

RISK REGISTER

Risk Number	Description of Risk	Description of Potential IMPACT (with estimated costs if possible)	Description of LIKELIHOOD Factors	Risk Owner	Inherent / Prevailing Ratings			Additional Controls / Mitigations / Countermeasure Actions	In Operation Target Date	Residuals			Consultation Officer
					LIKELIHOOD Rating	IMPACT Rating	RISK Score			Residual LIKELIHOOD Rating	Residual IMPACT Rating	Residual RISK Score	
	Objective: To value the diversity of our customers and ensure our services are accessible to all.												
C1	Inability to sustain communities.	Tenancies are not maintained for any length of time. Loss of demand for properties leading to an increase in the number of Void properties. Increase in Void properties and a deterioration in the state of repair of Voids leading to increased maintenance costs. Instability in community leading to other social issues such as Anti-Social Behaviour (ASB). Decrease in housing stock due to the loss of properties sold through the 'Right to Buy' (RTB) scheme leading to a reduction in the Management Fee.	Ability to manage reputational issues associated with certain City areas. Progress in decommissioning and demolishing unpopular housing stock. Adequacy of management solutions and specified approaches. Ability to improve allocations and ensure future financial viability of tenants. Fluctuations in the state of the economy and the related housing market. Level of tenant applications to purchase property through the RTB scheme.	Director of Housing Operations	2	4	8	- Development of streamlined systems and processes for managing every stage of the lettings process. - Establishment of the Company's new lettable standard and regular inspection programme. Establishment of a clear plan for long term (permanent) voids which takes account of the City Council's transformation agenda and Sheltered Housing Strategy. - Development of the Company's Estate Standard and Estates Working Protocol in conjunction with partner agencies. Expansion of caretaking services to ensure comprehensive service delivery across all communal areas. - Implementation of the changes identified from the review of Choice Based Lettings service and District Audit Investigation. Implementation of the Company ASB action plan, including ca				0	Kim De Vergori
	Objective: To involve, listen and be accountable to our customers.												
C2	Failure to meet an acceptable level of customer satisfaction.	Low customer satisfaction leading to increased workload of the Company's complaints team. Bad publicity and reduced ability to deliver positive messages and demonstrate achievements. Decrease in level and quality of tenant and leaseholder participation. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Ability to implement Delivery Plan and deliver service improvements to generate an increase in satisfaction. Establishment of robust and effective performance monitoring systems. Extent of processes and procedures for involving and consulting tenants and leaseholders. Sensitivity of issues may result in stakeholders trying to gain political advantage from 'stories' and previous experience suggests that information may be leaked.	Director of Housing Operations	3	3	9	- Development of Customer Care and Accommodation Strategies, including plans to improve the contact centre and introduce a property shop and repairs freephone service. - Comprehensive review of the Company website - Implementation of the Company's 'Lets make the difference' culture change programme. - Development of a Community Cohesion Strategy, combined equality scheme and a rolling programme of equality impact assessments. Development of an annual plan for customer surveys and a Youth Forum. Implementation of a revised 3 Cs policy supported by specialist Customer Relations Team. - Expansion of the collection, ownership and use of customer satisfaction information in relation to the Decent Homes progr				0	Sue Taylor

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C3	Insufficient engagement and involvement of tenants and leaseholders in service development.	Inability to design, provide and manage services in line with the requirements of stakeholders. Low customer satisfaction leading to increased workload of the Company's complaints team. Bad publicity and reduced ability to deliver positive messages and demonstrate achievements. Decrease in level and quality of tenant and leaseholder participation. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Scope and number of tenants and tenant groups engaged during service development. Ability to communicate effectively with tenants and leaseholders and encourage membership, attendance and participation in related panels, committees and forums. Ability to engage tenants in the scrutiny and inspection of the Company and mystery shopping initiatives. Effectiveness of Area Panels and Committees. Level of distribution of regular and timely tenant involvement information including publications, newsletters, website developments, policies and other literature.	Director of Housing Operations	3	3	9	- Implementation of revised Service Charters which are regularly reviewed and monitored by customers and include clear commitments and targets for all services. - Development of annual customer surveys' plan. - Revised 3 Cs policy and specialist Customer Relations Team. - Embedding of resident involvement in relation to the Decent Homes programme. - Introduction of performance reporting as an agenda item across the range of Tenant Forums. - Monthly feedback from the team of tenant inspectors, telephone surveys and other consumer research methods and integration of feedback with the performance framework. - Development and introduction of a new set of Company values in consultation with employees, tenants and leaseholders				0	Kim McMullen
Objective: To achieve excellent housing services (and 2 stars in November 2008).													
C4	Inability to manage resources, embed a service improvement culture and implement service improvements required to achieve 2 star ALMO status.	Failure to manage expenditure within existing budgets and deliver service improvements without additional investment. Inability to document, evidence and demonstrate progress made in addressing weaknesses highlighted in past Audit Commission Inspections. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Level of implementation of improvement plans and performance monitoring throughout the organisation. Ability to define roles and allocate responsibility for service improvement across the Company. Ability to manage the understanding of managers and resolve cultural issues around staff performance. Ability to challenge all levels of the organisation. Degree of effective project management and ability to accurately allocate resources. Ability to manage the organisation in an effective and efficient way to ensure that past weaknesses are addressed, and improvements made, across the Company. Clarity of performance information and performance indicators.	Director of Strategy & Partnerships	3	5	15	- Establishment and development of the service improvement programme and the associated plans (SIPs) across the key service areas. - Establishment of the Performance Management Framework and the PMF key principles. - Development of the Company's 10 year Strategy, Estate Standard and Estates Working Protocol in conjunction with partner agencies. - Establishment of the Company's new lettable standard and regular inspection programme. - Establishment of a clear plan for long term (permanent) voids which takes account of the City Council's transformation agenda and Sheltered Housing Strategy. - Expansion of caretaking services to ensure comprehensive service delivery across all communal areas. - Migration from a technology-led ICT Strategy to an Informati				0	Janet Glass
C5	Aversion to change within the organisation and failure to manage change and establish a high quality motivated workforce.	Changes are not embedded in the Company's culture - notably those designed to improve service delivery i.e. cultural inertia. Poor quality staff who are not performance managed. De-motivated staff and high levels of staff turnover - notably in key areas. Increased costs relating to recruitment and retention. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Level of adequately skilled management throughout the organisation. Level of implementation of improvement plans and performance monitoring throughout the organisation. Ability to overcome cultural issues around staff performance and the understanding of some managers. Level of leadership, trust and delegation within the organisation. Ability to establish and implement a clear and effective Accommodation Strategy. Level of staff turnover and ability to attract and recruit high calibre candidates, with the required skills and experience, at all levels.	Chief Executive and Director of Organisational Development	3	3	9	- Establishment of the new Company structure and the 'Top 40 Managers' management team. - Development of a new set of Company values in consultation with employees, tenants and leaseholders. - Expansion of partnership arrangements with managers by Human Resources (HR) to support performance improvements using existing policies and procedures and associated training. - Implementation of a key HR policies and procedures review programme and re-launch of the employee appraisal scheme. - Appointment of a new Absence Management Officer to review and strengthen arrangements, notably around sickness management. - Achievement of full Investment In People (IIP) and TSA Code of Practice accreditation as well as membership of the Jobcentre Plus Two Ticks scheme. - Completion of Company wide Crag Rats training and contin				0	Raj Patel / Martinette Proud
Objective: To achieve and maintain decent homes.													

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C9	Inadequate quality of management skills within the senior and middle management teams to drive performance improvement within key areas of the organisation.	Failure to manage the organisation in an effective and efficient way and ensure that past weaknesses are addressed, and improvements made, across the Company. Failure to manage expenditure within existing budgets due to over-reliance on the use of consultancy and temporary staff. Inability to retain high calibre employees and the loss of key employee resources to rival organisations. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Level of adequately skilled management throughout the organisation. Level of implementation of improvement plans and performance monitoring throughout the organisation. Ability to overcome cultural issues around staff performance and the understanding of some managers. Level of leadership, trust and delegation within the organisation. Level of staff turnover and ability to attract and recruit high calibre candidates, with the required skills and experience, at all levels.	Chief Executive	2	3	6	- Establishment of the new Company structure to develop more specialist services - Strengthening of the leadership of the Company at a senior management level through the appointment of Housing Operations, Finance ICT & Governance and Strategy & Partnership Directors as well as Assistant Directors and 'Heads of' roles across the Company. - Establishment of the 'Top 40 Managers' management team and bi-monthly Manager Conferences.		1	3	3	
C10	Failure to achieve efficiency and staff vacancy savings or control costs in order to address housing subsidy and/or funding reductions and achieve a financial breakeven position.	The Company will not be able to fund the level of committed expenditure. The Company may be required to cut services and/or achieve a higher level of budget savings in future years. Annual profits cannot be used by the Company to re-invest in resources or service delivery and must be repaid to the City Council.	Ability to identify cost pressures, produce accurate zero based budgets and negotiate required level of Management Fee with the City Council. Level of ownership and degree of robust monitoring of vacancy factors by Executive Directors. Future levels of Government Housing subsidy and the ability of the Company to identify and realise efficiency savings. Ability to renegotiate City Council SLAs and reconfigure services to achieve budget savings.	Director of Finance, ICT & Governance	3	4	12	- Preparation and adoption of the Medium Term Financial Plan taking account of the need to achieve efficiency savings in line with the principles set out in the Comprehensive Spending Review. - Establishment of clear accountability for all budgets and savings designated to budget managers. - Monthly and quarterly monitoring of progress against the budget by the Executive Management Team (EMT) and the Performance and Regulatory Committee respectively. - Reduction of £0.9 million in the Company Management Fee to drive the achievement of VFM through the identification of efficiency savings.				0	N/A
C11	Culture of non payment of rent by tenants leading to high volumes and significant levels of debt carried forward.	Increase in HRA bad debt provision and related Fund write-offs. Deterioration in the HRA Fund balance. Reduction in Company Management Fee leading to a reduction in services or service delivery.	Failure to hold non-payers accountable creates a culture of non-payment amongst existing and future tenants. Ability to maintain effective rent recovery procedures. Reliance on temporary and agency staff within the service area. Level of new rent recovery initiatives and budget provision to fund the implementation of such initiatives.	Director of Housing Operations	4	2	8	- Reorganisation of the rent collection service under a single specialist structure. - Development of an Income Management Strategy and Payment Methods Strategy to maximise income collection. - Implementation of revised policies and procedures to maximise Company collection rate and improve joint working with the City Council Benefit section. - Reduction in the bad debt provision in the Company budget to provide more funds to spend on direct services. - Creation of 3 additional Financial Inclusion Officers to assist new tenants in preventing rent arrears, maximising benefits and budgeting. - Introduction of the new Joint Working Debt Protocol with local advice providers and NCC to coordinate assistance provided to tenants in debt. - Introduction of the 'free prize draw' incentive for tenants who pay their rent on time.				0	Mark Lawson
C12	Absence of a Value For Money culture or track record of evidencing achievement of VFM within the organisation.	Failure to achieve efficiency savings and/or control expenditure within existing budgets. Inability to deliver improvements to service delivery within existing budgets. Failure to achieve 2 stars in the November 2008 Audit Commission Inspection.	Ability to produce and implement a robust and achievable VFM Strategy. Ability to produce and implement a robust and achievable Procurement Strategy. Ability to renegotiate existing SLAs, market test and/or benchmark services and realise savings.	Chief Executive and Director of Finance, ICT & Governance	3	4	12	- Production and implementation of a new VFM strategy. - Implementation of the new Procurement Strategy across the Company. - Successful Property Services repairs and maintenance contract tender bid. - Delivery of Decent Homes efficiency and VFM savings in service delivery and the investment programme. - Reduction of £0.9 million in the Company Management Fee to drive the achievement of VFM through the identification of efficiency savings. - Appointment of a new Absence Management Officer to review and strengthen arrangements, notably around sickness management.				0	Steve Everson / Julie Crook
Off-Plan Objectives - Other duties, responsibilities & challenges													

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C13	Failure to produce and implement an effective accommodation strategy which generates, or facilitates, improvements to service delivery.	Disruptions to service delivery and to customers and other stakeholders. Decrease in customer satisfaction. Inability to deliver improvements to service delivery within existing budgets and cost pressures associated with any 'interim' accommodation requirements. Failure to deliver future year savings included in the Medium Term Financial Plan (MTFP).	Ability to merge cash offices efficiently. Ability to consolidate frontline and support services into the Hounds Gate office (or other site) in the short term. Ability to consolidate Harvey Road Depot and Hounds Gate offices and relocate to new site. Ability to provide continued service delivery during the different stages of accommodation strategy implementation.	Chief Executive	2	3	6	- Consultancy firm DBZ commissioned to perform an initial study and produce an accommodation strategy report. - Director of Housing Operations assigned responsibility to lead on the implementation of the adopted Company accommodation strategy and respond to the recommendation in DBZ's report.		1	3	3	