

Probability Key	Impact Key	Risk Rating Key								
Low - 1	Low - 1	Low - 1-2								
Moderate - 2	Moderate - 2	Moderate - 3-5								
High - 3	High - 3	High - 6								
			Pre Control Measures				Post Control Measures			
Housing Improvement Plan Reference/s	Risk/ Issue description	Impact/ consequence	Probability	Impact	Risk Rating	Control Measure(s)	Probability	Impact	Rating	Owner
All	Failure to comply with Social Housing Regulation	Reputational damage, increasing complaints from tenants & leaseholders about service levels, financial consequences for not being compliant	3	3	6	Establishment and monitoring of KPIs by senior management, council committees and the Adur Homes Board, systems and procedures in place - including rent analytics and escalation policy, IT system purchased, new HRA Business Plan	2	4	6	Adur Homes Board, Director for Housing & Communities
All	Housing Revenue Account income forecast not met.	Performance targets not met, insufficient funds for R&M, questions about viability of service	3	3	6	Establishment and monitoring of KPIs by senior management, council committees and the Adur Homes Board, systems and procedures in place - including rent analytics and escalation policy, IT system purchased, new HRA Business Plan	2	2	4	Adur Homes Board, Director for Housing & Communities
All	Loss of key staff	Poor service delivery, low tenant satisfaction, targets not met	3	3	6	Business continuity plans. Staff trained to cover. Contractors sourced for emergency/interim cover	1	1	2	Head of Housing
3, 5	Data collated/reported may be	Performance not able to be monitored, poor	2	3	5	Purchase of new integrated IT system and staff training	2	2	4	Head of Digital & Director

	inaccurate	decision making, compliance targets unmet								for Housing & Communities
5	Asset Management Plan is not fit for purpose	Poor asset management investment decisions	2	2	4	New Strategic Asset Management Plan developed identifying priorities for investment for the portfolio - new integrated asset management IT system purchased	1	1	2	Director for Housing & Communities & Director for Place
12	Health and Safety requirements are not met within the Housing stock relating to fire risk control, asbestos, legionella, gas and electrical safety, lifts and safe working practices within the housing stock.	Failure to meet Council's responsibilities leading to death or injury - Council held liable for this and/or damage to property	3	3	6	Audit of all compliance requirements, review of big 6 policies and procedures, new damp and mould policy - purchase of asset management system with fully integrated compliance tracking and reporting capacity - key compliance tenders in place and appropriately monitored - effective oversight through Council governance arrangements	1	1	2	Adur Homes Board, Director of Communities Head of Property Services
1, 5	Regeneration of HRA stock not achieved	Properties deteriorating impacting on their value and tenant satisfaction, reduction in social housing stock in the Council impacting on homelessness outcomes	3	2	5	New Strategic Asset Management Plan identifying investment priorities for the HRA - planned maintenance programme developed and contracts procured for Decent Homes and compliance work - delivery of capital programmes closely monitored and tracked through a new KPI regime	2	3	5	Adur Homes Board, Chief Executive, Director for Housing & Communities
1, 5	New development targets not achieved	New, additional provision not delivered - increased need for TA if suitable housing offers cannot be made - Right to Buy receipts may not be able to be used for additional housing if not used within the timeframe allowed	3	2	5	Strategic Asset Management Strategy identifies development targets which are regularly monitored, escalation pathways are in place where targets are slipping	1	1	2	Director for Housing & Communities & Director for Place

15	Allocations scheme is not fit for purpose	Nominations to RSLs not successful blocking up TA and PRS availability - appropriate stock not available to meet applicant need	2	2	4	Housing Strategy and local Housing Needs Assessment for Adur completed setting out priorities for property requirements and partnership arrangements with local RSLs	1	1	2	Head of Housing
30	Increase in rent arrears and poor debt recovery leading to evictions and impacting on homelessness	Loss of income for Council resulting in less capacity for service delivery - increased evictions and homelessness	2	2	6	Revised rent and debt management policies-improved IT system supporting tenancy management, arrears and debt performance targets set and regularly monitored	1	1	2	Head of Housing
All	Increasing complaints from tenants and leaseholders	Capacity to manage and respond to complaints is diminished and resources diverted, reputational and compliance risk	3	3	6	Revised complaints policy and procedures, effective triaging of complaints and appeals, appointment of new complaints officer, new IT system enables clear view of customer asset and tenancy records for quick response	1	1	2	Director for Housing & Communities
All	Tenant satisfaction is low and does not meet regulatory requirements	Tenant satisfaction levels do not show signs of improvement and do not meet regulatory thresholds leading to reputation and regulatory risk	3	3	6	Carry out the new TMS perception survey in accordance with statutory requirements in partnership with other Local Authority landlords - deliver improved satisfaction outcomes year on year	1	2	3	Head of Housing