

Risk Assessment - HRA budget proposals 2022/23

Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.01	If the external policy environment remains volatile this may impact the economic operating environment and future funding of the HRA	Tim Atkins	December 2019	4	3	12	R	Policy changes are monitored closely and the impacts understood and mitigated where there is a significant impact on the HRA (such as the four year rent reduction policy). A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	Mar 2023	CBH through management agreement	
1.02	If welfare reforms, including changes to UC rates, have a greater impact on tenants than anticipated and planned for, it may increase the level of arrears for the HRA and impact on vulnerable families	Tim Atkins	December 2012	3	2	6	R	The HRA budget includes specific resources to control rent arrears and support tenants through transition to Universal Credit. This has been successful in mitigating the impact so far.	Mar 2023	CBH through management agreement	
1.03	If void rent loss is higher than estimated it will impact on assumed rent income in the HRA	Tim Atkins	December 2012	3	2	6	R	Demand for social housing remains high and is anticipated to increase in the medium term, with a significant waiting list and short re-let times. Quality of homes needs to be maintained and changes in void levels monitored.	Mar 2023	CBH through management agreement	
1.04	If there are insufficient resources to deliver planned maintenance to existing homes or meet additional compliance	Tim Atkins	December 2019	4	3	12	R	Robust stock condition data and compliance data is maintained informing future capital spend and compliance requirements.	Mar 2023	CBH through management agreement	

	requirements, then homes may become non decent or there may be an increase in void loss							Procurement best practice is followed with continuing contract management. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term			
1.05	If the demand for reactive repairs increases there may be insufficient budget to meet demand	Tim Atkins	December 2012	3	2	6	R	The planned maintenance programme for existing homes is delivered each year. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term. Major peril to the stock is fire which is covered by appropriate insurance.	Mar 2023	CBH through management agreement	
1.06	If the Net Zero Carbon programme is not carefully planned and delivered and not sufficiently funded by Government there may be insufficient resources to deliver existing maintenance programmes and services	Tim Atkins	December 2019	4	3	12	R	Resources have been set aside to conduct pilot and initial retrofit activities. This will be followed by further funding bids and retrofit programmes. The target for new build controlled by the Council is to deliver net zero carbon homes. Progress in the sector and funding proposals by Government will be carefully monitored. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	Mar 2023	CBC/CBH through partnership working	

1.07	If there are insufficient new supply opportunities (land/acquisitions) or resources (including funding such as grants and borrowing) the ambitious targets for net new supply will not be achieved	Tim Atkins	December 2019	3	2	6	R	Internal resources have been expanded to identify and deliver on new supply opportunities. Close partnership working between and CBC and CBH and also with Homes England is maintained. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	Mar 2023	CBC/CBH via Strategic Housing Delivery Group, Council Member Working Group, Operational Working Group	
1.08	If the capital receipts held from RTB sales under the retention agreement with DLUHC are not used within 5 years of receipt they are repayable with interest to the Government	Tim Atkins	December 2021	3	1	3	R	The acquisition programme is continuing at a level which is adequate to use receipts before they would be repayable. This position is regularly monitored.	Mar 2023	CBC/CBH via the Operational Working Group	
1.09	If the impact of the COVID 19 pandemic continues in the medium term this may cause further operating and financial restraints	Tim Atkins	December 2020	4	3	12	R	Government advice will be followed and implemented as required. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term.	Mar 2023	CBH through management agreement	
1.10	If material and labour price increases and resource constraints continue in the medium term this may cause further financial restraints	Tim Atkins	December 2021	4	3	12	R	The current volatility in the construction sector will continue to be monitored carefully. Long term supply agreements are in place or will be put in place for new programmes through competitive procurement to reduce the risk of labour and material	Mar 2023	CBH through management agreement	

								shortages. Sufficient internal resource will be maintained to reduce the impact of subcontractor price volatility. A 30 year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term.			
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