

# A1 Housing Corporate Risk Register Responsibilities

Ref	Risk Area / Management	Nature of Risk	Risk Effect	Impact / Likelihood / Rating	Control Date / Measures	Contingency
RR020	<b>CAPITAL (NON DH)</b>	High cost of major adaptations work	Failure to meet demand for high value adaptations Budget overexpenditure Unable to provide adaptations within performance timescale	<b>High</b>	Ongoing	Seek further resources for Adaptations / Review Capital Programme/ Review Adaptations programme.
1	<b>DT&amp;H</b>			<b>Medium</b>	Financial Information monitored monthly by the Board.	
	<b>Technical &amp; Design Manager</b>			<b>6</b>	Performance Information reported on a quarterly basis to the Board.	
	<b>Active</b>				Works over £35k to Strategic Group for approval	
RR052	<b>CONTACT CENTRE</b>	Poor service from out of hours supplier (8pm to 8am) compared to in house supplier	Delays in handling emergency calls	<b>High</b>	Ongoing	Meet with supplier, agree improvements and continually monitor. Bring service in-house or use another external supplier
2	<b>DS&amp;C</b>			<b>Medium</b>	Monthly monitoring of performance	
	<b>Supported Housing Manager</b>			<b>6</b>	Monthly meetings with the supplier	
	<b>Active</b>				Director level meetings	
RR053	<b>CONTACT CENTRE</b>	Major Emergency within Bassetlaw Area (eg extensive flooding) – increasing demand on the contact-centre	Contact centre overwhelmed by call volumes Calls delayed or unanswered	<b>High</b>	Ongoing	Draft in more employees to handle calls (eg from Corporate Services) / work overtime Work effectively with out-of hours service to increase resources
3	<b>DS&amp;C</b>			<b>Medium</b>	Reporting of incidents to Management Team.	
	<b>Director Strategy &amp; Change</b>			<b>6</b>		
	<b>Active</b>					
RR065	<b>CONTACT CENTRE</b>	Engage with Hard to Reach Groups	Tenants feel that services not local are meeting their needs	<b>Low</b>	Ongoing	Restructure the service Improve performance targets Market test
17	<b>DS&amp;C</b>			<b>Low</b>	Housemark benchmarking scheme	
	<b>Customer Services Manager</b>			<b>1</b>	Review of Housing Management	
	<b>Active</b>					

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RR081 4	<b>CONTACT CENTRE</b> <b>DS&amp;C</b> <b>Director Strategy &amp; Change</b> <b>Active</b>	System switchover failure	Switch from A1 System to External system fails causing service gap to customers	<b>High</b>  Low 3	Ongoing Manual intervention by assigned officers if automatic transfer fails	Manual switchover Service provided in house until switchover successful
RR001 5	<b>CORPORATE</b> <b>DCoS</b> <b>HR Manager</b> Non Active	Not getting 2 stars from Audit Commission Inspection Sep 2007	Delayed access to £62 million for Decent Homes work. Ability to meet Decent Homes restricted.	<b>High</b>  Medium <b>6</b>	Ongoing Inspection (March 06) gave 1 star, with excellent prospects for improvement. Action plan agreed to achieve 2 stars. Action plan monitored monthly by Management team and quarterly by the Board.	Options to be pursued in conjunction with Bassetlaw District: 1.re-inspection through Central Government 2. Transfer to a Housing Association 3. Explore other options
RR002 6	<b>CORPORATE</b> <b>DCoS</b> <b>Director Corporate Services</b> <b>Active</b>	Inability to deliver Value for Money	Failure to maximise income and expenditure along with loss of contracts to deliver services	<b>High</b>  Low 3	Ongoing Target for efficiencies set (07/08) and monitored. Benchmarking in place / market testing undertaken.	Review all services, including benchmarking against the best performers.
RR003 7	<b>CORPORATE</b> <b>Mgt TEAM</b> <b>Management Team</b> <b>Active</b>	Make few changes to A1 - Doing Nothing/- coasting as an organisation, failing to deliver an improved service to customers.	Service delivery doesn't improve, reduced tenant satisfaction and fewer homes let	<b>High</b>  Low 3	Ongoing Drive for continuous improvement and Performance Management Framework will improve service delivery. Sep 2007 Inspection recognised improving organisation	Consider alternative options to the ALMO

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RR004 8	CORPORATE Mgt TEAM Management Team <b>Active</b>	A1/BDC relationship deteriorates	Less co-operative working and diversion of effort	High Low 3	Ongoing Both parties committed to effective working relationships	Working protocol / Services Agreement in place
RR005 9	CORPORATE DS&C Customer Services Manager <b>Active</b>	Compliance of CRE Code in Rented Housing	Adverse impact on Audit Commission rating	High Low 3	Ongoing Audit against CRE code. Action points for key dept developed, to a set timescale	Legal Advice. Review & Audit policies, address failings.
RR006 10	CORPORATE DCoS Service Development & Performance <b>Active</b>	Lack of clear performance Information reporting	Adverse impact on Audit Commission rating	High Low 3	Ongoing Clear framework for PI reporting established. PI framework communicated to all members of A1 to enable everyone to understand their role in the overall context. Clear and simple reporting & recording systems, which are easy to use and robust. went to Board July 07. New tenant performance management reporting in place	Revise reports.
RR007 11	CORPORATE Mgt TEAM Management Team <b>Active</b>	Board Member Relationships breakdown	Board is factionalised and proper governance fails	High Low 3	Ongoing Ensure all Board Members feel involved and part of the process. Away Days to discuss the needs and role of all Board Members. Training and awareness of roles given to relevant Board Members	Get all Board Members together. Facilitate debate. Ensure corporate face maintained arguments in private not public

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RR057 13	CORPORATE DS&C Director Strategy & Change <b>Active</b>	Use customer profile to develop service delivery	Failure to recognise the needs of different customers would impact on service delivery	Medium Medium 4	Ongoing A1 Hundred Club Tenant Investment Group Service Champions Meetings	Make use of Census details and projections NROSH data
RR058 14	CORPORATE DS&C Director Strategy & Change <b>Active</b>	All key documents to be delivered in plain English	Tenants confused on services offered by A1	Low Low 1	Ongoing A1 Hundred Club Tenant Reading Panel	Use of external parties Tenant Reading Panel National Plain English Campaign
RR059 15	CORPORATE DS&C Director Strategy & Change <b>Active</b>	Improved quality of information provided to tenants and hard to reach groups	Tenants confused on services offered by A1	Low Low 1	Ongoing A1 Hundred Club Tenant Reading Panel Equality Steering Group	Use of external parties Revamp consultation framework
RR064 16	CORPORATE DS&C Director Strategy & Change <b>Active</b>	Work with other community leaders and services	A1 not involved in the wider community or helping to shape services for local needs	Medium Medium 4	Ongoing SLAs with Community Groups And CAB/Credit Union Manton Community Alliance Local Strategic Partnership	Review processes Buy in services from external agencies Outsource work

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RR067 18	CORPORATE DCoS Director Corporate Services <b>Active</b>	Deliver improved Revenue and Capital efficiency savings	Failure to maximise income and expenditure along with loss of contracts to deliver services	<b>High</b> Low 3	Ongoing Target for efficiencies set (07/08) and monitored. Benchmarking in place / market testing undertaken.	Review all services, including benchmarking against the best performers.
RR068 19	CORPORATE DCoS HR Manager <b>Active</b>	Deliver training on key issues	Poor service delivery / Inability to improve	Medium Low 2	Ongoing A1 HR Strategy aspires to being a quality employer. Evidence of this is the IIP accreditation. Training Budget agreed for 2007-08. Competency Framework for managers to be introduced Feb 2008	Increase training to address specific weaknesses
RR069 20	CORPORATE Mgt TEAM Management Team <b>Active</b>	Implement Value for Money Reviews	Failure to maximise income and expenditure along with loss of ability to deliver services	<b>High</b> Low 3	Ongoing Target for efficiencies set VFM review programme	Review all services Market test services
RR070 21	CORPORATE Mgt TEAM Management Team <b>Active</b>	Plan for the long term future	Failure to have a plan to provide services beyond decent homes	Medium Low 2	Ongoing Board reviewing the long term options A1 Service Delivery and Finance Plans	Discuss options with tenants and BDC Extension to current contract

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RR071 22	CORPORATE Mgt TEAM Management Team <b>Active</b>	High levels of sickness	Disruption of service delivery, increased costs in training and replacing key staff	<b>High</b> Low 3	Ongoing Improved Managing Attendance procedures. Commitment from A1 staff to reduce sickness. Increased management awareness of problems. New sickness reporting method, ie speaking to a medical professional. Low rate Nov 2007 ytd 9.2 days per employee	Staff are well trained to cover absence, Basic Health Care provided for all staff / Have Occupational Health Service. Well documented procedures / plans Review Absence Mangement procedures
RR072 23	CORPORATE Mgt TEAM Management Team <b>Active</b>	Explore Business opportunities	Failing to improve income to sustain A1 as an organisation	Medium Medium 4	Ongoing A1 Business Plan Performance Targets for increased income Reduce services	Explore partnership options Increase efficiency savings
RR073 12	CORPORATE Mgt TEAM Management Team <b>Active</b>	Royal Mail strike	Customer services currently dependent on postal delivery affected eg Offer and rent arrears letters and In Touch not delivered	<b>High</b> Low 3	Ongoing Alternative service delivery ,methods need identifying	Alternative deliverer of letters Use of non postal delivery eg by hand
RR082 24	CORPORATE Mgt TEAM Management Team <b>Active</b>	Not maintaining 2 star status at Audit Inspection 2009/10	Reduction in resources for Decent Homes reducing A1's reputation and not all properties meeting the DH standard	<b>High</b> Low 3	Ongoing 2 stars / promising prospects 2007 Improvement plan in place	Restructure / develop new improvement plan

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RR088 25	<b>CORPORATE</b> <b>DCoS</b> <b>HR Manager</b> <b>Active</b>	Unable to recruit & retain staffing resources	Poor service to customers	<b>Medium</b> <b>Medium</b> 4	Ongoing Market supplements to be made available	Revised terms and conditions of employment
RR015 26	<b>DECENT HOMES</b> <b>DT&amp;H</b> <b>Decent Homes Manager</b> <b>Active</b>	Building Regulations Changes	Reduction in ability to achieve the Decent Homes standard and increased tenant dissatisfaction	<b>Low</b> <b>Low</b> 1	Ongoing A1 Monitor changes in legislation	Change Decent Homes plans
RR016 27	<b>DECENT HOMES</b> <b>DT&amp;H</b> <b>Decent Homes Manager</b> <b>Active</b>	Contractor not Adhering to Programme	Delayed delivery of DH programme Changes in budgetary profile Tenant dissatisfaction with non completion of works	<b>Medium</b> <b>Low</b> 2	Ongoing Monitoring of the programme and performance on a monthly basis. Second partner ready to assist with the surveys as they have completed their task	Second partner to assist with remainder of the surveys
RR018 34	<b>DECENT HOMES</b> <b>DT&amp;H</b> <b>Decent Homes Manager</b> <b>Active</b>	Failure to deliver DH programme to elderly customers	Elderly customers refuse works Health & Safety of customers affected Not all homes upto DH standard	<b>High</b> <b>Low</b> 3	Ongoing Property specific risk assessments completed Briefing / training of personnel involved Robust monitoring arrangements	

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RR054 31	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Failure to Deliver the Decent Homes Programme as intended	Not all properties may meet the Decent Homes Standard	Medium Low 2	Ongoing Partnering contract is intended to reduce the risk, along with robust contract monitoring and project management	Revise Capital programme
RR055 32	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Failure to address Thermal Efficiency issues for Homes	Increase in energy bills for tenants especially those in fuel poverty	Medium Low 2	Ongoing Energy Policy in place along with using alternative heating systems.	Use alternative energy. Continue Increase Thermal Efficiency Rating, (SAP rating 55.4 at April 2004, Mar07 63.20)
RR056 33	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Work with tenants to develop the priorities for investment	Investment priorities not supported by tenants	Medium Low 2	Ongoing Tenant Investment Group includes tenant representation	Use alternative tenant consultation forums
RR074 28	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Refusal of Decent Homes Work	Refusal of works prevents property being brought up to decent homes standards High refusal rates could affect budget expenditure	Low Low 1	Ongoing Refusal Policy Minimise refusals of works Expenditure retentions	Reschedule budgets for alternative expenditure

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RR075 29	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Vulnerable Tenants in Decent Homes programme	Vulnerable tenants unable to cope with Decent Homes works Decent Homes work refused Physical and emotional stress to customers	<b>High</b>  Low 3	Ongoing Full survey of customers at pre works stage Vulnerable tenants policy in place Refusal policy	Develop off site respite care Temporary Decant accommodation TLO support
RR076 30	DECENT HOMES DT&H Service Manager - Technical <b>Active</b>	Undertaking non emergency repair works prior to Decent Homes work	Non emergency repair works carried out when Decent Homes work scheduled Duplicate work completed Budget wasted	Low Low 1	Ongoing Clear procedure for ordering repairs in conjunction with DH programme Call centre guidance note	Share information on responsive repairs / DH programme
RR080 35	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Adverse customer reaction to overall DH programme sequence	Customer dissatisfaction with DH programme Negative publicity	Medium Low 2	Ongoing Positive tell and sell publicity campaign DVD produced	
RR083 36	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Adverse customer reaction to local DH programme sequence	Customer dissatisfaction Negative publicity	Medium Medium 4	Ongoing Positive tell and sell publicity campaign DVD produced	

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RR084 37	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Adverse customer reaction to scope of DH work	Customer dissatisfaction Negative publicity	Medium Medium 4	Ongoing Positive tell and sell publicity campaign DVD produced	
RR085 38	DECENT HOMES DT&H Safety Health & Environment <b>Active</b>	Poor performance by Partners on Health and safety	Danger to customers and staff	High Low 3	Ongoing Regular site visits by A1 to check H&S	Suspension of Partners work
RR086 39	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Poor performance by Partners on PIs eg training and diversity	Poor service to customers	High Low 3	Ongoing Regular PI monitoring	Suspension of Partners work
RR087 40	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Low customer satisfaction with DH works	Poor service to customers	High Low 3	Ongoing Regular PI monitoring	Suspension of Partners work

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RR089 41	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Proposed programme of DH works unaffordable	Unable to complete DH programme	High Low 3	Ongoing Robust approach to monitoring affordability March 2008 shows the programme is affordable	Revised works programme. Challenge contractor costs
RR090 42	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Failure of CONNTROL stock condition database	Poor programme information for DH	High Medium 6	Ongoing Develop robust and sustainable partnership with Connaught	Duplicate database records Implement alternative Asset Management Systems
RR091 43	DECENT HOMES DT&H Decent Homes Manager <b>Active</b>	Unable to establish positive relationship with media	Poor publicity and customer perception	Medium Medium 4	Ongoing Communication strategy in place Open and transparent A1 service	Revise communication strategy
RR021 44	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment <b>Active</b>	Energy Crisis	Increase in energy bills for tenants especially those in fuel poverty	Medium Medium 4	Ongoing Energy Policy in place along with using alternative heating systems.	Use alternative energy. Continue Increase Thermal Efficiency Rating, (SAP rating 55.4 at April 2004, Dec 06 62.55)

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RR022 45	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment <b>Active</b>	Global Warming	Impact on provision of heating supplies and types of building materials used	Medium Low 2	Ongoing Impact on heating systems monitored and planned within the Investment and Asset Management Strategy	Use alternative energy. Continue Increase Thermal Efficiency Rating, (SAP rating 55.4 at April 2004, 60.5 at Sept 06)
RR023 46	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment <b>Active</b>	Statutory and regulatory requirements	Not meeting environmental, legal and regulatory requirements Legal action against A1 Housing	High Medium 6	Ongoing Obtain ISO 14001 Environmental management system Register with The Environments Agency's Netregs e-alerts	Review situation with consultants
RR024 47	ENERGY / ENVIRONMENT DT&H Safety Health & Environment <b>Active</b>	Not conducting efficient and effective environmental management practices and procedures	Not meeting environmental, legal and regulatory requirements Legal action against A1 Housing	Medium Medium 4	Ongoing Obtain ISO 14001 Environmental management system Regular Environmental audits	Review situation with consultants
RR008 48	FINANCE DCoS Business Manager <b>Active</b>	Reduction in Decent Homes Money (1%-2%)	Reduction in funds to meet the Decent Homes standard	High Low 3	Ongoing £28m guaranteed to 2009/10. Further funding to be considered CLG in 2009/10	Re-profile the Decent homes work, remove Decent Homes plus work from programme. Deliver cashable efficiency savings in excess of decrease in funds to counter any reduction in funds.

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RR009 49	FINANCE DCoS Business Manager <b>Active</b>	Right to Buys increase	Increased sales reduces the MRA allowance and affects our financial viability	High Low 3	Ongoing Current trends show a slowing down of sales, we will continue to review the Business Plan and adapt to changes	Reduce Services of A1 / Reduce staff / Generate other income
RR010 50	FINANCE DCoS Business Manager <b>Active</b>	Large reduction in future Management Fee.	Impact on service delivery in all areas, therefore reducing aspirations towards service improvements	High Low 3	Ongoing Financial Information monitored monthly by the Board. Work closely with BDC re finances	Review levels of service and staff structures. Generate increased cashable efficiency savings in excess of any reduction in MRA
RR011 51	FINANCE DCoS Business Manager <b>Active</b>	MRA Subsidy reduces (reduces funding for A1)	Inability to maintain adequate repairs programme	Medium Low 2	Ongoing Financial Information monitored monthly by the Board. Work closely with BDC re finances	Reduce level of services / staff. Generate increased cashable efficiency savings in excess of any reduction in MRA.
RR012 52	FINANCE DCoS Business Manager <b>Active</b>	Increase in pension costs – reducing money available to spend elsewhere.	Increased staffing costs Reduction in resources for front line services	Medium Medium 4	Ongoing Rate dependent on age and years of service, also based on interest / investment returns and level of early retirements. Monitored via monthly financial monitoring / highlighted in Annual Accounts. Pension fund to be re-valued during 2008 Continue to deliver improved Value for Money.	Increase cashable efficiencies achieved elsewhere.

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RR013 53	FINANCE DCoS Business Manager Active	Not receiving finance to recover additional costs associated with flood damaged works or other emergencies	Ability to meet Decent Homes could be restricted	High Low 3	Ongoing BDC funded flood damage 2007	Review level of Specifications
RR077 54	FINANCE DCoS Business Manager Active	RTB sales increase	RTB sales increase following decent homes work has been completed Loss of stock affecting rehousing chances and rental income	High Low 3	Ongoing Monitor RTB sales for increases and cross reference to DH programme to identify any trends	Review budgets if revenue income falling
RR017 62	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Significant asbestos found in properties	H&S and Financial impact on dealing with Asbestos Risk to customers Financial cost of remedial works	Medium Low 2	Ongoing Full asbestos survey completed Asbestos register available to staff	Removal if high risk Contingency Budget
RR032 55	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Major Incident/ Pandemic	Loss of service delivery	High Low 3	Ongoing Dealt with under the Major Contingencies in partnership with County and Police etc	Dealt with under the Major Contingencies in partnership with County and Police etc. A1's Health and Safety Officer

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RR033 56	HEALTH AND SAFETY DT&H Safety Health & Environment <b>Active</b>	Health & Safety Failings	Increased risk of legal action against the organisation for failing to comply with guidance / legislation	High Low 3	Ongoing Health and Safety Strategy in place and regularly monitored, Qualified Health and Safety Manger in place. External Audit undertaken Jan 2008	Review H&S arrangements.
RR034 57	HEALTH AND SAFETY DT&H Safety Health & Environment <b>Active</b>	Violence at work	Aggressive or violent behaviour towards staff possibly causing physical and mental trauma.	Medium Medium 4	Ongoing Potentially violent Persons Register Violence to employees Procedure and Violence at work procedure providing detailed guidance on incident reporting and view in the database	Review Pilot and highlight failings implement improvements
RR035 58	HEALTH AND SAFETY DT&H Safety Health & Environment <b>Active</b>	Vibration Syndrome	Hand Harm Vibration Syndrome	Medium Low 2	Ongoing Health surveillance, and improve general awareness	Review highlight failings implement improvements
RR036 59	HEALTH AND SAFETY DT&H Safety Health & Environment <b>Active</b>	Breach new Asbestos Regulations when conduction work with asbestos not requiring a license	Staff exposure to asbestos Increased risk of legal action against the organisation for failing to comply with guidance / legislation	High Low 6	Ongoing Full training for all staff likely to conduct work on Asbestos not requiring a license	Review and retrain if necessary

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RR037 60	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Breach Regulatory (Fire Safety) Order 2005	Compromise the safety of staff and visitors & customers	High Medium 6	Ongoing Fire Risk Assessments in all premises other than single domestic dwellings completed Carry out all recommendations resulting from Fire Risk Assessments Provide sufficient funding to action recommendations	Review and highlight failings implement improvements
RR038 61	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Dangers associated with driving whilst using mobile phone	Injury, Death and non compliance with the law	Medium Low 2	Ongoing Mobile phones and driving policy implemented Use banned	Increase supervision, Implement disciplinary action
RR039 63	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	Housing Benefits - Increase in number of tenants failing to qualify	Would increase rent arrears	Medium Low 2	Ongoing Protocol in place between A1 + BDC. Take up campaign	Revise take-up initiatives.
RR040 64	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	Reduced Customer Demand For Property	Empty properties, rental loss, communities destabilised and environmental impact	High Low 3	Ongoing Monitored as part of performance On-going management	Undertake sustainability assessment and if necessary demolish or sell unsuitable stock

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RR041 65	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Newly vacated properties left in a worse condition by outgoing tenant	Deterioration in quality of properties for rent Financial impact of void rental loss and additional remedial expenditure	Medium Medium 4	Ongoing Strategies to avoid high relet costs, externalised void contract set up to improve void turn-around. Void turn-around monitored as part of Performance Man. Voids (Empty properties) now managed by Housing Services	Void rechargeable repairs are billed, revised debt collection procedures in place, following review of Debt Recovery SLA.
RR042 66	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Rise in rent arrears	Loss of rental income, recovery costs escalate	Medium Low 2	Ongoing Strategy part of Delivery Plan to detect and address these factors Rent arrears monitored as part of perf. Man. Monitor and increase HB take up	Reduce level of services / staff, revise collection methods.
RR043 67	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Incorrect allocations	Ineligible applicants allocated accommodation breaching legal requirements	High Low 3	Ongoing Comprehensive staff training for Housing Managers. Procedures for checking eligibility	Increase staff awareness/ training
RR044 68	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Customer demand for property increasing	Increased customer demand for accommodation beyond supply capacity leading to applicant dissatisfaction	Medium Medium 4	Ongoing Monitoring of waiting list. Analysis of Housing Needs Survey. Monitoring of Voids (and reduce time taken to fill properties)	Business case for more resources

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RR045 69	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Increased Anti- Social behaviour	Reduced quality of life on A1 Estates Increased void properties Impact on environment De-stabilisation of communities	Medium Medium 4	Ongoing Robust ASB measures in place Diversionary activities set up. Work with BDC ASB unit and the Police.	Revise processes. Increase ASB resources.
RR060 72	HOUSING MANAGEMENT DT&H Service Manager - Housing <b>Active</b>	Introduce Choice Based Lettings	Failure to meet Government priority Tenants choice and freedom restricted Tenant Investment Group	Medium Medium 4	Ongoing Action Plan to achieve implementation of the scheme. Tenant CBL consultation group driving the changes	Use scheme from another ALMO Join an existing scheme or a County wide scheme
RR061 73	HOUSING MANAGEMENT DT&H Service Manager - Housing <b>Active</b>	Review Housing Management Services	The service is not efficient or effective. Costs of service outweigh performance indicators	Medium Medium 4	Ongoing Housemark benchmarking scheme Review of Housing Management	Restructure the service Improve performance targets Report to Board on Service Review
RR062 74	HOUSING MANAGEMENT DT&H Service Manager - Housing <b>Active</b>	Maximise Rental Income	Loss of rental income, recovery costs escalate	Medium Low 2	Ongoing Strategy part of Delivery Plan to detect and address these factors Rent arrears and collection monitored as part of Performance Management	Reduce level of services / staff, revise collection methods.

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RR063 75	HOUSING MANAGEMENT DT&H Service Manager - Housing <b>Active</b>	Deliver neighbourhood management	Tenants feel that services not local are meeting their needs	Low Low 1	Ongoing Housemark benchmarking scheme Review of Housing Management	Restructure the service Improve performance targets Market test
RR066 76	HOUSING MANAGEMENT DT&H Service Manager - Housing <b>Active</b>	Improve diversionary activities for the young and elderly	Increase in anti-social behaviour and disruption on estates	Medium Medium 4	Ongoing ASB policies and procedures Working with partners to offer diversionary activities Providing support to local community groups	Review processes and policies Liaison with BDC Leisure Services Improve contacts in the voluntary sector
RR078 70	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Increase in Private sector mortgage repossessions	Increased demand for A1 rented accommodation following repossessions Higher proportion of allocations to priority homeless cases and increased waiting times	Medium High 6	Ongoing Monitor waiting list trends and demand for property	Build new properties Reduce empty property turn-around times
RR079 71	HOUSING MANAGEMENT DT&H Safety Health & Environment <b>Active</b>	Insufficient resources for implementation of CBL	BDC unable to allocate sufficient resources for the move for additional staffing and IT needs	High Low 3	Ongoing Budget agreed by BDC Jan 2008 A1 Board agreed CBL implementation plan subject to resources	A1 withdraws from CBL implementation

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RR025 77	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Workforce not appropriately trained	Poor service delivery / Inability to improve	Medium Low 2	Ongoing A1 HR Strategy aspires to being a quality employer. Evidence of this is the IIP accreditation. Training Budget agreed for 2007/08	Increase training to address specific weaknesses
RR026 78	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Low Staff Morale / Staff Leaving	Disruption of service, increased costs in training and replacing key staff	High Low 3	Ongoing A1 HR Strategy policy aspires to being a quality employer. Evidence of this is the IIP accreditation Annual staff morale survey	Review of job descriptions & staff structures.
RR027 79	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Illness of Key Staff	Disruption of service delivery, increased costs in training and replacing key staff	High Low 3	Ongoing Improved Managing Attendance procedures. Commitment from A1 staff to reduce sickness. Increased management awareness of problems. Annual Health Awareness days	Staff well trained to cover absence, Basic Health Care provided for all staff / Have Occupational Health Service. <input type="checkbox"/> Well documented procedures / plans
RR028 80	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Lack of appropriate Job evaluation scheme	Job Evaluation Scheme must be in line with Equality issues	Medium Medium 4	Ongoing Different option considered, scheme scheduled for Apr. 09 implementation. BDC HR presentation to A1s HR Board, Oct 2007 (Presentation to HR Board champions / Directors, (Jan 07). Initial benchmarking to be undertaken prior to July 09	Procure Job Evaluation service from another provider.

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RR029 81	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Loss of Skilled workforce	Inability to deliver quality service Increased expenditure on temporary staff	Medium Medium 4	Ongoing Benchmark existing terms and conditions with best performing organisations with view to revising current terms & conditions. Positive Health & Safety aspects	Recruitment & retention promotion. Agency staff
RR030 82	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Employing staff with inappropriate backgrounds to work with vulnerable tenants / children	Customers put at risk Loss of A1 reputation	High Low 3	Ensure all staff working with vulnerable tenants are Criminal Record Bureau checked. (Including checking prior to job offer)	Do not appoint / remove staff with inappropriate backgrounds / consider other jobs.
RR031 83	HUMAN RESOURCES DCoS HR Manager <b>Active</b>	Maintain Investors In People award June 2008	Would reflect badly on A1 / difficulty in retaining staff	Medium Low 2	Ongoing Prior external expert to carry out gap analysis.	Address weaknesses, re-apply for inspection
RR046 84	INFORMATION TECHNOLOGY DCoS IT Manager <b>Active</b>	IT Collapse	Disruption of service if systems are not adequate to provide for operational needs	High Low 3	Ongoing A1 have an IT Manager (since Feb 06) / IT Disruption covered in the BDC / A1 Service Level Agreement	IT collapse covered in the BDC / A1 Service Level Agreement

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RR047 85	<b>INFORMATION TECHNOLOGY</b> DCoS IT Manager <b>Active</b>	IT Contract, via BDC with Consilium, expires 2012	Disruption to ICT If alternative provision not in place by 2012	<b>High</b> Low 3	Ongoing Outline plan drawn up to manage the end of the contract. No extension to Consilium contract to be given without Board approval.	Negotiate an extension with current supplier - with Board approval at the time
RR048 86	<b>INFORMATION TECHNOLOGY</b> DCoS IT Manager <b>Active</b>	IT Contract, via BDC with Consilium	Current contract may fail to meet the needs of A1 prior to 2012	<b>Medium</b> Low 2	Ongoing Continue to Monitor IT needs against service Consilium currently provide, compare costs with alternative options.	Re-negotiate with current supplier a new contract prior to 2012
RR014 87	<b>REPAIRS</b> DT&H Service Manager - Technical <b>Active</b>	Contractors Viability / Poor Performance	Poor quality responsive repairs performance Reduction in ability to achieve set standard Increased tenant dissatisfaction	<b>High</b> Low 3	Ongoing Robust Performance Management framework supported by Partnership contract and continuous monitoring by A1	Use other suppliers
RR019 88	<b>REPAIRS</b> DT&H Service Manager - Technical <b>Active</b>	Failure to comply with Statutory requirements (re Repairs + Maintenance)	S82 disrepair claims from tenants. Financial costs of claims	<b>High</b> Low 3	Ongoing Monitoring / Performance Measures. Good working relationship with legal services. Apply quality Framework / Inspections	Health and Safety training. Re-Train staff. Review contractors used.

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RR049	WARDENS SERVICE	Change in Age of Client Group	Increased demand on certain services and property profile unsuitable for client groups	Medium	Ongoing	Modify accommodation to meet need, subject to financial constraints. Allocate increased budget to adaptations, in line w
89	DS&C			High	Monitor changing trends and undertake adaptations / lifetime home works to existing stock. Increase budget for adaptations.	
	Supported Housing Manager			6		
	Active					
RR050	WARDENS SERVICE	Supporting People - loss of Financial Support	Lost income to contribute to Warden Service / Control Centre / Sheltered Housing	Medium	Ongoing	Review Service / Staff Levels.
90	DS&C			Low	Regular meetings with Supporting People	
	Business Manager			2	Create different charge levels for Warden provision to customers - based on level of service	
	Active					
RR051	WARDENS SERVICE	Market Testing of management of out of hours service, before SP Team County Wide review	Failure to provide 24 hour support to warden managed properties Supporting People reviewing all support services in 2008	High	Ongoing	Extend current contract with out of hours service provider until the results of the County wide review are known
91	DS&C			Low	Supporting People review Performance Monitoring	
	Supported Housing Manager			3	Market Testing the contract	
	Active					