

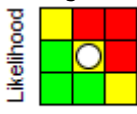
Appendix A – Corporate Risks and Opportunities with changed assessments



Risk Code	TR60	Risk Title	Increased Homelessness and Use of B&B
Risk Owner	Andy Godman	Updated By	Martin Lawrence
Year Identified	2011	Corporate Priority	Prosper and Protect
Risk Description	<p>As a result of:</p> <ul style="list-style-type: none"> - Welfare reform - Major difficulties accessing the private sector - In the mid term, a rise in the base rate of interest - Lack of suitable temporary accommodation - Impact of new legislation, e.g. the Homelessness Reduction Bill <p>There is a risk of:</p> <ul style="list-style-type: none"> - An increase in homelessness - A lack of alternative housing options - An increased use of B&B accommodation for homeless households 		
Opportunities	-- Homelessness is minimised through prevention activity and there are options for those in housing difficulties t		
Consequences	<p>An increase in homelessness levels could lead to the full occupation of temporary accommodation units. This in turn would lead to increased usage of B&B accommodation, which would have the following consequences:</p> <ul style="list-style-type: none"> - A significant budget gap for the Council as, on average, only around 35% of housing benefit costs can be reclaimed by way of government subsidy - Adverse impact on households, as B&B accommodation in itself is not ideal and it could be located anywhere in Hertfordshire or beyond - Negative publicity for the Council 		
Work Completed	<ul style="list-style-type: none"> - A review of all homeless households accommodated by the Council in order to establish whether an ongoing accommodation duty exists and if so, the best way to manage this - Entered into an agreement with Welwyn Hatfield Council to use any vacancies they have in temporary accommodation - Launched an updated Common Housing Allocation Scheme - Reviewed the structure of the Housing Options Team to improve resilience; new structure implemented 1 April 2016 - Reviewed the standard of service that the public can expect from the Housing Options Team - Financial risk identified for 2017/18: <ul style="list-style-type: none"> -- Ongoing usage of bed and breakfast accommodation for homeless households (£180k/Medium) - Linked to a new risk entry relating to the "Homelessness Reduction Bill" 		
Ongoing Work	<ul style="list-style-type: none"> - Prioritising activities that establish whether a legal accommodation duty exists at the earliest possible stage - Liaising with registered providers and other local authorities in order to see whether alternative accommodation options exist - Liaise with Herts County Council on possibility of future specialist provision for single people - Review opportunities to improve access to the private rented sector - Work with temporary accommodation providers to closer manage occupants and determine whether possession action needs to be undertaken at an earlier stage (this would release more places in temporary accommodation) - Work more closely with hostel residents in order to remove barriers to move-on, e.g. rent arrears - Consider allowing homelessness acceptances to retain their status at their 'approach' address, 		

	thereby reducing the call on temporary accommodation - Working with the third sector and exploring partnership arrangements		
Current Impact Score	2	Current Likelihood Score	2
Current Risk Matrix	<div style="text-align: center;"> <p>5</p> <p>Likelihood</p> <p>Impact</p> </div>		
Date Reviewed	02-Mar-2017	Next Review Date	02-Jun-2017

Risk Code	TR51	Risk Title	Office Accommodation
Risk Owner	Howard Crompton	Updated By	Howard Crompton
Year Identified	2013	Corporate Priority	Responsive and Efficient
Risk Description	<p>As a result of failure to:</p> <ul style="list-style-type: none"> - Create more open plan space - Minimise disturbance caused by refurbishment works - Have suitable and safe temporary accommodation - Fully anticipate all the costs of the project - Fully engage all staff and Members - Reduce physical storage requirements - Provide sufficient IT and telephony requirements and a suitable public reception in Town Lodge - Have sufficient capacity to deliver the project - Ensure the financial health and competence of the manufacturer/contractor <p>There is a risk that there is:</p> <ul style="list-style-type: none"> - Failure to complete the project on time, to cost and within the specification - Failure to refurbish the offices as outlined in the original Business Case - Failure to make additional revenue savings/gains from letting - Inability to repair the exterior of the DCO in the long term - Deterioration in services provided to the public - Failure to moderate internal temperatures - Difficult working conditions leading to a deterioration in officers performance - Failure to attract other partners to share the building that could lead to underutilised office space - Failure to manage expectations 		
Opportunities	<p>Purchasing and refurbishment of the DCO provides the following opportunities:</p> <ul style="list-style-type: none"> - Reduction in revenue expenditure for annual rent - Significant investment with the opportunity of providing employment during the construction phase of the project - More open plan arrangements encourages closer working between directorates and the removal of internal walls facilitates increased desk densities and greater workspace flexibility - Improvements to temperature issues will assist in achieving improved productivity - Long-term commitment to remain in Letchworth town centre - Environmental benefits through reduced CO2 emissions, both from the refurbished building and compared to those generated by a new build scheme - To provide a civic centre for a range of services - Other public sector users would provide a rental income; third sector users could facilitate grant reductions due to provision of subsidised space - Commercial rentals 		
Consequences	<p>The consequences of these risks include the following:</p> <ul style="list-style-type: none"> - Continued energy inefficiencies resulting in lack of reduction in emissions and increased utility bills - Current office conditions do not improve - Negative impact on service delivery and morale leading to increase in complaints from the public - Increase in staff complaints, particularly during the temporary decant - Project costs exceed the approved budget - Business Case benefits are not realised 		
Work Completed	<ul style="list-style-type: none"> - Home working now embedded reducing the need for office space - Full Council approved purchase and early refurbishment plan for DCO on 18 July 2013 - Start-up documents for next project phase (refurbishment works) approved by Project Board and SMT - Established officer project group following Council approval to proceed - Additional questions regarding office accommodation incorporated into 2014 staff survey - Architectural services commissioned from Stevenage BC 		

	<ul style="list-style-type: none"> - Space planning consultancy advice commissioned - Agreement to use Town Lodge and the Letchworth Museum building as temporary accommodation for the duration of the works - Two staff briefings held to date - External designs have Planning and LGCHF approval - Specification for internal works agreed - Finalised agreement for Letchworth storage facility (Unit 3) - Council approved revised budget and final scheme requirements on 14 July 2016 - No responses received to the original tender - Subsequently entered into a Scape framework agreement, the principal contractor being Willmott Dixon - Property Services and IT met with teams to determine storage requirements and to review the possibility of electronic storage - Decant to Town Lodge/Letchworth Museum completed in early December 2016 - Completed negotiations/value engineering with Willmott Dixon regarding the level of works achievable within the approved budget available - Modifications to design/specification required - Contract signed in February 2017 (total contract value including removal of all identified asbestos is £5,633,382.80) - Willmott Dixon completed a site survey of the DCO regarding asbestos removal - Site survey identified substantially more asbestos in the building than initially expected (£250k of additional work) - Confirmed contingency/security arrangements during the works relating to the servers - DCO cleared ready for the commencement of works - Willmott Dixon commenced work on site on 6 March 2017 		
Ongoing Work	<ul style="list-style-type: none"> - Continue to explore opportunities for potential partners to use some of the office space in the DCO - Clear top level buy-in regarding refurbishment proposals, including more open plan and hot-desking provision, along with temperature moderation measures - Staff consultation and engagement ongoing, e.g. regular email updates to staff and councillors, with representatives from service areas being involved in the project - Where necessary, external skills and advice will be obtained - Willmott Dixon responsible for tendering arrangements for sub-contractor works - The removal of asbestos requires specialist contractors - Ongoing asbestos removal due to be completed shortly - Demolition works have commenced, e.g. removal of cellular offices from higher floors - Any unforeseen issues identified from surveys or during the works are assessed, with appropriate solutions approved and financed from existing budgets - Once the asbestos removal and demolition works are complete, the construction phase will commence - Works due to be completed by 30 January 2018 (contract end date) - Return to the DCO due to be completed by 31 March 2018 		
Current Impact Score	2	Current Likelihood Score	2
Current Risk Matrix	<p>5</p>  <p>Likelihood</p> <p>Impact</p>		
Date Reviewed	26-Apr-2017	Next Review Date	26-Oct-2017

Risk Code	TR59.007	Risk Title	Sale of Materials
Risk Owner	Vaughan Watson	Updated By	Chloe Hipwood
Year Identified	2015	Corporate Priority	Responsive and Efficient
Risk Description	<p>As a result of:</p> <ul style="list-style-type: none"> - Increasing supply and lack of demand for materials - Lack of competition - The down turn in the market for materials - Reduction in price for commingled material and/or waste paper - Lack of direct management of contractor - Loss of contractor - Contamination <p>There is a risk that:</p> <ul style="list-style-type: none"> - There is an increase in the cost for processing the materials - There is a significant financial loss to NHDC - There is lack of control over contract - There is a need to find an alternative contractor at short/no notice - The contractor will reject loads that are considered contaminated 		
Opportunities	<ul style="list-style-type: none"> - NHDC obtains maximum income for the materials it has collected that can be recycled 		
Consequences	<p>As a consequence of the risk occurring:</p> <ul style="list-style-type: none"> - There is a negative impact on the Council's General Fund - Services may have to be cut to meet the shortfall - Material that could be recycled goes to landfill, e.g. the facility at Radwell cannot store materials for any length of time 		
Work Completed	<ul style="list-style-type: none"> - NHDC is part of a consortium for recycling materials with other Hertfordshire authorities - Site visits to monitor contamination - Requests for data on material composition - New plastics recycling leaflets - New plastic stickers delivered September/October 2015 - Promotional campaigns to reduce contamination and increase the quality of materials - New paper contract procured as HWP started in January 2017 - New contract procured jointly with EHC started in February 2017 (saving against budget currently predicted) 		
Ongoing Work	<ul style="list-style-type: none"> - To consider options to reduce the likelihood in moisture contamination - To consider contingency arrangements to be put in place to cover the loss of a contractor - Budgets adjusted to reflect impact - Monthly review of market price fluctuations 		
Current Impact Score	3	Current Likelihood Score	2
Current Risk Matrix	<p style="text-align: center;">8</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		
Date Reviewed	26-Apr-2017	Next Review Date	26-Oct-2017