

APPENDIX A – HSP Integrated Housing Theme Board Risk Register 2008-09

Integrated Housing Board – Significant Risks

This document sets out the HSP Integrated Housing Board key risks, as per the agreed approach. The risks are based upon the LAA targets, which have been included below for information:

NI 154	Net additional homes provided
NI 156	Number of households living in temporary accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
Local target NI 155	Number of affordable homes delivered (gross)
Local target NI 158	% Non-decent council homes
Local target Stretch target	Carbon emissions from vulnerable private households

Key to the Risk Register:

Ref: Details the reference number (usually the National Indicator) for the risk.

Risk Identified: Details the risk identified by the Theme Board.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

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Further Action: Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

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Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
Lack of continuity of membership across the theme board							
	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> • High turnover of members • Inability to recruit and/or retain right members • Non-attendance of members at meetings • Lack of continuity and/or succession planning <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	L	<ul style="list-style-type: none"> • Agreed recruitment procedures for Theme Board membership • Membership reviewed on an annual basis • Responsibility for filling posts identified • Training & Development for Theme Board members • Reporting processes to highlight and identify vacancies and/or non-attendance <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	L	L	<ul style="list-style-type: none"> • Action plan to address any identified gaps to be drawn up • This issue to be included as a regular agenda item at Board meetings

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Data Quality and/or Information management arrangements							
	<ul style="list-style-type: none"> Data is not robust enough and/or timely enough to effectively monitor and manage performance <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	L	<ul style="list-style-type: none"> Effective quality monitoring of internal performance data <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	M	L	<ul style="list-style-type: none"> Review of existing data collection and monitoring processes and action plan to fill gaps
Governance arrangements							
	<ul style="list-style-type: none"> Lack of strategic direction impacts on the ability to deliver on outcomes/targets Lack of continuity of membership impacts on the ability to deliver on outcomes/targets <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	L	<ul style="list-style-type: none"> Terms of Reference are reviewed on an annual basis Positions of Chair and Vice Chair are reviewed on an annual basis Board membership is reviewed on an annual basis <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	M	L	<ul style="list-style-type: none"> Action plan to address identified gaps to be drawn up

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Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages to other theme boards/cross-cutting work not identified							
	<ul style="list-style-type: none"> • LAA outcomes are not delivered • Delivery projects do not meet spend profile • Integrated Housing Board membership is not wide enough to ensure linkages to other theme boards/cross cutting work <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	L	<ul style="list-style-type: none"> • Delivery partners are regularly monitored on outcome and financial performance. • Performance and progress reports are received at every Integrated Housing Board meeting. • Integrated Housing Board membership is reviewed on an annual basis • Integrated Housing Board representative attends the HSP Co-ordinators meetings. <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	H	L	<ul style="list-style-type: none"> ▪ Action plan to address identified gaps to be drawn up • Evaluating the role of delivery partners where appropriate

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Net additional homes provided							
NI 154	<ul style="list-style-type: none"> • Economic downturn has reduced the availability of credit and increased the cost of loans and mortgages, which threatens delivery of target. <p>Risk Owner: Chair of the Integrated Housing Board</p>	H	H	<ul style="list-style-type: none"> • Regular monitoring of projected performance against the target • Ongoing engagement with RSLs and developers to identify risks to delivery as they emerge • Engagement with the Homes and Communities Agency to negotiate flexibilities and support where developments are at threat <p>Control Owner: Head of Housing Strategy, Development and Partnerships</p>	H	M	<ul style="list-style-type: none"> • Exploration of innovative funding and delivery models to sustain level of development

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Number of affordable homes delivered (gross)							
NI 155	<ul style="list-style-type: none"> • Economic downturn has reduced the availability of credit and increased the cost of loans and mortgages, which threatens delivery of housing, reducing supply delivered through Section 106. <p style="margin-top: 20px;">Risk Owner: Chair of the Integrated Housing Board</p>	H	H	<ul style="list-style-type: none"> • Regular monitoring of projected performance against the target • Ongoing engagement with RSLs and developers to identify risks to delivery as they emerge • Engagement with the Homes and Communities Agency to negotiate flexibilities and support where developments are at threat • Introduce affordable housing through means other than new build, e.g. increase street purchases, using empty homes <p style="margin-top: 20px;">Control Owner: Head of Housing Strategy, Development and Partnerships</p>	H	M	

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Number of households living in temporary accommodation							
NI 156	<ul style="list-style-type: none"> That the economic downturn increases the numbers requiring TA That the economic downturn increases competition for private sector leases threatening procurement <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	M	<ul style="list-style-type: none"> Delivery of Homelessness Strategy to strengthen prevention and response Ongoing monitoring of progress through TA Reduction Service Improvement Group and Housing Improvement Board Introduction of new Private Sector Lettings and Housing Options teams. TA bookings signed off by SMT member. Strengthening of partnership work. <p>Control Owner: Assistant Director for Strategic and Community Housing Services</p>	L	M	
% Non-decent council homes							
NI 158	<ul style="list-style-type: none"> Delays in programme delivery <p>Risk Owner: Chair of the</p>	M	M	<ul style="list-style-type: none"> Regular monitoring, with a focus on key performance issues – regular meetings taking place with appropriate seniority. <p>Control Owner: Assistant Director for Strategic and</p>	M	L	

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	Integrated Housing Board			Community Housing Services			
Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating							
NI 187	<ul style="list-style-type: none"> • Elements of the programme are reliant on funds from the sub-region: increased need in other boroughs may increase competition for these funds • Elements of the programme are reliant on short-term ABG funds <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	L	<ul style="list-style-type: none"> • Continued negotiation and partnership work at sub-regional level • Target prioritised as an LAA target, continued support likely <p>Control Owner: Housing Improvement Manager (Private Sector)</p>	L	L	
Carbon emissions from vulnerable private households							
Stretch Target	<p><i>See above actions re NI 187</i></p> <p>Risk Owner: Chair of the Integrated Housing Board</p>	M	L	<p><i>See above actions re NI 187</i></p> <p>Control Owner: Housing Improvement Manager (Private Sector)</p>		L	L

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Appendix A1

Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months