

Programme	Watford 2020
Project	Housing Service Operating Model Implementation
Risk Log Owner	Dyfed Price, Housing Service Project Manager
Date	05/12/17

Ref	Raised by	Risk	Cause	Potential Impact	Tolerance	Status	RISK SCORE			Mitigation	Action Taken	UPDATED RISK SCORE		
							Likelihood 1-4	Severity 1-4	Risk Score			Likelihood 1-4	Severity 1-4	Risk Score
HIR1	Dyfed Price	Software required to help with the impact of the Homeless Reduction Act is not available and in place by April 2018	Whilst several software suppliers are producing software to assist with HRA there is nothing in place yet.	Without software to support the council in discharging its duties under the HRA bureaucracy will be increased. This will lead to a significantly increased staffing requirement	Treat	Open	2	4	8	Active discussions with present and alternative software suppliers. Investigation into potential implementation timescales with all suppliers. Consideration to backup manual / semi manual process	15/12/17 - Functional specification with HC, awaiting detailed delivery plan 08/11/17 - Contract signed for new software supplier. Implementation commenced. Current project plan will get the system live by mid February 2018	1	4	4
HIR3	Dyfed Price	We are unable to engage sufficiently with external stakeholders to bring about the changes in relationships and working practices required to minimise customer handoffs and bring about successful preventions and interventions in respect to homelessness	External stakeholders unwilling or insufficiently resourced to engage or not sufficiently aware of the impact of the HRA.	Processes and customer pathways do not end up as efficient and customer centric as they could be	Treat	Open	3	3	9	Put together comprehensive and compelling communication to external stakeholders. Engage Early. Utilise existing forums and relationships. Consider use of interlocutors such as homeless link	02/11/2017 Discussions taken place with New Hope and CAB as well as hth. Definite appetite for working closer together. Caseworkers have been shadowing the intervention team and further meetings arranged to decide how to progress this area. 16/10/17 Initial discussions held with herts young homeless. Meetings arranged with HOPE to discuss ways forward	2	3	6
HIR5	Dyfed Price	Staff do not have the required skillset or are unable to adapt to the new ethos required by the Homeless Reduction Act	Fundamental change in the delivery of housing and homelessness services will be brought about by the HRA. Skills and aptitudes needed are very different from the traditional function	Failure to deliver against the ethos of the HRA. Resulting in large number of reviews, ineffective provision of homelessness services, worsening KPI's and increased TA costs.	Treat	Open	2	3	6	We will redesign roles and organisational structure. Recruit to new roles.	15/12/2017 Training with New Hope confirmed 05/12/2017 Coaching training for PIE sourced with New Hope . Expected delivery date Jan/Feb 08/11/17 - Draft new roles produced. Volumes not yet agreed. Working through with HR 16/10/17 Operating model workshops undertaken. Capability requirements defined. Delivery options being considered and worked through	2	3	6
HIR6	Dyfed Price	We are unable to engage sufficiently with the internal services to bring about the closer working relationships and changes to processes that are required to successfully deliver the Homeless Reduction Act	Historical context of relationship issues with some departments and ongoing problems and lack of engagement.	Inability to improve processes and collapse end to end times. Reduced customer experience and outcomes	Treat	Open	3	3	9	Work closely with identified services and establish business champion from relevant services. Articulate benefits and costs of non alignment and escalate if appropriate	08/11/17 Representation from relevant teams on project board. Will bring into project teams as required, further conversations required			
HIR8	Dyfed Price	Inability to recruit the new staff members that are required to deal with the impact of the HRA or losing existing quality staff to other authorities as the demand for housing staff increases	There will be major competition for housing staff. Agencies are already starting to recruit in anticipation of increased demand. Councils are beginning recruitment and increasing salary levels to attract staff.	We could lose quality staff and fail to attract staff with the skills and experience to deliver HRA successfully.	Treat	Open	3	3	9	Revise Roles and Responsibilities and organisational structure. Move away from an experience approach and recruit on the required skills and aptitudes. Develop career development routes and multiple routes into the housing service. I.e.. Graduate recruitment, apprenticeships, grow your own and direct entry	21/11/2017 Apprenticeships identified 02/11/2017 Working through organisational designs and job roles as well as understanding capabilities required. Further discussions needed around budget available and size of workforce. 16/10/17 Talked through emerging requirements with HR . Exploring various delivery models and potential of apprenticeship schemes etc	3	3	9
HIR9	Dyfed Price	Inability to source and commission a provider to deal with the increased volume of reviews that we are likely to have or the ability to accurately forecast appropriate volumes and ensure a suitable contract	Current provider of review services not performing to kpi targets. We know there will be a significant increase in the number of reviews that are likely to be made. Lack of government guidance on the review process means many councils	Inability to meet statutory timescales around conducting reviews. Increased risk of legal challenge. Increased costs to the council and reputational damage. Being late to tie up a call off arrangement could lead to increased	Treat	Open	3	3	9	Investigate options around delivery of reviews. Informal conversations with review providers. Examination of contract frameworks. Options appraisal to be conducted.	21/11/17 Review providers being looked at. Soft market testing underway.			

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HIR10	Dyfed Price	The service does not have sufficient resource to deliver the project.	Service is working hard on delivering BAU. Lack of skilled resource within the team.	Increases risk to project delivery. Business Continuity risks	Treat	Open	3	3	9	Interim project manager in place with sufficient skills and experience to lead on project and provide BA and transition support. Look at what BAU can do dropped / delayed to prioritise project delivery. Use of short term sprints to rotate staff in and out of project.	21/11/17 Project team member back to casework form 0212. Will monitor 02/11/2017 Further staff member working part time on project. Functional specification prioritised. 21/09/2017 - Internal staff allocated to project on a full time basis. Project timeline increased to address revised scope.	2	3	6	
HIR11	Dyfed Price	Wholesale reorganisation will result in department being issued with at risk letters. These are likely to impact on morale and lead to potential difficulty in engaging staff and delivering wholesale transformational change.	Skills required by HRA different to those traditionally required by housing options staff. Opportunity being taken to look at wider remodelling of housing service	Staff fail to engage, performance drops, potential long term sickness leading to lack of capacity within the service to deliver change required on already tight critical paths.	Tolerate	Open	3	3	9	Extensive stakeholder and change management will need to be in place. Contingency plans to bring in interim staff for delivery of BAU if required. Look at the options of commissioned provision.	15/12/2017 - New structure shared with staff and consultation commenced 04/12/2017 Will slot most staff into place, only handful of jobs will be placed at risk. 02/11/2017 HR timeline in place. Staff communication started. Potential revisions around some of this work following meeting on 01/11/2017	3	2	6	
HIR13	Liam Hornsby	Data migration can be a complex issue and require technical expertise. This is further complicated by the need to rely on an existing supplier who we are leaving. This has the potential to significantly impact on project implementation timescales, complexity and resource requirements.	Need to retain access to existing data. Ability to extract and cleanse existing data from the existing system. Complexity of creating data entities and matching old data to new fields.	Delay to project implementation timescales. Potential cost increase. Added complexity	Treat	Open	3	3	9	Consideration is being given to clean system implementation in respect of the housing register. Manual data input of existing homelessness cases. Potential to treat data input as training exercise for staff in respect of new legislation and moving existing customers onto HRA pathways	21/11/17 Request to Locata for requirements. Will look to do this as a joint exercise with Three Rivers. 02/11/2017 Discussions have commenced with LOCATA about extracting and archiving our data. We will create draft and outline HR records for existing applicants who can then sign in and reapply.				
HIR14	Nick Fenwick	Risk we do not sufficiently articulate our accommodation requirements to facilities management and customer services leading to future problems.	There is an existing review of property requirements underway but the housing project is not yet at the stage to articulate its requirements as the operating model is not yet defined.	No accommodation available to implement new housing operating model for customers in the way envisaged	Treat	Open	3	3	9	Envisage and articulate likely accommodation requirements based on Best case. Worst case and likely case scenario. Revise and update customer services and facilities management as soon as details are nailed down.	11/12/2017 Joint meeting for all sections affected is being organised by head of transformation 08/11/17 - Outline requirements sent to Ian Browne 13/10/17 - Meeting arranged with Ian Browne to understand CSC accommodation plans and integration of Housing requirements on the 23rd October				
HIR15	Laura Payne	We have been notified that the finance system is changing and the new system will not be able to cope with the rent accounting for temporary accommodation.	Changing of finance systems	No system available to run rent accounting for temporary accommodation.	Treat	Open	4	2	8	Examine and cost various options, which are 1. Procure new rent accounting system 2. Bespoke housing system to add rent accounting functionality 3. Commission out rent accounting to 3rd party i.e. WCHT 4. Run manual spreadsheet system	15/12/2017 - Still awaiting return of specification 01/12/2017 - HC will return a specification for our consideration next week				
HIR2	Dyfed Price	Impact of increased opportunity to review decisions not fully understood. Lack of guidance as to how simultaneous and multiple appeals on the same case will work. This results in us not fully understanding likely staffing requirements in this area and we run the risk of either over or under staffing in this area.	Lack of government guidance on how they expect local authorities to operate in regards to appeals. Difficulty in forecasting how likely customers are to take advantage of increased ability to appeal	We may not have enough officers to deal with the volume of appeals in designated timelines. Conversely also have the opposite risk of overstaffing in preparation for appeal volumes that do not arise.	Treat	Closed		3	3	9	Attempt to refine forecasting based on current appeal volumes v increased appeal opportunities and by examining the experience of pathfinder authorities. Examine options in regards to outsourcing appeals on some form of call of basis.	08/11/17 - Guidance is out and clear around review process. Volumes are not predictable but clarity around review process. 02/11/2017 Draft code of guidance released. It clarifies the review points and procedures. Guidance clear that internal reviewers need only be senior to person making decision and not involved in the original decision. No change in the	2	3	6
HIR4	Dyfed Price	Existing software system is not capable of supporting the changes to processes that will be required to deliver the HRA, NPSS, and Transformation 2020 changes that are required to maximise efficiency and the customer experience.	Software system lacks ability to tailor without bespoke amendments. Software has probably suffered by being developed to meet needs of a consortium rather than WBC specific. Lack of internal capability and support has led to accepting status quo	Processes and processing are not as efficient as they could be. Significant elements of failure demand in the back office as a result of software system inadequacies.	Treat	Closed	4	3	12	Examine options in relation to either replacement of total housing system or exploring potential around making the existing software fit for purpose.	08/11/17 - New software system procured 19/09/2017 - Options being explored. Clarity around the capacity and capabilities of other systems. Lack of understanding currently around HRA offer of current supplier. Investigations ongoing 16/10/17 G cloud procurement process followed. Software identified. Procurement underway	3	3	9	

