

APPENDIX B - Housing Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update	On corporate risk register?
1	Overspend on the housing repairs	* Impact on the Housing Revenue Account (HRA).	Lead Community Surveyor, Executive Head of Communities	2	4	8	<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. 	* Multiple repairs budgets have now been consolidated / held in the HRA in real-time, rather than in Community Services. This is a step towards enabling us to analyse our full costs more effectively throughout the year.	
2	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, Covid 19 requirements, the availability of materials and utility providers	<ul style="list-style-type: none"> * Increase in number of households living in unsatisfactory housing conditions. * Increase in homelessness. * Failure to meet statutory homelessness duties. * Negative impact on resident wellbeing. * Negative publicity and reputational damage. * Inability to meet local housing need. * Increasing numbers of applicants registered on the Housing Needs Register, and impact on KPI HO5. * Increased cost of homeless service and of meeting requirements of the Homeless Reduction Act. 	Lead Housing Development Specialist	2	4	8	<ul style="list-style-type: none"> * Active management of contracts via monthly contractor meetings and day to day contact with the project team; and 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 and the need to comply with Covid 19 advice and guidelines. * Consider use of alternative materials to overcome supply shortages, different designs and different finishes; and use of materials that are readily obtainable. * Use of JCT Design Build contract minimises additional costs. * Early liaison of utility providers by the contractor and the use of mature approved drainage plans within contract documentation. * New homes development programme to increase supply of permanent rented family housing. * Deliver actions within the Housing Strategy which include: <ul style="list-style-type: none"> > Improve the councils sheltered housing to encourage downsizing/ move on from family accommodation; > Supporting Registered Providers to reduce rents; > Development and implementation of an Empty Homes strategy. * Maximising the limited opportunities to release land for development. * Increase use of private sector Housing to meet temporary accommodation demand and prevent homelessness. * Target staffing resources at increasing development of New affordable homes where possible through the Council and Registered Providers. * Monthly monitoring of supply and demand for affordable housing. * Performance reporting to Executive Lead, Communities Directorate and Housing Committee; also regular monitoring of homelessness trends. * Ongoing review of national / Local issues affecting the service. 	<ul style="list-style-type: none"> * Risk re-framed to focus on the Council's programme delivery, rather than lack of affordable housing in the District, as the Council can influence the former to a far greater extent than the latter. * The risk was also consolidated with a similar risk in the previous register related to slippage in the programme, as these were felt to be duplicates of each other. * Empty Homes project ongoing, update to Housing Committee in June 2021. 	
3	Inability to deliver Housing Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Executive Head of Communities	1	2	2	<ul style="list-style-type: none"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Committee working group in place. * Communications in place with key partner agencies. 	* Strategy on track in-line with its delivery timeframe.	
4	Inability to deliver the Homelessness Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Specialist Services Manager	1	2	2	<ul style="list-style-type: none"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Committee working group in place. * Communications in place with key partner agencies. 	* Strategy on track in-line with its delivery timeframe.	