in place with key partner agencies. 	* Regular annual updates being provided to Housing Committee with actions being worked by officers. Housing strategy to end March 2025. Revised strategy to be written and delivered	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"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Officer working group in place. * Communications in place with key partner agencies. 	<ul style="list-style-type: none"> * Regular annual updates being provided to Housing Committee with actions being worked by officers. Homelessness Strategy to complete in March 2025. Revised strategy to be written and delivered 	NO
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