

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 & 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>Use of PPAs to speed up planning timescales</p> <p>Initial conversations with MMC contractors which may be a more cost-efficient and quicker delivery option than traditional build</p> <p>Acquisition continues on 2 further land purchases for approx. 20 and 13 homes.</p> <p>Homes England funding to be sought wherever possible:</p> <p>Bid applications for Windmill/Auckland, Wolfs Wood & Bronzoak to be submitted shortly.</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 than 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 of the buy-back programme into 23/24 with a strategic focus to enable</p>	
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						<p>development as 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. £1,450,000 secured to date.</p> <p>Capacity issues in team being addressed with additional members of staff. New Housing Development support Officer started this year. Temporary Project manager in place.</p> <p>Working with TDC ecologist to identify suitable land holdings for off site BNG</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	<p>Inability to deliver Grounds Maintenance on housing sites due to staff sickness and machinery breakdowns.</p>	<p>Financial loss due to the inability to recover leasehold management expenses and tenants service charges for work not undertaken.</p> <p>Potential need to reimburse residents for services not delivered.</p> <p>Risk of reputational damage / negative press</p>	Head of Housing / Head of Environment	2	2	4	<p>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.</p> <p>Soft market testing has been completed to measure the potential uptake of the contract.</p> <p>Officer project group established to ensure a smooth procurement process and limited impact on service delivery</p>	<p>Leaseholder management expenses have recently been sent with a reduced fee for Grounds Maintenance owing to the reduced service across the HRA estates in 2023.</p> <p>Revised structure in place to ensure a reoccurrence does not happen.</p> <p>Revised operating model in place and request for Committee approval to move to a cut and drop service has been submitted with the March Committee papers.</p>	Yes

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H6	Inability to procure cleaning contract for estate services	<p>Risk of reputational damage / negative press</p> <p>Decline in condition and cleanliness of communal areas.</p> <p>Increased complaints</p>	Head of Housing	2	2	4	<p>Procurement process underway with regular project meetings.</p> <p>Revised specification now complete and will form part of the tender process.</p> <p>Monthly contract meetings now taking place with to help improve contractor performance.</p>	<p>Procurement process currently underway due to current contract expiring in October 2024.</p> <p>Regular meetings with current contractor taking place to ensure continued service delivery.</p>	No
H7	Inability to procure compliance contracts due to lack of resource	<p>Potential financial risk due to compensation payments increasing.</p> <p>Risk of reputational damage / negative press</p> <p>Potential involvement from the Ombudsman and Regulator of Social Housing</p> <p>Minor and server risk of injury to tenants</p>	Property Services Manager / Head of Housing	3	4	12	<p>Recruitment process currently underway for a Building Surveyor to procure and oversee compliance across the housing stock.</p> <p>Temporary resource recruited to start procurement processes</p>	<p>Recent recruitment process returned no potential candidates.</p> <p>Interim Officer to start 10 June 2024.</p> <p>Have acquired the services of a recruitment specialist to adopt a targeted recruitment approach.</p>	No

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H8	Increase in damp and mould / disrepair claims against the Council	<p>Potential financial risk due to compensation payments increasing.</p> <p>Risk of reputational damage / negative press</p> <p>Potential involvement from the Ombudsman and Regulator of Social Housing</p> <p>Risk to tenants' health if not actioned quickly</p>	Property Services Manager / Head of Housing	3	4	12	<p>Recruitment process currently underway for a damp/ mould and disrepair surveyor</p> <p>Seeking best practice from around the sector</p> <p>Ensuring that reports of damp and mould are inspected and actioned in good time and to the tenants satisfaction</p>	<p>Interim Officer started week commencing 27 May 2024.</p> <p>Recruitment process to commence week of 10 June 2024.</p>	
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Closed risks

H2	Unable to monitor and control revenue and capital budgets due to Orchard / Agresso interface not working	<p>* Considerable financial overspend</p> <p>* Expenditure being held in suspense account</p>	Head of Housing	1	1	N/A	<p>* 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.</p> <p>* IT reviewing feedback and advice w/c 07/03/2022</p>	<p>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.</p>	YES
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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
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

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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. 	<ul style="list-style-type: none"> * 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
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