



## Report to Audit Committee

30 June 2014

**Title:** Operational Risk Register – Corporate Services and Customers & Communities Directorates

**Report of:** Head of Corporate Services

### Purpose of Report

1. To agree an updated Operational Risk Register for the Corporate Services and Customers & Communities Directorates.

### Background

2. The Board has previously approved an updated Risk Management Policy and one of the requirements within the Policy is that this committee will scrutinise an operational risk register for a directorate at each meeting as well as any critical/high risks that require any attention. The committee will also recommend to the Board any risks to be escalated to the strategic risk register.
3. The Resources and Audit Committee agreed, at its meeting held on 27 October 2011, an updated operational risk register based around the two broad areas of the new organisation structure: -
  - Corporate Services
  - Customers and Communities.
4. The committee also agreed that given how low they were, the green risks be removed from the register and monitored internally. Should the score increase for any of these risks in the future, they would go back on the register and be reported to committee.
5. Following recommendations in the last internal audit report of risk management, the committee agreed at its meeting held on 13 March 2013 that the following columns be added to the operational risk register: -
  - Residual likelihood after the future actions
  - Residual impact after the future actions
  - Impact of cost effectiveness of future actions (including any financial implications of implementing the actions)

## Operational Risks

6. Operational risks are those which are encountered during the day to day running of the company.
7. The following four scale matrix has been used for impact and likelihood: -

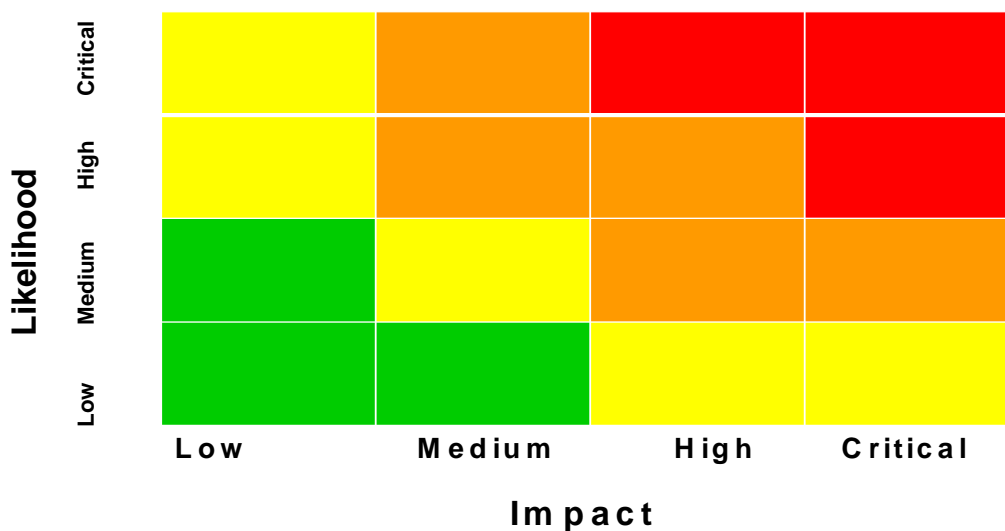
### Likelihood

Scoring	Definition	Timing of occurrence
4	Almost certain	Less than 3 months
3	Likely	3 – 6 months
2	Moderate	6 – 12 months
1	Unlikely	In excess of 12 months

### Impact

Scoring	Definition	Example of impact
4	Critical	Total service loss for significant period Fatality Financial loss over £200,000 Government / Council intervention
3	High	Significant service disruption Major/disabling injury Financial loss over £50,000 Adverse national media coverage
2	Medium	Service disruption Loss time injury Financial loss over £25,000 Adverse local media coverage / lots of service user complaints
1	Low	Minor service disruption / short term inconvenience Minor injury Financial loss under £25,000 Isolated service user complaints

8. The following four scale matrix demonstrates how the risks will be assessed using a traffic light system: -



## **Operational Risk Register**

9. The Operational Risk Register for both the Corporate Services and Customers & Communities Directorates has been reviewed and an updated Register is attached at the Appendix to this report. Registers detailing exactly what changes have been made will be posted on the Board Members website.
10. At the meeting of this committee, held on 14 January 2014, it was requested that the risk register summary sheets include the residual impact and likelihood and this has been updated accordingly.
11. At that meeting, the committee also asked that further consideration be given to those risk where the likelihood was rated as a '2' and whether these should actually be rated as a '1'. As a consequence, a number of the risks have been reduced.
12. In addition, the following risks have been reduced to 'green' risks and will be removed from the register and monitored internally: -

### *Governance and Risk*

- Inappropriate response to Council leading to negative findings against the company from the Local Government Ombudsman
- Failure to comply with a Code of Governance

### *Human Resources*

- Claims to Employment Tribunals against the company as an employer
- Equal Pay Claims
- Inventories at Civic Centre and TGHC occupied premises being out of date or not complete

### *Repairs*

- Principal contractor liquidation

## **Link to Values**

13. This report links to the following company values: -
  - Being a listening and learning organisation
  - Being honest, accountable and transparent
  - Being motivated, trained and committed
  - Being customer focused, innovative and professional

## **Risk Management Implications**

15. The risk management implications are identified throughout this report.

## **Financial Implications**

16. There are no financial implications directly arising from this report.

## **Equality and Diversity Implications**

17. There are no equality and diversity implications arising from this report.

### **Health Implications**

18. Although there are no health implications directly arising from this report, the successful implementation of the recommendations will have a positive impact on the health and well being of Gateshead residents.

### **Environmental Implications**

19. There are no environmental implications directly arising from this report.

### **Value for Money Implications**

20. There are no value for money implications directly arising from this report.

### **Consultation carried out**

21. The Risk Management Group have scrutinised the risks in detail before presenting the updated register for the Corporate Services Directorate to the committee for approval. The Group consists of the Company's four Heads of Service and the Governance & Risk Officer.

### **Impact on Customers**

22. An effective risk management process will maintain the delivery of services to customers.

### **Recommendation**

23. The committee is recommended to approve the updated operational risk registers for the Corporate Services and Customers & Communities Directorates.

## Corporate Services Operational Risk Register (As at January 2014)

Almost Certain				
Likely		2		
Moderate		8	6	2
Unlikely	2	3	8	1
	Low	Medium	High	Critical

## Likelihood

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Risk No	Risk	Likelihood	Impact	Owner	Residual Likelihood	Residual Impact
<b>Communications</b>						
CO1	Negative press and PR, including use of social media (such as facebook and twitter etc)	2	3	Ian Clarkin	2	3
<b>Equality &amp; Diversity</b>						
ED1	Failure to meet the legislative requirements of the Equality Act 2010 and future equality legislation	2	3	Louise Taylor	1	3
<b>Finance</b>						
FI1	Increasing occurrence and cost of third party insurance claims	3	3	Natalie Hewitt	2	3
FI2	Quality and financial checks on suppliers are not carried out on an annual basis of	2	2	Mark Banks	2	2
FI3	Procurement process not being carried out in accordance with the Financial Regulations	2	3	Natalie Hewitt	2	3
FI4	Pension liabilities may increase and become unserviceable	2	3	Natalie Hewitt/ Jennifer Aston	2	3
FI5	Service level agreements not reviewed	2	2	Natalie Hewitt	2	2
<b>Governance and Risk</b>						
GR1	Data protection issues	1	3	Ian Clarkin / Mark Birch	1	3
GR2	Inappropriate response to Council leading to negative findings against the company from Local Government Ombudsman	1	2	Stuart Gibson	1	2
GR3	Failure to comply with a Code of Governance	1	2	Stuart Gibson	1	2
GR4	Failure to comply with the Freedom of Information / Data Protection Act	1	3	Stuart Gibson	1	3
GR5	Breach of Data Protection Act 1998	2	2	Jennifer Aston	2	2
GR6	Inability to fill vacancies or retain directors on the Board or a Board without the right mix of skills	1	3	Stuart Gibson	1	3
<b>Health &amp; Safety</b>						
HS1	Failure to manage asbestos in non residential areas of the housing stock or prior to work in a domestic dwelling	2	3	Jennifer Aston	2	3
HS2	Unsafe Working practices on increasing number of	2	3	Jennifer Aston	2	3

Risk No	Risk	Likelihood	Impact	Owner	Residual Likelihood	Residual Impact
	Decommissioned Sites across the Borough Staff entering properties potentially exposed to risks i.e. debris, sharps, asbestos					
HS3	Failure to comply with risk assessments	1	3	Jennifer Aston	1	3
HS4	Failure to comply with the management of fire precautions in the workplace, high risk buildings and communal areas	2	4	Jennifer Aston	1	4
HS5	Failure to manage the safety of passenger's lifts and lifting equipment	1	4	Christine McFarlane	1	4
HS6	Non compliance with health, safety and fire arrangements in sheltered schemes, communal lounges and high rise buildings.	1	3	Jennifer Aston	1	3
<b>Human Resources</b>						
HR1	Claims to Employment Tribunals against the company as an employer	1	1	Jennifer Aston	1	1
HR2	Personal injury claims from employees	2	2	Jennifer Aston	1	2
HR3	Equal Pay Claims	1	2	Jennifer Aston	1	2
HR4	Risk of attack, threat and/or verbal abuse on employees by service users at any time and/or within the office in attending training or involvement events	2	2	Jennifer Aston	2	2
HR5	Absence due to an epidemic	1	3	Jennifer Aston	1	3
HR6	Industrial action	3	3	Jennifer Aston	1	3
HR7	Inventories at Civic Centre and TGHC occupied premises being out of date or not complete	1	1	Jennifer Aston	1	1
<b>ICT</b>						
IT1	ICT Systems Failure	2	4	Mark Birch	2	3
<b>Leasehold</b>						
LH1	Leasehold Valuation Tribunal being undertaken and losing the tribunal	1	3	Janice Adams	1	3
LH2	Works could be undertaken at Leasehold properties without undertaking the appropriate consultation	1	3	Janice Adams	1	3
LH3	Managing other tenures	2	2	Janice Adams	2	2

Risk No	Risk	Likelihood	Impact	Owner	Residual Likelihood	Residual Impact
LH4	Non payment of service charges	2	2	Janice Adams	2	2
<b>Performance</b>						
PF1	Inaccurate performance reporting through inaccurate working papers	2	2	Mark Banks	2	2



### Corporate Services – Communications

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
CO1	<b>Negative press and PR, including use of social media (such as facebook and twitter etc)</b> leading to a reduction in the reputation of company (internally and externally)	<p>Regular press releases to local and trade media.</p> <p>TGHC and HC newspapers. Updatable website. Use of social media.</p> <p>Internal communications – HomeWork and Weekly HW. Articles in Council News.</p> <p>Communications Manager available 24/7 for press comment.</p> <p>Links to GC Communications on events and press enquiries.</p> <p>Increased PR around community activities, new-build.</p> <p>Established links with new repairs contractor to ensure any third-party communications reflect positively on the housing company.</p>	2	3	Ian Clarkin	<p>Media/Crisis Management Training – Management Team (Action in recent Communications Audit – for second time – June 2014) <i>Some estimates received but want to liaise with Council so that training mirrors what they do.</i></p> <p>Social Media Policy to be rolled out in conjunction with ICT policy <i>HR has completed a policy – to be approved at a future committee</i></p>	March 2015	2	3	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p><b>Use (and monitoring) of social media</b>            Limited access to TGHC social media platforms.</p> <p>Communications signed up to a number of Google and social mention alerts that flag up any mentions of TGHC Linked to Gateshead Council.</p> <p>Training for Communications Team on the use of social media as part of other communications has been undertaken.</p> <p>Review and Learn from press enquiries</p> <p>ICT Policy updated in March 2012 to reflect increasing use of social media and the risks associated.</p>								

## Corporate Services – Equality and Diversity

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
ED1	<p><b>Failure to meet the legislative requirements of the Equality Act 2010 and future equality legislation.</b></p> <p>The impact of non-compliance could lead to 21 types of claims to employment tribunals with uncapped awards for some of the protected characteristics.</p>	<p>Key HR policies updated follow review with our HR consultants and unions</p> <p>Resources and Audit Committee briefed on introduction of Public Sector Duty and then followed up with further report on the specific duties and receive update report at every meeting on our progress on equality and diversity.</p> <p>Critical friend support on Equality and Diversity agreement in place. All employees have undergone training on Dignity and Respect covering the key aspects of Equality Act and their obligations.</p> <p>E&amp;D annual report produced setting out overall activity and how the company is meeting the aims of the Public Sector Equality Duty</p>	2	3	Louise Taylor	Review the Single Equality Scheme	Consultation underway – updated scheme to be presented to future committee	1	3	The actions to be completed are requirements of the General Public Sector Equality Duty.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Internal Audit of Equality undertaken in December 2012 with no recommendations.</p> <p>Service managers identified as Equality Champions.</p> <p>Have signed up as part of a Housing Quality Network Diversity Exchange. As part of this group will received 3 equality briefings per year of relevant changes. This will be used to brief board members of responsibilities.</p> <p>Training for Board Members undertaken in February 2014 to ensure that members know what should be expected in reports being presented for decision making to allow them to challenge and ensure compliance.</p>								

## Corporate Services – Finance

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
F11	<p><b>Increasing occurrence and cost of third party insurance claims</b> leading to additional payments out to successful claimants and an increase in premium costs borne by the Housing Company.</p>	<p>Insurance cover for a number of policies including:- Public Liability, Employers, Motor, Directors and Officers, Fidelity, Professional Indemnity.</p> <p>Broker to obtain best price in the market and enter long term agreements for insurance cover.</p> <p>Stop loss of £257,500 per year and a policy excess on public liability of £20,000.</p> <p>Provision for the cost of insurance and undertake regular monitoring.</p> <p>Long Term Agreement from 01/01/2011 for a 3 year period with optional 2 years.</p> <p>New procedure for 3<sup>rd</sup> party claims issued to all</p>	3	3	Natalie Hewitt	<p>Final report from Travelers risk assessment exercise</p> <p>New procedure for the handling of third party insurance claims as soon as they are received</p>	<p>September 2014</p> <p>September 2014</p>	2	3	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>housing managers and posted on managing tenancies section of Intranet.</p> <p>Insurance cover with Travelers extended to March 2015</p> <p>Better arrangements in place with Travelers</p> <ul style="list-style-type: none"> <li>• Quarterly progress report on all outstanding claims involving claimant solicitors</li> <li>• Better quality monthly reports to meet the Company's requirements</li> <li>• Access to Travelers' website</li> </ul>								
F12	<p><b>Quality and financial checks on suppliers are not carried out on an annual basis</b></p> <p>Suppliers providing a poor quality service or who are in financial difficulties may still be used by the Housing Company</p>	<p>No checks are currently carried out annually.</p> <p>However, the main suppliers are Local Environmental Services and Mears – both of whom are regularly monitored.</p> <p>Other suppliers trading with the housing</p>	2	2	Mark Banks	The Council are implementing an upgrade to the Agresso Finance System which will enable more comprehensive reviews to be undertaken on suppliers, therefore, a system will be implemented	March 2015	2	2	The controls focus on maintenance of current systems and preventative measures rather than significant changes, therefore the residual score remains the same

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	and this could damage reputation or increase the risk of financial failure.	company are less of a risk as in most instances we could switch suppliers at any time if necessary.				once the new finance system has been implemented.				
F13	<b>Procurement process not being carried out in accordance with the Financial Regulations</b> could lead to a legal challenge from a supplier or a contract being awarded incorrectly.	<p>Financial Regulations are in place and tender limits are in place to ensure that any larger procurement activities are carried out appropriately.</p> <p>OJEU requirements followed for any procurement which meets these limits.</p> <p>Updated Financial Regulations and Contract Procedure Rules were approved by Resources Committee on 14 February 2013.</p> <p>Regular communication with staff will ensure that they are aware of the financial regulations and the procurement procedures.</p>	2	3	Natalie Hewitt	<p>Further upgrade to the Agresso system will have new approval levels which link to procurement approval.</p> <p>Review of the Financial Regulations and Contract Procedure Rules to be updated as appropriate on an ongoing basis.</p>	Annually	2	3	The controls focus on maintenance of current systems and preventative measures rather than significant changes, therefore the residual score remains the same
F14	<b>Pension liabilities may increase and become unserviceable</b> affecting the ability to offer and pay	<p>The Company uses Hewitts as pension actuaries.</p> <p>The pension scheme is administered by South</p>	2	3	Natalie Hewitt/ Jennifer Aston			2	3	The controls focus on maintenance of current systems and preventative measures rather than significant changes, therefore the

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	pensions	<p>Tyneside Council. Contributions to the scheme are reviewed annually once the actuary report is obtained and amended to take into account any fluctuations.</p> <p>Changes to the pension scheme including increased member contributions and auto-enrolment is monitored by HR and the Council's payroll section.</p> <p>The Council is ultimately responsible for administering the scheme and for ensuring that the contributions are serviceable.</p> <p>Continue to monitor on an ongoing basis</p>								residual score remains the same
F15	<b>Service level agreements not reviewed</b> could lead to a reduction in the quality of the service being provided.	<p>Regular reviews of the service level agreements in place are carried out.</p> <p>The majority of our service level agreements are with Gateshead Council.</p> <p>Meetings regarding</p>	2	2	Natalie Hewitt	Continue to monitor on an ongoing basis and review annually.	Annually	2	2	The controls focus on maintenance of current systems and preventative measures rather than significant changes, therefore the residual score remains the same



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Finance are held monthly with the Head of Finance and regarding Legal are held quarterly with the Director of Customers and Communities.</p> <p>Annual reviews will be carried out on service level agreements to determine whether they need to be reassessed and renegotiated as part of the budget-setting process.</p>								

## Corporate Services – Governance and Risk

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
GR1	<p><b>Data protection issues</b></p> <p>1. Legal action against TGHC or TGHC receiving fines from the Information Commissioner after sending sensitive or incorrect information about themselves or others via mailings.</p> <p>2. Legal action against TGHC or TGHC receiving fines from the Information Commissioner after contacting customers without their consent.</p>	<p>All centrally-coordinated mailing jobs are proofed and signed off by Communications and other teams where applicable before posting</p> <p>Following a successful trial – use of a secure data transfer method (dropbox) in January is now being used by the Communications Team.</p> <p>Customers 'opting in' to receiving information from TGHC and partners as part of customer profile (full version and also smaller version sent with rent statements)</p> <p>All centrally-coordinated address lists are generated via Northgate</p> <p>Northgate Data Management group established</p> <p>Mailing House test</p>	1	3	Ian Clarkin / Mark Birch	None		1	3	Given that there have never been any occurrences, the likelihood has been reduced to a '1'.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>analysis of addresses and other data compared to Royal Mail and census information shows high quality of address data. Ongoing - Mailing House will 'repair' any addresses that are not correct and supply back to us to amend Northgate.</p> <p>Main correspondence addresses are now used on all mailing lists.</p> <p>New corporate website, launched Aug 2013 updated with more information around privacy and data protection as well as the rights of customer.</p> <p>All TGHC employees successfully undertaken CBT on data protection April 2012.</p>								
GR2	<b>Inappropriate response to Council leading to negative findings against the company from Local Government</b>	<p>Officers provide Council's Customer Services Manager the company's response/information requested for Ombudsman cases</p> <p>Responses are</p>	1	2	Stuart Gibson	None		1	2	During the financial year 2013/14 the Housing Ombudsman made enquiries on three complaints. Of these, two were resolved through the dispute resolution

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<b>Ombudsman / Housing Ombudsman</b>	scrutinised by relevant head of service before submission to the Council and will be held centrally by Governance and Risk Officer								process and one has been passed on to an adjudicator for consideration. Since 1 April 2014 we have received two enquiries on complaints that remain open. The Company is confident that this is being dealt with appropriately and therefore this can be reduced to a 'green' risk and removed from the register
GR3	<b>Failure to comply with a Code of Governance</b> resulting in ineffective and inefficient governance of the company at the highest level	Adoption of National Housing Federation Excellence in Governance  Annual training by a consultant on the role of the Board, including joint training with other local ALMOs  Annual governance reviews	1	2	Stuart Gibson	None	March 2014	1	2	All actions in Code of Governance Action Plan now complete, therefore this can be reduced to a 'green' risk and removed from the register.
GR4	<b>Failure to comply with the Freedom of Information / Data Protection Act</b> leading to an investigation by the	Freedom of Information Publication Scheme  Timescales for responding to requests	1	3	Stuart Gibson	Staff to be reminded of protocol within the company for dealing with Freedom of	July 2014	1	3	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	Information Commissioner or legal action being taken against the company	Central point for all requests  Advice from Council's Legal Services  Staff made aware of protocol within the company for dealing with Freedom of Information / Data Protection requests				Information / Data Protection requests				
GR5	<b>Breach of Data Protection Act 1998</b> Impact is related to compensatory awards that may be paid to employees if successful in a claim against the company. There is an additional impact of officer time to prepare, present and attend a case hearing.	Data protection policy.  Data Protection Team Brief (July 10)  Compliance check carried out by managers.  Requests for personal employee information related to 'protected characteristics' to be approved by HR Manager.  Internal grievance policy and procedure.  Prompt Investigation of allegations.  Disciplinary policy. Legal advice from EEF consultants.	2	2	Jennifer Aston	Source Data Protection E-Learning package for 2014-2015	March 2014	2	2	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		TGHC employees have been given access to completed mandatory Data Protection E-Learning package (2012-13)								
GR6	<p><b>Inability to fill vacancies or retain directors on the Board or a Board without the right mix of skills</b> resulting in</p> <ul style="list-style-type: none"> <li>the company not meeting its target for a Board that represents Gateshead and a knock on effect on the quality of decisions taken</li> <li>an unstable Board with decisions being taken by less experienced directors</li> <li>the Board not making</li> </ul>	<p>Board Members Recruitment, Retention and Succession Plan</p> <p>Board recruitment campaigns via company newspaper, company and Housing News websites, local media</p> <p>Board payment and Directors' Expenses Scheme</p> <p>Induction Programme (recently reviewed by Board by Single Topic Group)</p> <p>Board appraisal and Training and Development Programme</p> <p>Term of office of 10 consecutive years or four consecutive terms,</p>	1	3	Stuart Gibson	Recruitment of Tenant Director to succeed Gordon Spring when he retires at Annual General Meeting in September 2014	September 2014	1	3	

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	informed decisions.	<p>whichever is lesser Board appraisals</p> <p>Annual training on roles and responsibilities</p> <p>Skills audit updated and better use made of when recruiting new directors</p> <p>Board Members Website to keep directors up to date with relevant information</p> <p>Opportunities for Board Members to attend conferences and other events</p> <p>Annual governance reviews</p> <p>Updated Independent Director application form</p>								

### Corporate Services – Health and Safety

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
HS1	<p><b>Failure to manage asbestos in non residential areas of the housing stock or prior to work in a domestic dwelling</b> This may lead to exposure to dangerous materials with a serious risk to health.</p>	<p>Asbestos Management Plan reviewed annually and available to employees and contractors.</p> <p>Internal and external audit of asbestos management</p> <p>Annual review of policy and procedures</p> <p>Periodical review of the asbestos register by MIS Environmental Services.</p> <p>Compliance with CDM regulations</p> <p>Contractor’s briefings and progress meetings.</p> <p>Construction operations regulated by pre-information packs including asbestos survey of all areas likely to be disturbed the contract works.</p> <p>Attending master classes</p>	2	3	Jennifer Aston	Train 2-3 employees in CDM/C role	July 2014	2	3	



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		and CDP.  Annual asbestos training to operational employees.  Keystone asset management database								
HS2	<b>Unsafe Working practices on increasing number of Decommissioned Sites across the Borough.</b>  <b>Staff entering properties potentially exposed to risks i.e. debris, sharps, asbestos.</b>	Clear decommissioning procedure in place, recently revised to provide clarity around roles and responsibilities.  All staff issued with appropriate PPE  Demolition schemes to be regularly monitored by HS and gas auditors for compliance with H&S legislation and managers made aware of outcomes Annual review of training CDM procedures	2	3	Jennifer Aston			2	3	
HS3	<b>Failure to comply with risk assessments in the following areas:</b>  <b>Workplace risk assessments</b>	Training skills matrix reviewed and used at appraisal to ensure role specific training  Training for senior managers and managers in a) managing H&S in	1	3	Jennifer Aston	Review of the Corporate HS induction, with the introduction of e-learning training and testing of understating and assessing the	To be completed by September 2014	1	3	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<b>Manual Handling</b> <b>COSHH</b> <b>Road Risk</b> <b>Reported</b> <b>Accidents</b> <b>First Aid</b> <b>Provisions</b> <b>Water Hygiene</b> <b>Fire Safety</b> <b>Electrical Safety</b> This will lead to poor H&S standards and increased accidents in the workplace. Injuries at work may increase and this will lead to a higher level of insurance claims from employees	the workplace, b) the principle and practices of risk assessments.  Advice and support from H&S advisors. Mandatory H&S induction for all employees  H&S policies and procedures and compliance with legislation and regulation in the workplace.  Monitoring and Review of compliance with Occupational Health and Safety and training  Reporting Procedures for accidents, near misses and violent incidents accessible to all employees via the company intranet.  IOSH Safety for Senior Executives and Board members				operational risk.				
HS4	<b>Failure to comply with the management of fire precautions in the workplace, high risk buildings and</b>	Control Measure agreed with TWFRS and action plan agreed  Workplace inspections by responsible managers.	2	4	Jennifer Aston	Extension agreed with TWFS on deadline for Sheltered Schemes	July2014	1	4	Full implementation of fire safety works will reduce risk of fire spread and damage to low levels as full compartmentalisation

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<b>communal areas</b> may lead to fire, damage and fatality.	<p>Reports to H&amp;S advisors</p> <p>Mandatory Fire Safety Training Level 2 for all employees and Managers and Supervisors.</p> <p>Fire drills and emergency evacuations</p> <p>Fire Risk Assessments</p> <p>Weekly testing of alarm and emergency lights systems.</p> <p>Evacuation plans developed</p> <p>Offices and workplaces inspected and then audited for health and safety fire compliance and remedial action Joint working with Gateshead Council in shared premises</p> <p>Installation of bespoke sprinkler system in Regent Court</p> <p>Fire Safety remedial works programme in multis, sheltered</p>				<p>Review of the Company Fire Safety Strategy and Partnership Agreement with TWFRS.</p> <p>Review of Fire Risk Assessment for all Managed Premises following fire safety works</p>	<p>July2014</p> <p>September 2014</p>			will be realised

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		schemes and low-medium rise-								
HS5	<b>Failure to manage the safety of passenger's lifts and lifting equipment</b> may lead to accidents, damage and fatality.	<p>Bi-annual inspections.</p> <p>Monthly performance progress meeting with lift maintenance company.</p> <p>Lifts inspected to EN80-81 standard. 24/7 responsive repair maintenance contract</p> <p>Inspection schedule monitored by Gateshead Council</p> <p>Risk Management Section and TGHC cyclical maintenance regime. Lift safety in accordance with the HSE guidance and legal requirements. Contractor performance indicators and Services Standards</p> <p>Risk Assessment for all lifts and lift rooms</p> <p>Specifications developed for refurbishment of lifts and plant rooms.</p>	1	4	Christine McFarlane	<p>Asset Management Team to review all lifts to assess future viability and investment needs. Priority Lift Refurbishments taking place. Review of lifts emergency communications systems.</p> <p>Review of lifts specification for the refurbishment and upgrade of lifts.</p> <p>Review and tender of Lifts Maintenance Contract</p>	<p>September 2014</p> <p>September 2014</p> <p>September 2014</p>	1	4	<p>Cost of future actions can be met from existing budgets.</p> <p>This will reduce future maintenance costs and disruption to services. In addition, the cost of accidents and civil actions against the company.</p>

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Three year engineering inspection insurance contract with Zurich (2012-2015)</p> <p>Action card in Business Continuity Plan</p> <p>Lift contractor appointed</p>								
HS6	<p><b>Non compliance with health, safety and fire arrangements in sheltered schemes, communal lounges and high rise buildings.</b></p> <p>This may lead to hazardous conditions for customers and our employees and risk of accidents to vulnerable people</p>	<p>Meetings with Older People Service, Care Call Consultation on fire safety arrangements and staff training.</p> <p>DDA improvements implemented.</p> <p>CCTV monitoring in SS communal areas and lifts.</p> <p>Fire audits with action plans</p> <p>Tunstall system linked back to Care Call.</p> <p>Out of hours emergency procedures in place and emergency planning by Gateshead Council.</p> <p>Fire Safety Improvement works for fire alarms and compartmentalisation of communal areas and tenant's flats.</p>	1	3	Jennifer Aston	Review of Fire Safety arrangements following improvement works for all Sheltered Housing. Fire log books, evacuation plans, fire drills.	Oct 2014	1	3	

## Corporate Services – Human Resources

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
HR1	<p><b>Claims to Employment Tribunals against the company as an employer</b></p> <p>Impact is related to compensatory awards that may be paid to employees if their case is successful. There is an additional impact of officer time to prepare, present and attend a case.</p>	<p>Clear terms and conditions.</p> <p>Policies and Procedures that have been tested for compliance</p> <p>Appeals process and training delivered to the Resources Appeals committee</p> <p>Partnership working with unions to resolve employee issues</p> <p>HR advice and support to support decision making. Training events. Legal advice from consultants EEF CIPD alerts.</p> <p>Monitoring and evaluation of Management information to understand triggers for ET1. Use learning points to develop actions that minimise future risks. Use management information to understand</p>	1	1	Jennifer Aston			1	1	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		employee satisfaction, engagement and wellbeing								
HR2	<b>Personal injury claims from employees</b> Impact is related to compensatory awards that may be paid to employees if successful. There is an additional impact of officer time to prepare, present and attend a case.	<p>Induction programme</p> <p>H&amp;S compliance checks. Policies and procedures</p> <p>Implementing learning from previous claims.</p> <p>Employee Handbook</p> <p>Inspection regime for communal areas; tenancy agreements for the reporting of defects within curtilage of their home</p> <p>Legal advice and representation from EEF</p> <p>Insurance cover</p> <p>IOSH Safety training for Board and management team (June 13)</p> <p>Travelers, our Insurers cover the cost of any employer liability claims</p>	2	2	Jennifer Aston	None		1	2	There have no claims in the last 12 months and the likelihood is minimal. We are also working closely with our insurers to learn from claims in terms of prevention.
HR3	<b>Equal Pay Claims</b> Awards that may be paid to employees if	All jobs are evaluated There is a job evaluation appeals panel that	1	3	Jennifer Aston	Learning from JE appeals	Sept 2014	1	2	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	successful in a claim against the company. There is an additional impact of officer time to prepare, present and attend a case hearing regardless of the outcome. <i>Claims can be brought by employees to September 2015 although compensation reduces over time.</i>	<p>includes trade union representation. Compliance with Equality Act 2010</p> <p>Pay transparency</p> <p>Evaluating jobs where there is any significant change in duties and responsibilities</p> <p>Face to face meetings with Council HR Advisor to discuss JE grading and regarding which raises awareness and understanding of the scheme</p>								
HR4	<p><b>Risk of attack, threat and/or verbal abuse on employees and directors by service users at any time and/or within the office in attending training or involvement events</b></p> <p>This could lead to sickness absence or claims against the</p>	<p>Health and safety policies and procedures.</p> <p>Warning markers on Northgate.</p> <p>Lone worker policy.</p> <p>Mobile phone and emergency numbers.</p> <p>Occupational Health. Stress awareness training, dealing with</p>	2	2	Jennifer Aston	Annual Report to Resources Committee on the numbers of incidents and actions taken, to include actions against perpetrators		2	2	



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	company.	<p>difficult situations and customer care training</p> <p>Personal attack alarms.</p> <p>Testing of alarms</p> <p>Customer profile checked before any events to flag up any NRT issues.</p> <p>Health and Safety notified of attendees at any event including any special needs.</p> <p>CCTV camera in use at offices</p> <p>Violence at work policy and procedure Training needs in relation to officer safety reviewed following appraisal.</p> <p>Monitor, evaluation and reporting on the number of incidents quarterly through Resources Committee and the Employee Forum</p> <p>Conflict Management and Personal Safety Training</p>								

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		reviewed								
HR5	<p><b>Absence due to an epidemic</b> This could lead to reduced levels of service and increased salary costs. Employees in work could become de-motivated resulting in reduced performance and level of service we are able to provide to customers.</p>	<p>Occupational Health service.</p> <p>Health and wellbeing at work initiatives</p> <p>Health updates to employees via email</p> <p>Signage</p> <p>Hand wash</p> <p>Learning and development to build flexibility in the workforce</p> <p>Cross service working to support with absence</p> <p>Recruitment from agencies as a last resort</p> <p>Flu vaccine has been delivered to employees</p> <p>Flu vaccines offered to employees</p> <p>Business Continuity Plan in place for major incidents</p>	1	3	Jennifer Aston	<p>Flu vaccinations carried out by Occupational Health Nurse</p> <p>NE Health and Wellbeing accreditation at Silver level</p>	<p>Annually</p> <p>November 2014</p>	1	3	Work of health and wellbeing advocates has developed well and they are assisting the company to achieve positive ways of working through targeted initiatives that meet our employee four top priorities.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
HR6	<b>Industrial action</b> leading to reduced number of employees to deliver essential services.	<p>Consultation with Trade Unions</p> <p>Collective bargaining</p> <p>Employee Forum</p> <p>IIP award</p>	3	3	Jennifer Aston			1	3	
HR7	<b>Inventories at Civic Centre TGHC occupied premises being out of date or not complete</b> resulting in loss of assets and potentially unnecessary purchases.	<p>Standard inventory procedure in place for Housing Office Network</p> <p>ICT asset inventory carried out prior to relocation to identify equipment with post. i.e. PC, Mobile phone, specialist equipment etc.</p> <p>Process of re-locating to Civic Centre has resulted in refresh of Inventory of head office. Many items disposed of – furniture, shelving etc.</p>	1	1	Jennifer Aston	None		1	1	

### Corporate Services – ICT

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
IT1	<b>ICT Systems Failure</b> - – failure of ICT systems in part or entirety affecting internal and customer processes and transactions.	<p><b>Council SLA and 3rd Party support agreements</b> –</p> <p><b>Systems updates</b> – GC systems are updated periodically using automated processes.</p> <p><b>In House Daily Systems Checks</b> – TGHC ICT carry out a broad set of thorough daily checks to ensure systems and process are running successfully and available.</p> <p><b>Northgate Process Monitoring system</b> – Kirona system emails ICT team if identified Northgate processes fail</p> <p><b>Helpdesk</b> – a fully functional helpdesk systems allows control and administration of ICT issues avoid incidences becoming problems.</p>	2	4	Mark Birch	Business Continuity Plan currently being updated. Team Brief to then be issued to all employees before going live. (delayed due to Move to Civic Centre)	July 2014	2	3	

## Corporate Services – Leasehold Services

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
LH1	<b>Leasehold Valuation Tribunal being undertaken and losing the tribunal</b> which would mean we could not charge the leaseholders for the items gone to tribunal over and reputational issues.	<p>We ensure that we retain all paperwork in accordance with the terms of the lease. We ensure that we can substantiate all charges in relation to the invoices raised to leaseholders.</p> <p>We obtain legal advice from Gateshead Council regarding the leases.</p> <p>Training courses in relation to Leasehold Valuation Tribunals and future legal changes</p>	1	3	Janice Adams	None		1	3	
LH2	<b>Works could be undertaken at Leasehold properties without undertaking the appropriate consultation</b> which could restrict the amount of income which could be collected.	<p>Section 20 Consultation is undertaken for all works costing over £250 per property.</p> <p>Leasehold sections undergo training from external providers regarding consultation annually.</p> <p>Procedural guide for surveyors has been developed and training has been delivered to</p>	1	3	Janice Adams	Costs above £250.00 to be automatically, through workflow, directed to leasehold services to carry out consultation.	Workflow process to be agreed and implemented.	1	3	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Call centre staff, Buildings Surveyors and property inspectors.</p> <p>A review of the repairs and leasehold Northgate Administration Units is to be undertaken</p>								
LH3	<p><b>Managing other tenures</b> such as Shared Ownership properties and Rent to Buy Properties could lead to reduced income for the Housing Company and could lead to an number of tenancy issues if tenancy agreements and lease agreements are not set up appropriately.</p>	<p>Meetings have taken place with our Homebuy agents Isos to ensure we understand our responsibilities in relation to the new tenure properties.</p> <p>Meetings with legal and legal have produced tenancy and lease agreements.</p> <p>The Homes and Communities Agency Capital Funding Guide is being reviewed to ensure we understand the requirements set out by the HCA.</p> <p>Procedures have been developed to support customers to purchase additional equity in shared ownership</p>	2	2	Janice Adams	Shared ownership policy drafted and procedural guides are in development.	Policy to be agreed by end of September 2014.	2	2	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		properties.  Income management procedure has been developed.								
LH4	<b>Non payment of service charges</b> which would increase the arrears and reduce the actual income collected with the expenditure having been incurred.	An arrears procedure is in existence with the back stop of a legal charge being placed on the property, although this would not be payable until the property is sold.  Arrears collection is monitored on a monthly basis and performance is discussed with customers at the leasehold SIG every quarter. Performance is reported to senior management quarterly, through the performance report.	2	2	Janice Adams	Arrears procedure was reviewed in December 2012 and implemented April 2013-and will continue to be reviewed every 2 years along side the service improvement group.  The new procedure now includes a section on 'disputes' as recommended by the audit review.		2	2	

### Corporate Services – Performance

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
PF1	<b>Inaccurate performance reporting through inaccurate working papers</b> which could lead to inaccurate customer expectations of service provision and damage the reputation of the Company and lead to inappropriate decisions being taken in relation to incorrect data.	<ul style="list-style-type: none"> <li>- Performance management team monitor and audit the performance data which is reported on a monthly and quarterly basis – Each quarter a more detailed scrutiny takes place upon information provided by external contractors.</li> <li>- Working papers are required to be added to performance point and audited for all performance data.</li> <li>- Performance data is signed off by management team and Board before it is reported to customers</li> <li>- Meeting have been held with Mears to ensure the performance information is produced to meet the correct PI definitions – Monthly monitoring meetings are being held with discuss the performance results and look at ways to improve performance.</li> </ul>	2	2	Mark Banks			2	2	A review in to the current performance reporting mechanisms has been completed. It was recommended that it would not be cost effective to purchase a new performance reporting system. Changes will instead be made to improve the current performance point system.



## Customers and Communities Operational Risk Register (As at January 2014)

Almost Certain				<b>3</b>
Likely		<b>3</b>	<b>2</b>	
Moderate	<b>6</b>		<b>1</b>	<b>1</b>
Unlikely	<b>1</b>			<b>9</b>
	Low	Medium	High	Critical

### Likelihood

Scoring	Definition	Timing of occurrence
4	Almost certain	Less than 3 months
3	Likely	3 – 6 months
2	Moderate	6 – 12 months
1	Unlikely	In excess of 12 months

### Impact

Scoring	Definition	Example of impact
4	Critical	Total service loss for significant period Fatality Financial loss over £200,000 Government / Council intervention
3	High	Significant service disruption Major/disabling injury Financial loss over £50,000 Adverse national media coverage
2	Medium	Service disruption Loss time injury Financial loss over £25,000 Adverse local media coverage / lots of service user complaints
1	Low	Minor service disruption / short term inconvenience Minor injury Financial loss under £25,000 Isolated service user complaints

Risk No	Risk	Likelihood	Impact	Owner	Residual Likelihood	Residual Impact
<b>Asset Management</b>						
AM1	Future investment needs may be incorrectly allocated if asset management plans do not provide the correct information to allocate funds where they are required	2	3	Simon Chrisp	2	2
<b>Voids</b>						
VO1	Not achieving the agreed Lettable Standard for voids or not achieving in required timescale	3	2	Phil Hogg	2	2
VO2	Vandalism/damage to void properties	2	2	Phil Hogg	1	2
<b>Lettings</b>						
LE1	Properties becoming difficult to let	4	4	Jackie Armstrong	4	4
LE2	Lack of availability of properties in demand	3	2	Jackie Armstrong	2	2
<b>Rent and Income</b>						
RI1	Reduction in customers' Housing Benefit entitlement due to government reforms	4	4	Jonathan Graham	4	4
<b>Gas Servicing</b>						
GS1	Customers sleeping temporarily/permanently in a room with an open flued gas appliance, including overcrowded property	1	4	Gary Stirling	1	4
GS2	Failure to comply with gas safety legislation and regulation in non-residential buildings	1	4	Gary Stirling	1	4
GS3	Non-compliance with the Gas Safety (Installation and Use) Regulations 1998 for all flues to be suitable for the appliance concerned and to be in a proper condition for the safe operation of the appliance by December 2012	1	4	Gary Stirling	1	4
GS4	Fatality due to gas related incidents or Carbon Monoxide poisoning incidents	1	4	Gary Stirling	1	4
GS5	Customers installing their own cookers	1	4	Gary Stirling	1	4

Risk No	Risk	Likelihood	Impact	Owner	Residual Likelihood	Residual Impact
GS6	Customers installing their own cookers in high rise properties	1	4	Gary Stirling	1	4
<b>Improvement Works</b>						
IW1	Injury/fatality to public	1	4	Jim Charlton	1	4
IW2	Increase in complaints from customers, councillors and other stakeholders	2	2	Carole Nicholson	2	2
<b>Repairs</b>						
RE1	Inclement weather	3	2	Russell Urwin	2	1
RE2	Overspending repairs budget	4	4	Russell Urwin	3	3
RE3	Inability to manage Cyclical Maintenance	3	3	Russell Urwin	2	3
RE4	Unsafe working practices	1	4	Russell Urwin	1	4
RE5	Principal contractor liquidation	1	2	Russell Urwin	1	2
RE6	Loss of contractor office/depot facilities	2	2	Russell Urwin	2	2
RE7	Financial disputes	3	3	Russell Urwin	3	3
RE8	Failure to deliver repairs to published standards and timescales	2	2	Phil Hogg	2	1
<b>Tenancy and Estate Management</b>						
TE1	Risk of fires/tripping hazards/safety in communal areas in multi-storey accommodation, low rise and sheltered accommodation	2	4	Julie McCartney	1	4
TE2	Reduced customer satisfaction with living in neighbourhood due to lack of funding for estate and environmental projects	2	2	Neighbourhood Services Manager	2	2

<b>Risk No</b>	<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Owner</b>	<b>Residual Likelihood</b>	<b>Residual Impact</b>
<b>TE3</b>	Grounds maintenance service not delivered to agreed published standards	2	2	Julie McCartney	2	2
<b>TE4</b>	Not reporting Safeguarding Adult or Children issues	1	4	Deborah Ewart	1	4

**DRAFT**  
**Customers and Communities Operational Risk Register**

**Asset Management Operational Risk Register**

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
AM1	<p><b>Future investment needs may be incorrectly allocated if asset management plans do not provide the correct information to allocate funds where they are required</b></p> <p>Properties may become non-decent and fall into disrepair if they are not invested in on a timely basis.</p>	<p>Keystone Asset Management Database holds data in relation to properties and when works have been carried out to them and the types of works carried out (such as dates new kitchens were installed etc). The database is able to provide scenario planning where we can review the investment needs should we decide to undertake certain works at certain points in time. This can then be used to produce the most cost effective and appropriate investment plan.</p> <p>Interpretation of R&amp;M data improved, including changes to SOR's to aid identification of work to key components.</p>	2	3	Simon Chrisp	<p>Additional validation work to five estates following analysis of the gaps within Keystone data Rolling programme of Stock Condition Surveys to be commenced</p> <p>Asset Strategy has been reviewed and will be rolled out in 2014.</p>	Ongoing	2	2	<p>Actions will reduce the occurrences of omitted works within the Housing Capital Programme. Preventing abortive time and cost.</p> <p>Continued improvements in data quality will have a positive impact upon the 30 year plan.</p> <p>More robust and up to date stock condition data will assist with repairs spend.</p>

## Customers and Communities – Voids, Lettings, Rent & Income

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<b>VOIDS</b>									
VO1	<p><b>Not achieving the agreed Lettable Standard for voids (safe, secure, clean, in good condition). Or – not achieving in required timescale.</b></p> <p>Impact on</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Customer safety (injury could lead to a claim)</li> <li>• Offer refusals / increased void rent loss / increased relet period</li> </ul>	<p>Safe to view procedure / Lettable Standard training / 'Check and Test' final inspection.</p> <p>Weekly operational meetings with Contractor. Including weekly fails discussed with Mears and Void Officers.</p> <p>Monthly performance review meetings, including fail trends.</p> <p>Satisfaction monitoring</p> <p>Monthly budget monitoring / monitoring level of work requests compared to notional programme for annual budget</p>	3	2	Phil Hogg	<p>Ongoing void inspections and weekly Voids performance meeting with Mears</p> <p>Relet budget monthly meeting</p> <p>The review of Mears void procedures and resources in light of increased volume is now complete. Improvements identified have been developed into a service improvement plan for implementation throughout 2014/15.</p>	<p>Weekly</p> <p>Monthly</p> <p>March 2015</p>	2	2	<p>Timescales for returning void properties have increased - linked to the increase in tenancy turnover (welfare reform). Mears have been advised that turnover is unlikely to decrease in the short term, and so resources and procedures need to respond to the increased workload. Resources will be focused on lettable properties. Reducing the number of incidences where Mears fail to meet the lettable standard will help to reduce avoidable work.</p>

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
VO2	<b>Vandalism / damage to void properties</b> leading to additional expenditure, and damaging the reputation of an estate.  Risk includes damage to properties held for options appraisal or awaiting demolition	“Security matrix” showing for every street if security would be needed – and what type (Last reviewed April 2014 )  Demolition properties: – decommissioning process, including drain down of heating system, removal of meters.	2	2	Phil Hogg	Matrix reviewed annually and during the year if there is any increase in incidents	April 2015	1	2	
<b>LETTINGS</b>										
LE1	<b>Properties becoming difficult to let</b>  Lack of demand / few or no bids received / high level of refusals  All leading to increase in void rent loss	Quarterly monitoring of demand for properties on Tyne and Wear Homes.  Six monthly analysis of impact of welfare reform. Low demand properties highlighted to council.  Estate Matrix	4	4	Jackie Armstrong	Continued monitoring of demand for properties, and highlighting of low demand (e.g. 2 bed flats in blocks)  Review approach to marketing of low demand properties  Respond to any future development of mitigations against welfare reform (eg	Quarterly  October 2014  Throughout 2014 as council develops	4	4	Residual impact to be reviewed again as options to mitigate welfare reform develop

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		produced twice a year shows estate by estate profile including turnover and void period				age limits for low demand 1 bed older persons properties; potential redesignation of some 2 or 3 bed flats)	options			
LE2	<p><b>Lack of availability of properties in demand</b></p> <p>Potential reductions in availability due to demolition / estate regeneration; from Right to Buy; from lack of certain property types in some locations</p> <p>Increased demand for some property types due to welfare reform</p>	<p>Monitoring of progress of estate clearance / demolition – monthly</p> <p>Monitoring of Housing Register – quarterly</p> <p>Potential for new build schemes / new properties under management</p> <p>Monitoring of impact of welfare reform</p>	3	2	Jackie Armstrong	<p>Monitoring of progress of estate clearance / demolition</p> <p>Monitoring of Housing Register</p> <p>Potential for new build schemes / new properties under management</p> <p>Monitoring of impact of welfare reform – considerations include changes to eligibility for some properties</p>	<p>Monthly</p> <p>Quarterly</p> <p>As opportunities arise</p> <p>Information to be fed in by TGHC every six months</p>	2	2	<p>Risk has been reviewed and now classed as less likely than previously.</p> <p>Impact of welfare reform has not to date resulted in large increase in demand for smaller properties (although it has produced a lack of demand for some 2 and 3 bed flats)</p>



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<b>RENT &amp; INCOME</b>									
RI1	<p><b>Increase in rent arrears</b></p> <p>Particularly as a result of reductions in customers' Housing Benefit entitlement due to welfare reform.</p> <p>(Links to Strategic Risk)</p>	<p>Arrears prevention / income maximisation advice</p> <p>Programme of information, contacts and visits to customers affected by welfare reform</p> <p>Assistance provided to tenants with applications for Discretionary Housing Payments (DHP). In 2013-14 over £430k was paid to HRA tenants</p> <p>Impacts of welfare reform monitored and fed into joint working groups.</p> <p>Restructure of Rent and Income team completed for April 2014, which has retained the services of the two Advice and Support</p>	4	4	Jonathan Graham	<p>Continue to monitor impact of the benefit reforms and feed in to working groups.</p> <p>Continue to work with Council to award and refer tenants for DHP awards. Assist council to allocate this to tenants.</p> <p>Explore ways to maximise tenants' income and improve financial inclusion. Including work with Energy Angels, credit union, benefit maximisation and DHP.</p>	<p>Ongoing</p> <p>March 2015</p> <p>March 2015</p>	4	4	Actions will reduce the impact, but the financial loss for arrears alone will still be considerable.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		Officers.								

### Customers and Communities – Gas Servicing Operational Risk Register

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
GS1	<p><b>Customers sleeping temporary/permanent in a room with a open flued gas appliance, including overcrowded property</b></p> <p>Fatality due to Carbon Monoxide Poisoning incident. Spillage of fumes in domestic properties while sleeping in the same room as the gas appliance</p>	<p>TGHC GAS SAFE Registered</p> <p>Risk Assessed Procedure initiated Carbon Monoxide detector Every three month a gas service is initiated</p> <p>Records/Data kept. All contractors are GAS SAFE competent registered</p> <p>All contractors and employees are checked for registration annually. Raise Awareness to employees, contractors and customers e.g. Press, company magazines etc. Work Closely with general hospitals/care workers/social</p>	1	4	Gary Stirling	Adequate controls in place		1	4	Likelihood reduced from a 2 to a 1 since last reported to committee given that there have been no incidents within 12 months

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>services</p> <p>Raise Awareness of risk to customers.</p> <p>Monitor Regulations for any changes</p> <p>Working with family relatives social services, local hospitals, care workers</p>								
GS2	<p><b>Failure to comply with gas safety legislation and regulation in non-residential buildings</b></p> <p>This will result in exposure to dangerous conditions which may lead to fatality, loss of company reputation and insurance claims</p>	<p>Gas safety policy with employees briefing to communicate changes.</p> <p>Register of trained engineers renewal of registration</p> <p>Audit checks for compliance. Reported accidents investigated. All properties inspected to GAS SAFE standards</p> <p>Court injunctions for the hard to</p>	1	4	Gary Stirling	Adequate controls in place		1	4	Likelihood reduced from a 2 to a 1 since last reported to committee given that there have been no incidents within 12 months

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>reach residents</p> <p>Dangerous appliances isolated and meter capped in all instances</p> <p>Liaising with Carers and other agencies for access to the properties as required from a care plan assessment</p> <p>Monitor Regulations for any changes</p>								
GS3	<b>Non-compliance with the Gas Safety (Installation and Use) Regulations 1998 for all flues to be suitable for the appliance concerned and to be in a proper condition for the safe operation of the appliance by 31 December</b>	<p>All pre-assembled concealed flues in voids risk assessed during a gas repair, service or survey</p> <p>Risk assessed as per new gas regulations to determine if flue pipe is installed and connected in a safe manner</p>	1	4	Gary Stirling	Adequate controls in place		1	4	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	2012 resulting spillage of fumes from gas appliance due to concealed flue pipe and a potential fatality due to carbon monoxide poisoning	<p>Void structure has access panels fitted for inspection of gas appoint flue joints</p> <p>If panels are not viable, the flue must be repositioned to allow access for inspection</p> <p>If flue is not repositioned, gas boiler and flue are repositioned or renewed to give access to flue connections</p> <p>Tender to renew new boilers where flue access is denied</p> <p>Maintenance and surveys through risk assessments</p> <p>Inspections to install access panels</p> <p>Gas boilers which fail risk</p>								

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		assessment now classed as 'ID' and to be replaced / renewed to new gas regulations or access panels fitted with CO detectors and CO cut off valves  Asset Management to change all "at risk" boilers								
GS4	<b>Fatality due to gas related incidents/Solid Fuel or Carbon Monoxide Poisoning incidents</b> Explosion ignited by gas escapes in properties and surrounding properties from installation pipe work, gas appliances and all domestic ancillary gas fittings. Spillage of fumes from solid fuel or gas appliances in	TGHC GAS SAFE Registered  Annual gas service initiated  HETAS solid fuel registered contractors initiate work  TGHC are now HETAS registered  Bi-annual solid fuel service initiated. Risk Assessed Procedure for No Access	1	4	Gary Stirling	Adequate controls in place		1	4	Likelihood reduced from a 2 to a 1 since last reported to committee given that there have been no incidents within 12 months

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	domestic properties, including surrounding properties	<p>Properties Records/Data kept. Weekly and Monthly performance audits</p> <p>5% collectively of all Gas Servicing, Installations and Repairs Audited Yearly</p> <p>All contractors are GAS SAFE competent registered</p> <p>All contractors and employees are checked for registration annually</p> <p>Raise Awareness to employees, contractors and customers e.g. Press, company magazines etc</p> <p>Carbon Monoxide detectors installed to 98% of Council</p>								



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>properties with gas appliances.</p> <p>Carbon Monoxide detectors installed to all properties with solid fuel appliances installed</p> <p>Change customer's actions and views to allow us to initiate an annual gas service.</p> <p>Initiated zero tolerance to no access. Risk managed in accordance with Best Practice.</p> <p>Continue to install Carbon Monoxide detectors to remaining high risk gas appliances of Council properties.</p>								

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Continue with programmed replacement of open flued boilers.</p> <p>A programme of works to change all existing solid fuel appliances to Gas appliances</p> <p>Continue to install Carbon Monoxide detectors to remaining high risk gas appliances of Council properties.</p> <p>Out of date detectors being changed to all properties best practice</p> <p>Test and maintain in Bi-annual service</p>								
GS5	<b>Customers installing their own cookers resulting in fatality due to gas</b>	Gas safety check customers cooker in annual gas service.	1	4	Gary Stirling	Adequate controls in place		1	4	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	<p>related incidents/Carbon Monoxide Poisoning incidents</p> <p>Explosion ignited by gas escapes in properties and surrounding properties from Customers own gas cooker appliances.</p> <p>Spillage of fumes from gas cooker appliances in domestic properties, including surrounding properties</p>	<p>Gas service, cleaning and repairs of customers cooker is there responsibility Advise customers of there obligation to have there gas cookers serviced</p> <p>Install safety controls to cut off gas supply for our vulnerable tenants</p> <p>Raised awareness of risk to customers through customer forums, local newspapers, company booklets and magazines.</p> <p>Ongoing programme of works to install cut off valves/good practice</p>								

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
GS6	<p><b>Customers own cookers in High Rise properties</b></p> <p>Fatality due to gas related incidents/Carbon Monoxide Poisoning incidents</p> <p>Explosion ignited by gas escapes in properties and surrounding properties from Customers own gas cooker appliances.</p> <p>Spillage of fumes from gas cooker appliances in domestic properties, including surrounding flats</p>	<p>Gas safety check customers cooker in annual gas service.</p> <p>Gas service, cleaning and repairs of customers cooker is there responsibility</p> <p>Advise customers of there obligation to have there gas cookers serviced</p> <p>All new cooker installations in multi storey properties MUST have safety devices on all burners</p> <p>Install safety controls to cut off gas supply for our vulnerable tenants</p> <p>Raise awareness of risk to customers through customer</p>	1	4	Gary Stirling	Adequate controls in place		1	4	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>forums, local newspapers, company booklets and magazines.</p> <p>TGHC option changing tenants gas cookers for electric cookers to reduce risk (Regent court, Park, Peareth, Priory) Good practice</p> <p>Ongoing program of works to install cut off valves/good practice</p>								

## Customers and Communities – Improvement Works Operational Risk Register

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
IW1	<b>Injury / fatality to public</b> – potential litigation, HSE investigation and criminal investigation.	Health & Safety plan in place for every site  Method statements for work to mitigate risk to public  Regular site inspections by partner and TGHC	1	4	Jim Charlton	Adequate controls in place.		1	4	No change
IW2	<b>Increase in complaints from customers, Councillors and other stake holders</b> resulting in a loss of confidence / public image for TGHC and partners.	Targeted 85% satisfaction survey returns  Quarterly performance reporting  Dissatisfaction Survey to explore negative feedback  Early intervention and discussion with partner  Learn from satisfaction /dissatisfaction and implement changes to improve future delivery	2	2	Carole Nicholson	Adequate controls in place		2	2	No change

### Customers and Communities – Repairs Operational Risk Register

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
RE1	<b>Inclement weather</b> resulting in increased property defects and delay in delivering reported repairs – repair costs / customer dissatisfaction / litigation and associated costs (S 11 Cases) / poor KPI performance	<p>Winter contingency plan now a formal part of Contractors BCP.</p> <p>Staff and contractors have increased awareness and proactively review resources accordingly to meet increased service demand.</p> <p>Specification change implemented for external condensate.</p> <p>Winter working group developed to review plans/controls while also managing working methods during winter periods.</p> <p>Annual assessment of internal / contractors</p>	3	2	Russell Urwin	Review of LES construction operations critical service plan notifications to TGHC	Oct 2014	2	1	Delayed until BARIS interface implemented.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		procedures, staffing and contacts in preparation for seasonal change.								
RE2	<b>Overspending repairs budget</b> resulting in an inability to carry out core function - asset degradation / customer dissatisfaction	<p>Live variations process in place. Provides enhanced clarity of works in progress and contract expenditure.</p> <p>Weekly financial review of orders raised /variations to analyse trends of expenditure.</p> <p>Implementation of additional budget heads in Northgate.</p> <p>Monthly financial forecast prepared by Repairs Contractor, reviewed at fortnightly Commercial meetings.</p> <p>Credit process in place and reviewed fortnightly.</p>	4	4	Russell Urwin	<p>Implementation of Northgate/TASK interface to control orders to LES and give increased budget monitoring. <i>Orders placed December 2013</i></p> <p>Budget profiling across a full financial year to improve understanding of spend in anticipation of price per property model. <i>Awaiting report development by ICT</i></p>	<p>Oct 2014</p> <p>July 2014</p>	3	3	Held until interface with Mears complete and tested.



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Further development of SOR range to reduce usage of Dayworks claims, to reduce drain on officer time to check and evaluate.</p> <p>Partnership roll out of SOR descriptions and inclusions.</p> <p>Non urgent works placed monthly on held path until funding is confirmed.</p>								
RE3	<p><b>Inability to manage Cyclical Maintenance</b> Resulting in inability to meet legislative requirements/ inadequate control of contractor outputs and quality/ asset degradation or closure /</p>	<p>Principal management undertaken by LES on behalf of client.</p> <p>Appointment of a Cyclical Manager.</p> <p>Improved audit controls of LES monthly statutory works</p> <p>Appointment of</p>	3	3	Russell Urwin	<p>Development of SLA with LES and other service providers required.</p> <p>Implementation of Northgate/TASK interface to control orders to LES / 3<sup>rd</sup> party contractors and reduce abortive officer time.</p> <p>Incorporate warranties information into Northgate</p>	<p>April 2015</p> <p>Oct 2014</p> <p>Oct 2014</p>	2	3	Held until interface with Mears complete and tested. Delayed due to lack of information passed down from completed schemes. Impact of other ICT priorities will affect ability to enable warranty management.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	financial loss.	<p>Electrical Auditor December 2013</p> <p>Improve contractor competency checking/vetting procedures.</p> <p>Management arrangements reviewed</p> <p>Tendered/non tendered maintenance agreements evaluated and planned</p> <p>Scheduled periodic market testing of non statutory works</p>				Development of contingency planning for temporary boiler replacement of redundant infrastructure in multi storey blocks	Feb 2015			
RE4	<b>Unsafe working practices</b> resulting in injury and death of persons - loss of key personnel / litigation and associated costs / negative corporate image	<p>Annual review of H&amp;S risk assessments and method statements for all works and associated activities</p> <p>Secondment of dedicated H&amp;S officer into Repairs Service.</p> <p>Implemented</p>	1	4	Russell Urwin	<p>Training and briefs to be implemented to suit structure changes</p> <p>Programme to be developed</p>	April 2015	1	4	Training to follow, with focus on in-house where ever practical to reduce cos

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>service wide training schedule to streamline training requirements and align risk assessments.</p> <p>Review of H&amp;S procedures for Mears Partnership</p>								
RE5	<b>Principal contractor liquidation</b> resulting in inability to carry out core function - asset degradation / customer dissatisfaction / litigation and associated costs / negative corporate image / financial loss	<p>Close links with Local Environmental Services will provide a contingency and the use of additional contractors for specialist works to ensure that essential services can be provided</p> <p>Ongoing contract register review to identify the extent to which the service could be covered</p> <p>Approved contractor register in place with Corporate Procurement,</p>	1	2	Russell Urwin	<p>Implementation of Northgate/TASK interface to control orders to LES / 3<sup>rd</sup> party contractors and reduce abortive officer time.</p> <p>Overhaul of warranties and guarantee provision by main contractor / supply chain</p> <p>Northgate contractor portal module purchased, needs to be implemented to allow orders to be released to external contractors..</p>	<p>Oct 2014</p> <p>Apr 2015</p> <p>Dec 2014</p>	1	2	.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		Monitoring of principal contractor financial management and invoicing procedures								
RE6	<b>Loss of contractor office / depot facilities</b> resulting in inability to carry out core function - asset degradation / customer dissatisfaction / litigation and associated costs / negative corporate image / financial loss	Contractor staff are able to operate from multiple locations therefore ensuring a continuation of service provision.  Login facilities available at Keelman and Civic Centre.  Development of Mears Business Continuity Plan with regular reviews built in	2	2	Russell Urwin	Review of Mears BCP linked to winter planning operations.	Oct 2014	2	2	
RE7	<b>Financial disputes</b> resulting in escalation of unresolved disputes – litigation and associated costs / negative corporate image	Enhanced contract conditions as part of repairs re-tendering. Live variations process in place. Provides enhanced clarity of works in progress and contract expenditure.	3	3	Russell Urwin	Production of a monthly financial report from Northgate to allow increased understanding of spend.	July 2014	3	3	Delayed due to ICT priorities.

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		Monthly financial review meeting with Mears to evaluate variations process.								
RE8	<b>Failure to deliver repairs to published standards and timescales</b> resulting in customer dissatisfaction / negative corporate image	Enhanced performance information available on demand through contractors repairs interface enables closer monitoring.  Fortnightly operational meeting to review performance.  Weekly joint meeting / review of call back orders.  Full review of performance definitions and confirmation of KPI and development of additional suite of MPI's. Scheduled performance meetings and reporting criteria to be developed by Core Group.	2	2	Phil Hogg	Development of TGHC reporting model utilising Northgate to assist in audit of Mears performance data.  Development of reporting suite for management of other RSLs  Daily reviews of Gas repairs to follow on from R&M analysis.	Jan 2015  Oct 2014  Sept 2014	2	1	ICT priority for 2014/15

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		<p>Enhancement of Mears report specification to give clarity on accuracy of data. Daily monitoring of failures in place.</p> <p>Quarterly monitoring for repairs and voids via Contract Review Report</p> <p>Implemented trial changes to a selection of repairs categories.</p> <p>Changes to repairs categories agreed by Mears as part of tender.</p>								

## Customers and Communities – Tenancy and Estate Management Operational Risk Register

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
TE1	<b>Risk of fires/tripping hazards/safety in communal areas in multi storey accommodation, low rise and sheltered accommodation</b> resulting in risk of injury or fatality to staff and customers	<p>Multi storey check system in place to remove hazards</p> <p>Furniture replacement programme in place to remove non compliant furnishings in sheltered accommodation</p> <p>Fire Safety works programme in MSB's delivered</p> <p>Piloted approach to communal area inspection in low and medium rise blocks</p>	2	4	Julie McCartney	<p>Following pilot, implement communal area inspections in low and medium rise blocks</p> <p>Deliver fire safety work in sheltered schemes – Works nearing practical completion. Will reduce likelihood.</p>	<p>July 2014</p> <p>July 2014</p>	1	4	
TE2	<b>Reduced customer satisfaction with living in neighbourhood due to lack of funding for estate &amp; environmental projects</b> resulting in reduced	<ul style="list-style-type: none"> <li>• Established partnership arrangements in place</li> <li>• Access to funding via community groups in place</li> <li>• EO toolkit outlining current resources</li> </ul>	2	2	Neighbourhood Services Managers	Working with customers to deliver Neighbourhood Pride and Designing out Crime Schemes	March 2015	2	2	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
	customer satisfaction in neighbourhoods could lead to increase in tenants moving out and reduced demand for properties	<p>available to maximise implementation of schemes.</p> <ul style="list-style-type: none"> <li>• Neighbourhood Pride and Designing out crime budget allocated and schemes in development</li> <li>• Explore &amp; Identify other external funding resources</li> </ul>								
TE3	<b>Grounds Maintenance Service not delivered to agreed published standards</b> resulting in customer and councillor dissatisfaction with neighbourhoods and reduced demand for homes due to visual look of estates	<ul style="list-style-type: none"> <li>• Joint working arrangements established and in place</li> <li>• Monthly and quarterly performance monitoring meetings held with customers and partners to scrutinise performance</li> <li>• Annual review of Service Agreement with customer involvement is undertaken</li> </ul>	2	2	Julie McCartney	<p>Annual review of Grounds Maintenance Service Agreement with customer involvement</p> <p>Update customers on revised service standards</p>	<p>March 2015</p> <p>June 2014</p>	2	2	



Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
TE4	<p><b>Not reporting Safeguarding Adult or Children issues</b>  resulting in risk of serious injury or fatality to a child or adult and potential risk of legal challenge if we are found to be at fault</p>	<ul style="list-style-type: none"> <li>• Policy and procedures in place &amp; reviewed annually</li> <li>• Staff training is reviewed annually &amp; refreshed every 3 years through appraisals</li> <li>• Referrals and cases are monitored through NRT</li> <li>• Training is provided through multi agency Safeguarding Boards &amp; through TGHC</li> <li>• Specialist housing safeguarding children training for company held Jan-March 2011 &amp; has been included in annual training directory</li> <li>• Staff briefing on revised</li> </ul>	1	4	Deborah Ewart	Safeguarding alerter training rolled out to staff	Ongoing	1	4	

Risk No	Risk	Controls	Likelihood	Impact	Owner	Future Actions	Timescale	Residual Likelihood	Residual Impact	Cost Effectiveness of Future Actions
		procedures issued in May 2013 & with Mears contractors in June 2013								

		- A review of the current performance collection and reporting mechanisms has been carried out and changes have been implemented to improve the process.								
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