

## HSMT – Service Areas Risk Register – March 2007

(Note: **Bold** text indicates that the risk has been assessed as being above the Council’s tolerance line on the prioritisation matrix and therefore needing further attention to manage the risk. Service managers need to prepare management action plans for these risks.)

No	Rating	Vulnerability	Trigger	Possible Consequences (including Reputation)
AO 1	<b>B3</b>	<b><u>Housing Advice &amp; Options</u></b> <b>Voids – time to relet.</b>	<b>High volume of council vacancies.</b>  <b>High volume to nomination requests from RSL’s leading to added staffing pressures.</b>  <b>Out of date/ inaccurate information held about applicants.</b>	<ul style="list-style-type: none"> <li>• <b>Delays in allocations of council properties and subsequent rental loss.</b></li> <li>• <b>Poor public image (seeing empty properties).</b></li> <li>• <b>Not addressing the housing needs in the district.</b></li> </ul>
AO 2	B4	<u>Housing Advice &amp; Options</u> Increase in numbers in temporary accommodation.	<p>Not enough temporary accommodation available, leading to an increase in B&amp;B use. /</p> <p>Applicants not moved onto permanent accommodation quickly enough. /</p> <p>Unable to access the private rented sector.</p> <p>Limited homelessness prevention.</p>	<ul style="list-style-type: none"> <li>• High expenditure</li> <li>• Lack of additional resources to continue with preventative measures.</li> <li>• Increase of homeless applications</li> <li>• Government targets not met.</li> <li>• Use of unsuitable accommodation</li> </ul>

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AO 3	B4	<u>Housing Advice &amp; Options</u> Travellers approaching as homeless.	Travellers evicted from unauthorised sites.	<ul style="list-style-type: none"> <li>• High influx of homeless applications.</li> <li>• High costs on the provision of temporary accommodation.</li> <li>• Legal challenge in respect of suitability of temporary accommodation offered.</li> <li>• Not meeting government targets</li> <li>• Use of unsuitable accommodation</li> </ul>
AO 4	B4	<u>Housing Advice &amp; Options</u> Choice Based lettings (new scheme due to be implemented in January 2008 and will significantly change the way the council lets its properties).	<p>New scheme does not meet local needs.</p> <p>Inadequacies in the new IT system.</p> <p>Not prepared for the 'go live' date.</p>	<ul style="list-style-type: none"> <li>• High needs remain unmet, leading to more emergency rehousing and increase in expenditure.</li> <li>• Increase in void period and rental loss</li> <li>• Inappropriate lettings, subject to legal challenge and poor public image.</li> <li>• Lack of confidence from partner agencies.</li> </ul>
Se1	B4	<u>Housing Services</u> Sheltered Housing: Reduction in Supporting People Funding as a result of a reduction in the numbers of sheltered housing units that can be funded through SP in accordance with targets set out for the district in the future.	Further savings required as part of the County –wide Sheltered Housing Green Paper.	<ul style="list-style-type: none"> <li>• Reduction in the support available for vulnerable people, including older people residing in sheltered housing in the South Cambridgeshire</li> </ul>

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Se2	B4	<p><u>Housing Services</u> Redevelopment of Windmill Estate Fulbourn.</p>	<p>Failure to deliver the decanting programme to provide vacant possession of the Phase I of the site at Swifts Corner/Grandridge Close.</p> <p>Tenants reluctant to wait until later phase(s) due to dissatisfaction with standard of current property SCDC tenants unwilling to move.</p> <p>Funding gap of circa £2m cannot be bridged.</p> <p>Construction costs higher than provide for in financial modelling by Nene HS.</p> <p>Revenue from sales lower than anticipated in financial modelling by Nene HS.</p> <p>Some owners and/or tenants unwilling to move.</p> <p>Housing Corporation funding allocation of £300k for phase 1 not secured if contractual dates not met</p> <p>Planning permission is not received for proposed scheme</p>	<ul style="list-style-type: none"> <li>• Failure to meet project timetable</li> <li>• Inability to increase the supply of affordable housing</li> <li>• Reputation of SCDC suffers as residents see failure to deliver promises</li> <li>• Scheme needs to be redesigned to accommodate residents unwilling to move reducing numbers of affordable homes that can be achieved.</li> <li>• Adverse publicity</li> <li>• Scheme as approved by Full Council in November 2006 cannot be delivered with current % and/or number of affordable homes and/or tenure split needs to be amended</li> <li>• Scheme needs to be revised to accommodate planning requirements which could reduce numbers of units that can be achieved and, therefore, the viability of and/or level of affordable housing that can be achieved within the scheme</li> </ul>

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Se3	B4	<u>Housing Services</u> Grounds Maintenance New contract awarded to SP Landscapes from April 2007 for grass cutting, hedge and shrub maintenance, and tree works.	Key contractor failing to deliver as expected.	<ul style="list-style-type: none"> <li>• Deterioration in appearance of housing owned land/sheltered housing schemes</li> <li>• Failure to deal satisfactorily with tree works leading to dangerous trees causing potential hazard</li> <li>• Adverse publicity</li> </ul>
Se4	B4	<u>Housing Services</u> Housing Options Appraisal.	Members decide not to opt for LSVT.  CGI inspection with regard to potential of Stock Transfer.	<ul style="list-style-type: none"> <li>• Failure to adequately maintain the housing stock</li> <li>• Impact of the potential of Stock Transfer on staff morale and performance, and how this is passed on to tenants</li> </ul>
St1	B4	<u>Housing Strategy</u> Inadequate funding for Affordable housing.	<p>The CSR 2007 does not provide for same/increased national level of investment in housing and/or the East of England share is not adequate to meet investment priorities.</p> <p>The Housing Corporation and other external funding agencies do not support schemes.</p> <p>The Council is unable to commit its own resources to affordable housing e.g. land at low/no cost or grants.</p>	<ul style="list-style-type: none"> <li>• failure to deliver corporate priorities in relation to AH</li> <li>• less new AH provision in district for those in housing need</li> <li>• unable to meet national and regional targets in relation to AH e.g. RSS, LDF</li> <li>• increased pressure on existing housing stock</li> <li>• rise in homelessness/housing advice applications with knock on effect on meeting govt targets in this area and associated costs to the Council e.g. temporary accommodation</li> <li>• need to deliver more non-grant funded schemes which are less likely to produce a tenure and/or housing mix that will best contribute to meeting identified housing needs</li> </ul>

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St2	B4	<u>Housing Strategy</u> Delays with planned major new developments e.g. Northstowe.	Failure to agree heads of terms with developers.  Delays with the Housing Market Assessment.  Delay with appointment of lead strategic delivery partner/consortium for growth sites including Northstowe.	<ul style="list-style-type: none"> <li>• less housing, including AH delivered through the planning system in accordance with RSS targets</li> <li>• funding allocations put at risk</li> <li>• less new AH provision in district for those in housing need</li> <li>• unable to meet national and regional targets in relation to AH e.g. RSS, LDF</li> <li>• increased pressure on existing housing stock</li> <li>• rise in homelessness/housing advice applications with knock on effect on meeting govt targets in this area and associated costs to the Council e.g. temporary accommodation</li> </ul>
St3	B4	<u>Housing Strategy</u> Ineffective partnerships with developers and RSLs.	Unable to agree AH targets, tenure mix, etc for specific sites e.g. Northstowe will impact on timely delivery and ability to meet housing needs.	<ul style="list-style-type: none"> <li>• less housing, including AH delivered through the planning system</li> <li>• funding allocations put at risk</li> <li>• less new AH provision in district for those in housing need</li> <li>• unable to meet national and regional targets in relation to AH e.g. RSS, LDF</li> <li>• increased pressure on existing housing stock</li> <li>• rise in homelessness/housing advice applications with knock on effect on meeting govt targets in this area and associated costs to the Council e.g. temporary accommodation</li> </ul>

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St4	B4	<u>Housing Strategy</u> Lower rate of private house building.	Down turn in the housing market due to economic circumstances e.g. interest rates.	<ul style="list-style-type: none"> <li>• reduced number of planning applications</li> <li>• less housing, including AH delivered through the planning system</li> <li>• funding allocations put at risk</li> <li>• less new AH provision in district for those in housing need</li> <li>• unable to meet national and regional targets in relation to AH e.g. RSS, LDF</li> <li>• increased pressure on existing housing stock</li> <li>• rise in homelessness/housing advice applications with knock on effect on meeting govt targets in this area and associated costs to the Council e.g. temporary accommodation</li> </ul>
PS1	B4	<u>Property Services</u> Delivery of HRA Business plan	Lack of funding to deliver HRA Business Plan	<ul style="list-style-type: none"> <li>• Properties not modernised, higher responsive repair cost, fail to meet decent homes target.</li> </ul>
Se5	C3	<u>Housing Services</u> Sheltered Housing: Evaluation of review of sheltered housing services.	Some tenants continue to be dissatisfied with there no longer being a requirement for the sheltered housing officer to live on site.	<ul style="list-style-type: none"> <li>• Rekindling of adverse publicity</li> <li>• Impact on staff resources to deal with schemes where this is an issue</li> </ul>
Se6	C3	<u>Housing Services</u> Tenant Participation: Introduction of Tenant Compact .	<p>Failure to establish the mechanisms for involvement contained in the Tenant Compact in increasing the level of tenant involvement in decision making.</p> <p>Lack of commitment on the part of tenants to engage in the new arrangements.</p>	<ul style="list-style-type: none"> <li>• The level of tenant involvement in decision-making will not be increased</li> <li>• SCDC would be unable to demonstrate an improvement in this area, which would attract negative comment in the event of assessment/inspection</li> </ul>

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AO 5	C4	<u>Housing Advice &amp; Options</u> Government targets – including need to reduce numbers in temporary accommodation by half by 2010, and no families with children permitted to be in B&B accommodation for more than 6 weeks.	Increased numbers applying as homeless and the need to meet statutory obligations. /  Inability to successfully implement new ideas to prevent homelessness. /  Lack of finance for proactive measures. /  Inability to access the private rented sector. /  Staff leave – less preventative work carried out.	<ul style="list-style-type: none"> <li>• Unable to meet government targets</li> <li>• Possible loss of funding – gov grant of £35,000 currently received</li> </ul>
PS2	C4	<u>Property Services</u> DLO trading position	Making a financial loss	<ul style="list-style-type: none"> <li>• Drain on Council resources , adverse publicity, low staff morale.</li> </ul>
PS3	C4	<u>Property Services</u> Delivery of Housing Maintenance programme	Works not completed on time - slippage of programme	<ul style="list-style-type: none"> <li>• Properties not modernised, higher responsive repair cost, fail to meet decent homes target.</li> </ul>
AO 6	C5	<u>Housing Advice &amp; Options</u> Decision making in respect of homeless applications.	Applying legislation and guidance incorrectly. /  Applying case law incorrectly. /  Applicant wishing to pursue to appeal in court.	<ul style="list-style-type: none"> <li>• Decisions open to legal challenge, which could be costly if lost in court.</li> <li>• Bad press if case goes against us.</li> <li>• Danger of accepting unnecessary duty, if take the 'easy' option.</li> </ul>
AO 7	C5	<u>Housing Advice &amp; Options</u> Duties to provide accommodation for those who are homeless in the event of an emergency.	Fire/ Flood/ Other disaster.	<ul style="list-style-type: none"> <li>• High need for accommodation on an urgent basis</li> <li>• High costs</li> <li>• Unsuitable accommodation</li> </ul>

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