

RISK LOG

Project title:	Housing Options Appraisal
Reference Number:	TBC
Version Date:	12/29/2023

Ref.	Dated Raised	Risk Owner	Risk Title	Description of Circumstances	Impact	Impact Rating	Likelihood Rating	Overall Rating	Mitigation	Action Owner	Latest Update	Review Date
R-001	23/06/23	ES	TUPE	It is currently unclear if potential contractors will have adequate capacity for existing Thurrock staff to TUPE over. This is complicated by TUPE conditions in existing contractor arrangements.	If this capacity is limited or not existent, then the alternative is likely to be redundancies which will negatively impact the service financially and staff wellbeing	Substantial	Likely	9	More will be known once tender returns are received, mitigations will be reviewed at this point. There is still flexibility within the Thurrock structure, so if there is an issue with TUPE we could make amendments to accommodate. Options can be explored via redeployment, for example.	Task Group	December 2023 - Following Market Engagement and continued conversations with the market, the procurement process is designed in a way that the Client's team can remain flexible in final offer by Delivery Partner.	
R-002	14/07/23	ES	Delivery Partner	There is uncertainty on the tender returns and service offering from the Delivery Partner	The authority not receiving tenders to fulfil service objectives for Thurrock Council	Substantial	Possible	6	A soft-market exercise is being undertaken to understand the market interest of the model, and further details that may need to be considered or revised. Ensuring there is competitive dialogue and a full suite of tender documentation.	Task Group	December 2023 - Following Market Engagement and continued conversations with the market, there is a strong indication of there being sufficient interest.	
R-003	14/07/23	ES	Market Interest - Managing Partner	No tender returns	Re-design of the delivery model	Substantial	Likely	9	A soft-market exercise is being undertaken to understand the market interest of the model, and further details that may need to be considered or revised. If there is no interest, a review of contingency plans will be undertaken.	Task Group	December 2023 - Following Market Engagement, the model has been adapted to not include a Managing Partner. This is no longer a risk.	
R-004	14/07/23	ES	Commercial	Market fluctuations could lead to high-value tender returns	The model will become unaffordable or need to be revised	Substantial	Possible	6	An accelerated process to re-procure for a repairs and compliance contract.	Task Group	December 2023 - Pricing model agreed for maximum average price, therefore protected from market fluctuations. Inflation has been dropping also.	
R-005	14/07/23	ES	Reputation	Due to the financial limits of the Council and public reporting of recent events, the reputation of the Council is low	This may negatively impact tender bids for the model; will the Council be seen as a trustworthy partner and capable of delivering?	Substantial	Possible	6	Soft market engagement	Task Group	December 2023 - Following Market Engagement and continued conversations with the market, there is a strong indication of there being sufficient interest.	
R-006	14/07/23	ES	Procurement	If procurement does not take place in December as planned, this could lead to there not being a contractor in place once current arrangements end	This will leave the Housing service without a maintenance or investment provider, increasing costs to the service and risk to the resident	Substantial	Unlikely	3	Strong project management and early identification of risks to stakeholders	Task Group	December 2023 - November cabinet agreement so all on track to issue documents. Stage 1 approval has been agreed.	
R-007	14/07/23	ES	Political	Ensuring current Councilors / decision makers is supportive of the change	Without support, a number of barriers could be used to prevent, or entirely stop, the model. This will mean the model will need to be re-designed.	Critical	Unlikely	4	By ensuring the model follows the direction of the IRP and incorporating Councilors into the process via a working group, will ensure sufficient oversight and support of the process.	Task Group	December 2023 - Working group has been meeting as per the agreed timetable. Cllrs have been briefed and appreciative of this. Feedback taken on board and actioned. PwC have had oversight of the creation of the model.	
R-008	14/07/23	ES	Staff Consistency	Ensuring key members of staff who are currently driving the change remain within the organization	If key members of staff were to leave, there is a risk the knowledge of and motivation for the project could be lost	Marginal	Possible	4	Implementation of detailed governance procedures such as minutes to ensure knowledge is not lost. Incorporation of external consultants to ensure momentum and oversight of decision making.	Task Group	December 2023 - One member of the Task Team is leaving mid-Feb 2024, there is a special support package being sought to provide continuity. All key documents agreed and signed-off by end of December.	
R-009	14/07/23	ES	Organization	There is a risk the direction of the organization could change further	The model may need to be reviewed, such as being leaner	Substantial	Unlikely	3	Open and ongoing collaboration with finance colleagues and stake holders	Task Group	December 2023 - This has stabilized with better clarity on the direction of travel for Thurrock such as senior recruitment and updated IRP is published.	
R-010	14/07/23	ES	External Factors	Wider influences outside of corporate control could impact the viability of the model, such as changing interest rates on loans, calling of a general election etc.	Depending on the nature of the external factor, the impact will change. For example, the interest rate rising on loans may lead to the model being financially flawed whereas the calling of a general election may cause delays to implementation due to political holds	Substantial	Possible	6	Ensuring an overview of these wider environmental factors.	Task Group	December 2023 - We continue to monitor these factors, with the HRA review as directed by the initial set of directions is concluded. New legislation regarding redundancy when pregnant or on maternity is due to be implemented in April 2023. Could have an impact on staffing within the model, currently keeping abreast of any changes and the impact: https://www.gov.uk/government/news/pregnant-women-and-new-parents-to-get-enhanced-redundancy-protections	
R-011	14/07/23	ES	Operational	If there is a critical event within stock, such as a major event, this may hinder the value and therefore the price of the contract.	This could lead to a reduction in market interest, or making the model financially unviable. Financial costs will be higher.	Critical	Unlikely	4	Evidenced alignment to legal responsibilities to ensure potential incidents are minimized, with the effective review of BCP plans to minimize impacts as they occur should an incident take place	Task Group	December 2023 - No change but continue to monitor	
R-012	14/07/23	ES	Pension T&Cs	Thurrock staff who are TUPEd will come with additional costs. Redundancy of staff who do not TUPE.	This may negatively impact tender bids for the model; will potential contracts want the additional costs? The costs of redundancy and pension liability.	Substantial	Possible	6	The TUPE of staff will be spread across both contracts to minimize the costs to each contractor.	Task Group	December 2023 - Sought specialist legal advice and will be asking for tender returns on three pricing options with regards to managing the risk of pension strain. A decision will be sought internally for the best solution.	
R-013	14/07/23	ES	Attrition	The natural process of staff leaving the organisation through retirement or alternative employment	If this does not happen the model will be running at maximum costs, such as potential redundancies and TUPE agreements	Marginal	Unlikely	2	Change management process	Task Group	December 2023 - We have had one member of staff retire, two members of staff resigned. There is one planned retirement and one planned resignation to realise in 2024. Three members of staff have left the organisation and will not be replaced.	
R-014	28/07/2023	ES	Leaseholder Consultation	Challenge from Leaseholders on the validity of the process	Delays and legal costs/challenges. Inability to recharge costs incurred under the contract.	Marginal	Unlikely	2	Legal advice is being built into the project and the process is built into the timescale. There is a route to seek dispensation.	Task Group	December 2023 - Leasehold consultation Stage 1 went out in November, there has been no challenge so far.	