

Date Raised	Risk Category	Risk Description	Gross Risk - Probability	Gross Risk - Impact	Gross Risk - Score	Current Risk - Probability	Current Risk - Impact	Current Risk - Score	Risk Response	Mitigating Actions	Action Due Date	Risk Owner	Risk Actionee	Residual Risk - Probability	Residual Risk - Impact	Residual Risk - Score	Risk Status
1.3.21	Strategic & commercial	Procurement of accommodation inadequate. Appropriate rent levels.	4	4	16	4	4	16	Reduce	Workstream to build on 4/2/21 RP event. Consultant working to Gillian has written draft 1 re HF approach. Allocations review work under way and may continue with direct matching. Availability during transition to more housing first and less 'aggregate'. YPSA model included proportion at LHA for people working	Action plan first draft due 16/3/21 for 18/3/21 CWSG	Gillian Douglas?	Mark Thompson			0	Open
1.3.21	Legal & regulatory	Safeguarding not adequately managed	3	5	15	2	4	8	Reduce	OSAB involvement. Care Act assessments O'Hanlon House. Analysis of needs for 24 hour support possibly via on call, and providers have experience of this. Gillian Douglas meetings with Claire Dowan etc	18.3.21 OSAB Board	OSAB	Paul Leo?			0	Open
1.3.21	Economic, financial & Market	Insufficient resources to meet the support needs of homeless people and prevention of homelessness	4	4	16	4	4	16	Share	Commissioning of support to be realistic and stretching. Shared risk with Alliance providers. Flow through the system being considered. Gillian Douglas progressing fit with Children & Families for floating support	July 21 when alliance selected to review.	Gillian Douglas?	Homelessness Commissioner (replacing Sarah Roberts)			0	Open
1.3.21	Technical, operational & infrastructure	By Name List (BNL) and database not effective at prioritising and analysing trends to inform actions, including link to strategic and governance functions in longer term.	3	5	15	3	5	15	Reduce	Crisis taking forward BNL (producing a high level project plan and risk log). Imogen Blood taking forward database. Plan to involve Leaf and Alliance. Good practice in allocations of AHP accom being worked up by Paul Wilkinn	July 21 when alliance selected to review.	Mark Thompson?	Kate Farrell (Crisis)?			0	Open
1.3.21	Economic, financial & Market	Funding insecurities in £3.14 mill: Significant RSI funding; CCG commitment to fund Step Down and Embedded Housing Worker provision	3	4	12	3	4	12	Reduce	County wide bid for RSI monies with the city leading. Sarah Roberts engaging with Juliet Long / Ian Bottomley. If RSI funding reduces then 6 month notice re reducing funding in Alliance contract. Crisis national role to challenge re short term funding	31-Mar-21	Gillian Douglas?	Homelessness Commissioner (replacing Sarah Roberts)			0	Open
1.3.21	Technical, operational & infrastructure	Assessment function operation. Virtual and physical with Floyds Row in the pool. Need to understand what FR in future will look like from a multi-disc perspective rather than just a homelessness assessment perspective. Significant funding risks difficulties - at Floyds's Row and virtual team. Funded separately from recommissioning? Funded securely? Is Floyds Row right venue, might O'Hanlon need to be considered?	3	3	9	3	3	9	Accept	Currently being worked through. Paul Wilding producing Operational Protocols. Hospital Discharge funding secured by Nerys arguably a virtual team to generate learning?	31-Mar-21	Gillian Douglas?	Paul Wilding?			0	Open
1.3.21	Economic, financial & Market	New roles possibly not funded and impact on support; Alliance Manager; Data input for BNL; LEAF; assessment function as above; ongoing procurement of accommodation and costs of transition from appropriate	4	4	16	4	4	16	Accept	Need to work in budget envelope. Clarity needed on costs of these functions.	31-Mar-21	CWGS?	Homelessness Commissioner (replacing Sarah Roberts)			0	Open
1.3.21	Organisational, human & management	Workforce development across the whole system	2	3	6	2	3	6	Reduce	Plans to include statutory sector buy in to coordinate workforce development offer for LA/Health/criminal justice staff. Should be part of Alliance commissioning.	31-Mar-21	CWGS?	Homelessness Commissioner (replacing Sarah Roberts)			0	Open
1.3.21	Organisational, human & management	Procurement Capacity. Commissioning Infrastructure between County and City, requires a formal arrangement before commissioning.	3	5	15	3	5	15	Avoid	Recruitment for full time commissioner in process and senior manager in procurement planning for capacity. Plan for share between County and City. Urgent need for plan for formal arrangement County and City. Commissioning risk in place	31-Mar-21	Gillian Douglas	Nerys Parry and Gillian Douglas / Mark Thompson for formal arrangement City and County?			0	Open
1.3.21	Technical, operational & infrastructure	Governance system not yet clear. Include only single homeless? Part of or separate to HIB? Fit of CSWG to JMG? Engagement with broader system incl OHM, OH, Turning Point, RPs, Hospitals for discharge, Probation	3	3	9	3	3	9	Reduce	Plan for round table hosted by John Sparks at Crisis. Paper to 3.21 CWSG. Increased system wide governance so all services (commissioned and non) are efficiently aligned.	30-May-21	Paul Leo?	Mark Thompson?			0	Open
1.3.21	Strategic & commercial	Communications	3	3	9	3	3	9	Reduce	Set out Communications Plan I initial thinking to 18.3.21 CWSG.	30-Apr-21	Paul Leo?	Mark Thompson?			0	Open
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Probability		Impact				
		1	2	3	4	5
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Severe

Types of Risk to consider
<b>Strategic/Commercial</b>
Under performance to specification
Management will under perform against expectations
Collapse of contractors
Insolvency of promoter
Failure of suppliers to meet contractual commitments (quality, cost, time)
Insufficient capital
Market fluctuations
Trade/Banking crises
Fraud/theft
Partnership failing to deliver desired outcomes
Situation is not insurable (cost of insurance outweighs the benefit)
<b>Economic/Financial/Market</b>
Exchange rate fluctuation
Interest rate instability
Inflation
Shortage of working capital
Failure to meet projected revenue targets
Market developments will adversely affect plans
<b>Legal and Regulatory</b>
New or changed legislation may invalidate assumptions upon which the activity is based
Failure to obtain appropriate approval e.g. planning consent
Unforeseen inclusion of contingent liabilities
Loss of intellectual property rights
Failure to achieve satisfactory contractual arrangements
Unexpected regulatory controls or licencing requirements
Changes in tax or tariff structure
<b>Organisational/Management/Human factors</b>
Management incompetence
Inadequate corporate policies
Inadequate adoption of management practices
Poor leadership
Key personel have inadequate authority to fulfil their roles
Poor staff selection procedures
Lack of clarity over roles and responsibilities
Vested interests creating conflict and compromising overall aims
Individual or group interests given unwarranted priority
Personality clashes
Indecision or inappropriate decision making
Lack of operational support
Inadequate or inaccurate information
Health and Safety constraints
<b>Political</b>
Change of government policy
Change of government
War and disorder
Adverse public opinion/media intervention
<b>Environmental</b>
Natural disasters
Storms, flooding, tempests
Pollution incidents
Transport problems (including aircraft/vehicle collisions)
<b>Technical/Operational/Infrastructure</b>

Inadequate design
Professional negligence
Human error/incompetence
Infrastructure failure
Operation lifetime lower than expected
Increased dismantling/decommissioning costs
Safety being compromised
Performance failure
Residual maintenance problems
Scope creep
Unclear expectations
Breaches in security/information security
Lack or inadequacy of business continuity