

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>	Lead Housing Development Specialist	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>Delays to delivery at Bronzeoak and Uplands reported by the contractor due to financial difficulties, magnified by increasing materials and labour costs. Officers closely monitoring this and consulting with Housing Committee on decisions around potential assistance.</p> <p>New homes programme forecasting an increase in build costs due to material and energy price rises - and the construction industry being energy intensive.</p> <p>Financial assistance package approved by Housing Committee in October 2022 for the contractor at Bronzeoak to avoid financial collapse. Financial assistance package requested by the contractor at the Caterham on the Hill schemes (subject to HC</p>	NO

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						<p>Deliver actions within the 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 (subject to budget and committee approval)</p>	<p>approval). Contractor at Uplands has filed for administration and work has stopped on site. Tender process for new contractor to start imminently. Remaining 17 homes delayed until late summer 2023.</p> <p>Land identified with a view to deliver 16 affordable homes for rent.</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 plan to resource the work via individual private contractors specialising in</p>	Regular meetings being held between stakeholders in the partnership.	NO

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H1	Overspend on housing repairs	* Impact on the Housing Revenue Account (HRA).	Head of Housing	4	4	16	<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. 	<ul style="list-style-type: none"> * 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 	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	#VALUE!	<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. 	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	#VALUE!	<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. 	NO
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