

Risk Assessment

Number	Date	Risk Category	Risk	Actual RAG Status	Mitigating Action / Control	Update
1	Nov-13	Customer Reputation	Reduction in service delivery and quality ALMO does not deliver improvements leading to reputation damage to Council		Robust implementation and transition plan including: Strong leadership Effective communication to Tenants, Partners and Council & ALMO employees Early development of ALMO values, aims, objectives and behaviours	Please note: The implementation of the mitigating actions/controls is part of the next phase of the programme. Delivery of identified actions will positively impact on the RAG risk status
2	Nov-13	Customer	Failure to meet aspiration of greater tenant involvement		Adoption and implementation of a comprehensive Tenant Involvement / Engagement strategy	
3	Nov-13	Communication	Key stakeholders do not receive communication regarding the option in a way that helps them to understand the impact to them		Communication and Engagement Strategy to identify stakeholders, identify messages, and ensure appropriate method of delivery and confirmation of understanding	
4	Nov-13	Corporate	Ineffective governance arrangements		Process needs to be thorough and timely to appoint shadow board Ensure correct skills set are met	
5	Nov-13	Corporate	Project management arrangements don't keep control of the project		Ensure that appropriate and regular reporting takes place	
6	Nov-13	Corporate	ALMO set up on inaccurate / ineffective advice		Ensure appropriately skilled and experienced advisors are appointed	
7	Nov-13	Corporate	Council fails to consider the impact of the implementation of the option on its own structures to remain fit for purpose		Consider the implications of the option and review the Councils overall structure to accommodate those services remaining within the responsibility of the Council	
8	Nov-13	Financial	Reduced rental income due to: Impact of Welfare Reform Poor performance Future changes in government rent policy		Service improvement resources focussed on Welfare advice and rent collection Networking Skills and Training Examine best practise	Restructure has made provision for resources

9	Nov-13	Human Resources Financial	Council fails to meet its obligations in relation to TUPE requirements Pension liabilities through residual costs of pensions provided to staff who have TUPE'd		Council follows appropriate HR / legal advice relating to TUPE requirements	
10	Nov-13	Financial	Additional expenditure for service improvements does not deliver the step change in performance anticipated, leading to increased costs with no corresponding service improvement		Service Improvement Plan Strong leadership, communication, employee & tenant involvement Skills and training	
11	Nov-13	Financial	Investment costs - outturn tender prices exceed stock condition survey allowances / investment programme could not be afforded within current estimates		Effective specification of contracts Workable Procurement Strategy Strong management of major works with tight controls	
12	Nov-13	Financial	Duplicate costs at senior level and within performance teams between ALMO and Council staff		Management agreement focussed on a partnering approach ALMO delivering cost reductions that justify additional staffing costs Single performance improvement team located in ALMO or Council with responsibility to collate and report on performance for both	
13	Nov-13	Financial	Increases arising in recharges made to HRA from the General Fund and / or made to General Fund from the HRA for services funded by each other		Greater transparency in the recharges made Importance placed on securing value for money considerations such as cost <u>and</u> quality, relevance and appropriateness Ensure support service costs are correctly allocated	
14	Nov-13	Financial	The legal and set up arrangements do not ensure that costs currently charged to the HRA either continue to be charges to the HRA directly or to the HRA via the ALMO leaving General Fund with additional liability		Thorough and efficient identification and allocation of all costs associated with HRA	

15	Nov-13	I.T.	IT systems and processes not aligned to the proposed new organisation		Robust project planning Sufficient finance / I.T. resources allocated to deliver work stream	
16	Nov-13	Legal	Responsibility and accountability not correctly aligned to resources - both for Council and ALMO		Clear and appropriate delineation of responsibilities and accountabilities Aligned resources between ALMO and Council Council optimises opportunities arising from TUPE process	
17	Nov-13	Partnership	Disconnect between Council & ALMO in relation to strategy, priorities and delivery		Joint Partnership Agreement to establish common goals	
18	Nov-13	Partnership	Creation of ALMO causes disconnect in partnership arrangement for Boroughwide Housing Strategy		Partnership Agreement Effective ALMO and Council participation with other Registered Providers	