



A1 Housing Corporate Risk Register - Board Summary

ID	Risk Area / Management	Nature of Risk	Risk Effect	Impact / Likelihood / Rating	Control Date / Measures	Contingency
RR 124	CAPITAL (NON DH) <hr/> DT&H Technical & Design Manager <hr/> Active	High cost of major works	Failure to meet demand for high value works. Budget overexpenditure. Unable to provide works within performance timescales.	<div style="background-color: red; color: yellow; padding: 2px; text-align: center;">High</div> <div style="background-color: orange; color: black; padding: 2px; text-align: center;">Medium</div> <div style="background-color: red; color: yellow; padding: 2px; text-align: center;">6</div>	Ongoing Financial information monitored monthly by Board Performance Information reported on quarterly basis to Board Works over £40k to Strategic Group for approval	Seek further resources for capital programme
RR 2	CONTACT CENTRE <hr/> DS&C Supported Housing Manager <hr/> Active	Poor service from out of hours supplier (8pm to 8am) compared to in house supplier	Delays in handling emergency calls	<div style="background-color: red; color: yellow; padding: 2px; text-align: center;">High</div> <div style="background-color: orange; color: black; padding: 2px; text-align: center;">Medium</div> <div style="background-color: red; color: yellow; padding: 2px; text-align: center;">6</div>	Ongoing Monthly monitoring of performance Monthly meetings with the supplier Director level meetings	Meet with supplier, agree improvements and continually monitor. Bring service in-house or use another external supplier
RR 3	CONTACT CENTRE <hr/> DS&C Director Strategy & Change <hr/> Active	Major Emergency within Bassetlaw Area (eg extensive flooding) – increasing demand on the contact-centre	Contact centre overwhelmed by call volumes Calls delayed or unanswered	<div style="background-color: red; color: yellow; padding: 2px; text-align: center;">High</div> <div style="background-color: orange; color: black; padding: 2px; text-align: center;">Medium</div> <div style="background-color: red; color: yellow; padding: 2px; text-align: center;">6</div>	Ongoing Reporting of incidents to Management Team.	Draft in more employees to handle calls (eg from Corporate Services) / work overtime Work effectively with out-of hours service to increase resources
RR 4	CONTACT CENTRE <hr/> DS&C Director Strategy & Change <hr/> Active	System switchover failure	Switch from A1 System to External system fails causing service gap to customers	<div style="background-color: red; color: yellow; padding: 2px; text-align: center;">High</div> <div style="background-color: lightgreen; color: black; padding: 2px; text-align: center;">Low</div> <div style="background-color: lightgreen; color: black; padding: 2px; text-align: center;">3</div>	Ongoing Manual intervention by assigned officers if automatic transfer fails	Manual switchover Service provided in house until switchover successful

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RR 17	<p>CONTACT CENTRE</p> <p>DS&C</p> <p>Customer Services Manager</p> <p>Active</p>	Engage with Hard to Reach Groups	Tenants feel that services not local are meeting their needs	<p>Low</p> <p>Low</p> <p>1</p>	Ongoing Housemark benchmarking scheme Review of Housing Management	Restructure the service Improve performance targets Market test
RR 97	<p>CORPORATE</p> <p>BOARD</p> <p>Technical & Design Manager</p> <p>Active</p>	Improve the safety of elderly and disabled tenants	Failure to protect the vulnerable could result in damages claim or serious injury to a tenant	<p>Medium</p> <p>Medium</p> <p>4</p>	Ongoing Minor adaptations performance reported to the Board quarterly	Seek further resources for adaptations / capital programme
RR 6	<p>CORPORATE</p> <p>DF</p> <p>Director of Finance</p> <p>Active</p>	Inability to deliver Value for Money	Failure to maximise income and expenditure along with loss of contracts to deliver services	<p>High</p> <p>Low</p> <p>3</p>	Ongoing Target for efficiencies set (08/09) and monitored. Benchmarking in place / market testing undertaken.	Review all services, including benchmarking against the best performers.
RR 18	<p>CORPORATE</p> <p>DF</p> <p>Director of Finance</p> <p>Active</p>	Deliver improved Revenue and Capital efficiency savings	Failure to maximise income and expenditure along with loss of contracts to deliver services	<p>High</p> <p>Low</p> <p>3</p>	Ongoing Target for efficiencies set (08/09) and monitored. Benchmarking in place / market testing undertaken.	Review all services, including benchmarking against the best performers.

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RR 5	CORPORATE DS&C HR Manager Active	Not maintaining 2 stars from next Audit Commission Inspection	Delayed access to Decent Homes work. Ability to meet Decent Homes restricted.	High Low 3	Ongoing Inspection (Sept 07) gave 2 star, with promising prospects for improvement. Action plan agreed to achieve 3 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
RR 13	CORPORATE DS&C Director Strategy & Change Active	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
RR 14	CORPORATE DS&C Director Strategy & Change Active	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
RR 15	CORPORATE DS&C Director Strategy & Change Active	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

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RR 16	CORPORATE DS&C Director Strategy & Change Active	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
RR 19	CORPORATE DS&C HR Manager Active	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 2008-09. Competency Framework for managers introduced Feb 2008	Increase training to address specific weaknesses
RR 25	CORPORATE DS&C HR Manager Active	Unable to recruit & retain staffing resources	Poor service to customers	Medium Medium 4	Ongoing Market supplements to be made available	Revised terms and conditions of employment
RR 9	CORPORATE DS&C Customer Services Manager Active	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.

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RR 10	CORPORATE MD Service Development & Performance Active	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.
RR 7	CORPORATE Mgt TEAM Management Team Active	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	High 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
RR 8	CORPORATE Mgt TEAM Management Team Active	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

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RR 11	CORPORATE Mgt TEAM Management Team Active	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
RR 12	CORPORATE Mgt TEAM Management Team Active	Royal Mail strike	Customer services currently dependent on postal delivery affected eg Offer and rent arrears letters and In Touch not delivered	High Low 3	Ongoing Alternative service delivery methods need identifying	Alternative deliverer of letters Use of non postal delivery eg by hand
RR 20	CORPORATE Mgt TEAM Management Team Active	Implement Value for Money Reviews	Failure to maximise income and expenditure along with loss of ability to deliver services	High Low 3	Ongoing Target for efficiencies set VFM review programme	Review all services Market test services
RR 21	CORPORATE Mgt TEAM Management Team Active	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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RR 22	CORPORATE Mgt TEAM Management Team Active	High levels of sickness	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. New sickness reporting method, ie speaking to a medical professional. Low rate Mar 2008 ytd 8.4 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 Management
RR 23	CORPORATE Mgt TEAM Management Team Active	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
RR 24	CORPORATE Mgt TEAM Management Team Non Active	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	High Low 3	Ongoing 2 stars / promising prospects 2007 Improvement plan in place	Restructure / develop new improvement plan
RR 99	CORPORATE Mgt TEAM Technical & Design Manager Active	Improve the energy efficiency of the housing stock	Failure to address energy efficiency issues for our properties	Low Low 1	Ongoing Energy policy in place. Target set for SAP rating reported qua	Use of alternative energy. Increase affordable warmth capital budget

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RR 101	CORPORATE Mgt TEAM Technical & Design Manager Active	Improve the safety of elderly and disabled tenants.	Failure to protect the vulnerable could result in damages claim or serious injury to the tenant.	Medium Medium 4	Ongoing Minor adaptations performance reported to the Board quarterly	Seek further resources for adaptations / capital programme
RR 102	CORPORATE Mgt TEAM Technical & Design Manager Active	Improve the energy efficiency of the housing stock	Failure to address energy efficiency issues for our properties	Low Low 1	Ongoing Energy policy in place. Target set for SAP rating reported quarterly to the Board	Use of alternative energy. Increase affordable warmth capital budget
RR 103	CORPORATE Mgt TEAM Decent Homes Manager Active	To deliver the Decent Homes Programme	Failure to deliver the programme as agreed with BDC and Government. Not all properties meet the decent homes standard	Medium Low 2	Ongoing Partnering contract in place to reduce risk. Monthly monitoring of the works by Board and officers	Revise capital programme
RR 104	CORPORATE Mgt TEAM Service Manager - Housing Active	Implement the Choice Based Lettings Scheme	Failure to meet Government policy. Tenant choice and freedom to move restricted	Medium Medium 4	Ongoing Action plan to deliver in place. Tenant consultation group in place to drive the changes	Use another authority's scheme

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RR 105	CORPORATE Mgt TEAM Supported Housing Manager Active	Implement Older Persons Strategy	Failure to deliver action plan that contributes to BDC and NCC's strategy.Reduced opportunity to improve elderly persons lifestyles	Medium Low 2	Ongoing Action plan monitored.Supporting People Services monitored	Restructure the service, Work with partners to implement necessary changes
RR 106	CORPORATE Mgt TEAM Director Strategy & Change Active	Supporting People Services Reviewed	Support services passed to another organisation.Loss of income to A1	High Medium 6	Ongoing Providing quality and cost effective services.Review of Service area	Restructure the Service / reduce levels of service provided
RR 107	CORPORATE Mgt TEAM Service Manager - Housing Active	Improve access to accommodation for vulnerable groups	Vulnerable applicants not able to access suitable properties as and when required	Low Low 1	Ongoing Introduction of choice based lettings. Working closely with other agencies	Review policy and work with RSLs and other landlords to increase supply
RR 108	CORPORATE Mgt TEAM Service Manager - Housing Active	Work with BDC/partners to provide suitable diversionary activities for young people	Young people causing ASB	Low Medium 2	Ongoing Working with FOYPIB, Working with BDC's ASB team	Access other schemes for young peopleUse ASB powers to restrict problems

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RR 109	CORPORATE Mgt TEAM Service Manager - Housing Active	Work with CAB and Credit Union to deliver social inclusion	Tenants fall into arrears and other debts. Failure to meet Government targets on Financial Inclusion	Medium Medium 4	Ongoing Work with BDC / CAB / Credit Union Staff trained in debt advice	Increase funding to support agencies Increase staff trained to deal with debt
RR 110	CORPORATE Mgt TEAM Service Manager - Housing Active	Deliver the Governments Respect Agenda within Council properties	Failure to control and action ASB reduces quality of life for tenants Failure to meet Government targets	Medium Medium 4	Ongoing ASB monitored and benchmarked, Work with BDC ASB unit and Police	Revise process Increase ASB resources
RR 111	CORPORATE Mgt TEAM Service Manager - Housing Active	Contribute to the delivery of community safety (safer neighbourhoods) within Bassetlaw	Reduced quality of life on A1 estates De-stabilisation of local communities	Low Low 1	Ongoing Robust ASB policies in place Work with Police and BDC	Revise process Increase Community Safety capital budget
RR 112	CORPORATE Mgt TEAM Service Manager - Housing Active	Help tackle domestic violence in Bassetlaw	Support to victims reduced	Low Low 1	Ongoing Trained staff in place Working with other agencies	Increase trained staff

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RR 113	CORPORATE Mgt TEAM HR Manager Active	Create training and employment opportunities for local residents	Partners not employing apprenticeships and local labour / suppliers	Medium Low 2	Ongoing Contract with partners in place Developing on site Training Academy	Review partners contract
RR 114	CORPORATE Mgt TEAM Service Manager - Housing Active	Work in partnership with organisations dealing with homelessness	Increase in number of priority rehousing applicants	Low Low 1	Ongoing Members of Bassetlaw Homeless Umbrella Group	Review policy with BDC
RR 115	CORPORATE Mgt TEAM Managing Director Active	Work with other community leaders and services to support BDC, LAA and LSP objectives	Resources moved away from housing support services	Low Low 1	Ongoing Members of LSP Annual Service Plan includes BDC and LAA objectives	Review Service Plan
RR 116	CORPORATE Mgt TEAM Business Manager Active	Deliver efficient and effective services	Budget not available to deliver existing services requiring reduction in staff or services	High Medium 6	Ongoing Monitoring of budgets monthly Production of annual efficiency statement and PI	Review budgets

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RR 117	CORPORATE Mgt TEAM Business Manager Active	Contribute to Council's annual Efficiency Statement	Not making required 3% efficiency targets Resources required reduced	Low Medium 2	Ongoing Monitoring of budgets monthly Production of annual efficiency statement and PI	Review budgets
RR 118	CORPORATE Mgt TEAM Director of Finance Active	Ensure that decent homes monies from central Government is spent efficiently and effectively	Not meeting decent homes standard and target Reduction in grant from government	High Medium 6	Ongoing Monitoring of budgets Decent Homes Champion group monitoring spend and quality	Review the Capital programme Renegotiate supplies and services
RR 119	CORPORATE Mgt TEAM Managing Director Active	Delver Best Value Improvement Plan	Next inspection will result in less than 2 stars Decent homes money suspended or stopped	High Medium 6	Ongoing Improvement plan monitored monthly Continually reviewing best practice	Reviewing best practice from elsewhere and improving services
RR 123	CORPORATE Mgt TEAM Safety Health & Environment Active	Death of employee, customer or member of public as a result of A1 Housing Activity	Prosecution of company and individual under criminal / HSE legislation	High Medium 6	Ongoing Training to staff to minimise risks. Procedures to ensure legislation applied	Continuing training and reviewing policies and procedures

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RR 26	DECENT HOMES DT&H Decent Homes Manager Active	Building Regulations Changes	Reduction in ability to achieve the Decent Homes standard and increased tenant dissatisfaction	Low Low 1	Ongoing A1 Monitor changes in legislation	Change Decent Homes plans
RR 27	DECENT HOMES DT&H Decent Homes Manager Active	Contractor not Adhering to Programme	Delayed delivery of DH programme Changes in budgetary profile Tenant dissatisfaction with non completion of works	Medium Low 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
RR 28	DECENT HOMES DT&H Decent Homes Manager Active	Refusal of Decent Homes Work	Refusal of works prevents property being brought up to decent homes standards (recorded as decent for BVPI) High refusal rates could affect budget expenditure	Low Low 1	Ongoing Refusal Policy Minimise refusals of works Expenditure retentions	Reschedule budgets for alternative expenditure
RR 29	DECENT HOMES DT&H Decent Homes Manager Active	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	High 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

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RR 30	DECENT HOMES DT&H Service Manager - Technical Active	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
RR 31	DECENT HOMES DT&H Decent Homes Manager Active	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
RR 32	DECENT HOMES DT&H Decent Homes Manager Active	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 66.1 April 2008)
RR 33	DECENT HOMES DT&H Decent Homes Manager Active	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

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RR 35	DECENT HOMES DT&H Decent Homes Manager Active	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	
RR 37	DECENT HOMES DT&H Decent Homes Manager Active	Adverse customer reaction to scope of DH work	Customer dissatisfaction Negative publicity	Medium Medium 4	Ongoing Positive tell and sell publicity campaign DVD produced	
RR 38	DECENT HOMES DT&H Safety Health & Environment Active	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
RR 39	DECENT HOMES DT&H Decent Homes Manager Active	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

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RR 40	DECENT HOMES DT&H Decent Homes Manager Active	Low customer satisfaction with DH works	Poor service to customers	High Low 3	Ongoing Regular PI monitoring	Suspension of Partners work
RR 41	DECENT HOMES DT&H Decent Homes Manager Active	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
RR 42	DECENT HOMES DT&H Decent Homes Manager Active	Failure of CONNTROL stock condition database	Poor programme information for DH	High High 9	Ongoing Develop robust and sustainable partnership with Connaught	Exploring alternative Asset Management Systems, assessment of systems is in progress.
RR 43	DECENT HOMES DT&H Decent Homes Manager Active	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

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RR 125	DECENT HOMES DT&H Decent Homes Manager	Concerns with reference to Connaught's performance on Decent Homes.	Poor Customer satisfaction / rectification work required. Extra Costs incurred.	High Medium 6	Regular site visits / meeting with partners.	Having reduced number of properties Connaught are opening. Closely monitoring standard of work. Regular meetings with Connaught. Contingency to look at the future of the partnership, work could be
RR 34	DECENT HOMES DT&H Decent Homes Manager Active	Failure to deliver DH programme to elderly customers	Elderly customers refuse works Health & Safety of customers affected Not all homes upto DH standard	High Low 3	Ongoing Property specific risk assessments completed Briefing / training of personnel involved Robust monitoring arrangements	
RR 47	ENERGY / ENVIRONMENT DT&H Safety Health & Environment Active	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
RR 44	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment Active	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 66.1 April 2008)

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RR 45	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment Active	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)
RR 46	ENERGY / ENVIRONMENT Mgt TEAM Safety Health & Environment Active	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
RR 53	FINANCE DF 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
RR 48	FINANCE DF Business Manager Active	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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RR 49	FINANCE DF Business Manager Active	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
RR 50	FINANCE DF Business Manager Active	Large reduction in future Management Fee.	Impact on service delivery in all areas, therefore reducing aspirations towards service improvements	High Medium 6	Ongoing Financial Information monitored monthly by the Board. Work closely with BDC re finances, review forward projections. Monitor Bassetlaw District Council's Housing Revenue Account out-turn.	Review levels of service and staff structures. Generate increased cashable efficiency savings in excess of any reduction in Manangement fee.
RR 51	FINANCE DF Business Manager Active	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.
RR 52	FINANCE DF Business Manager Active	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. Continue to deliver improved Value for Money.	Increase cashable efficiencies achieved elsewhere. Review levels of service and staff.

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RR 120	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Loss of use of Carlton Forest Site	Loss of Service Delivery and Emergency contact centre	High Low 3	Ongoing Working with BDC to use alternative sites	Consult with BDC. Investigate use of community centres and other Council premises
RR 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
RR 56	HEALTH AND SAFETY DT&H Safety Health & Environment Active	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.
RR 57	HEALTH AND SAFETY DT&H Safety Health & Environment Active	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, staff training programme 08/09	Review Pilot and highlight failings implement improvements

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RR 58	HEALTH AND SAFETY DT&H Safety Health & Environment Active	Vibration Syndrome	Hand Arm Vibration Syndrome	Medium Low 2	Ongoing Health surveillance, and improve general awareness	Review highlight failings implement improvements
RR 59	HEALTH AND SAFETY DT&H Safety Health & Environment Active	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
RR 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. All staff received training 2008	Review and highlight failings implement improvements
RR 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. SAFED training provided to users of operational vehicles	Increase supervision, Implement disciplinary action

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RR 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
RR 72	HOUSING MANAGEMENT DT&H Service Manager - Housing Active	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
RR 73	HOUSING MANAGEMENT DT&H Service Manager - Housing Active	Review Housing Management Services	The service is not efficient or effective. Costs of service outweigh performance indicators	Medium Medium 4	Ongoing Housemark benchmarking scheme <input type="checkbox"/> Review of Housing Management	Restructure the service Improve performance targets Report to Board on Service Review
RR 74	HOUSING MANAGEMENT DT&H Service Manager - Housing Active	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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RR 75	HOUSING MANAGEMENT DT&H Service Manager - Housing Active	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
RR 76	HOUSING MANAGEMENT DT&H Service Manager - Housing Active	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
RR 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.
RR 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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RR 65	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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.
RR 66	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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.
RR 67	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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
RR 68	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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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RR 69	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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.
RR 70	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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
RR 71	HOUSING MANAGEMENT DT&H Safety Health & Environment Active	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
RR 77	HUMAN RESOURCES DS&C HR Manager Active	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

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RR 78	HUMAN RESOURCES DS&C HR Manager Active	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.
RR 79	HUMAN RESOURCES DS&C HR Manager Active	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
RR 80	HUMAN RESOURCES DS&C HR Manager Active	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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RR 81	HUMAN RESOURCES DS&C HR Manager Active	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
RR 82	HUMAN RESOURCES DS&C HR Manager Active	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.
RR 83	HUMAN RESOURCES DS&C HR Manager Active	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
RR 84	INFORMATION TECHNOLOGY MD IT Manager Active	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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RR 85	INFORMATION TECHNOLOGY MD IT Manager Active	IT Contract, via BDC with Consilium, expires 2012	Disruption to ICT If alternative provision not in place by 2012	High 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
RR 86	INFORMATION TECHNOLOGY MD IT Manager Active	IT Contract, via BDC with Consilium	Current contract may fail to meet the needs of A1 prior to 2012	Medium 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
RR 121	INFORMATION TECHNOLOGY MD IT Manager Active	Loss of IT System data	Loss of data due to IT system failure	High Low 3	Ongoing Main IT systems backed up by BDC under SLA. New systems to be incorporated in specification	Covered in BDC A1 SLA
RR 122	INFORMATION TECHNOLOGY MD IT Manager Active	Loss of personal data	Personal data lost breaching confidentiality and data protection	High Low 3	Ongoing Minimise holding of personal data outside main IT systems. A1 Policy and Procedure to manage data	Limit use of laptops in external environment. Data encoding

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RR 87	REPAIRS DT&H Service Manager - Technical Active	Contractors Viability / Poor Performance	Poor quality responsive repairs performance Reduction in ability to achieve set standard Increased tenant dissatisfaction	High Low 3	Ongoing Robust Performance Management framework supported by Partnership contract and continuous monitoring by A1	Use other suppliers
RR 88	REPAIRS DT&H Service Manager - Technical Active	Failure to comply with Statutory requirements (re Repairs + Maintenance)	S82 disrepair claims from tenants. Financial costs of claims	High 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.
RR 89	WARDENS SERVICE DS&C Supported Housing Manager Active	Change in Age of Client Group	Increased demand on certain services and property profile unsuitable for client groups	Medium High 6	Ongoing Monitor changing trends and undertake adaptations / lifetime home works to existing stock. Increase budget for adaptations.	Modify accommodation to meet need, subject to financial constraints. Allocate increased budget to adaptations, in line w
RR 90	WARDENS SERVICE DS&C Business Manager Active	Supporting People - loss of Financial Support	Lost income to contribute to Warden Service / Control Centre / Sheltered Housing	Medium Low 2	Ongoing Regular meetings with Supporting People Create different charge levels for Warden provision to customers - based on level of service	Review Service / Staff Levels.

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RR 91	<p>WARDENS SERVICE</p> <hr/> <p>DS&C</p> <hr/> <p>Supported Housing Manager</p> <hr/> <p>Active</p>	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	<p>High</p> <hr/> <p>Low</p> <hr/> <p>3</p>	Ongoing Supporting People review Performance Monitoring Market Testing the contract	Extend current contract with out of hours service provider until the results of the County wide review are known