



OLDHAM PARTNERSHIP

LAA risk assessment

Housing Block

Oct / Nov 2006

Executive Summary

On October 2nd 2006 a risk management assessment was facilitated by Pam Duke of Bannisdale Consulting Ltd for the Housing Block of Oldham partnership.

This exercise involved partnership members involved in the delivery of the LAA's for the housing block. The session provided an opportunity to introduce the risk management methodology for the partnership and allow all members to contribute to the identification and prioritisation of the key risks facing the delivery of the Housing LAA's.

On November 3rd a second session was held to complete the risk register and sense checked the risks against the revised LAA outcomes.

The later session risk assessed the ability of the Housing partnership to achieve its shared priorities of:

“Meeting the needs in all neighbourhoods/ communities to provide affordable and decent homes and give support to those who need it”

And:

- To bring all properties up to a decency standard by 2010
- To improve services and prevent homelessness
- To empower local people to have a greater voice and influence over local decision making and the delivery of services
- A balanced housing market offering quality and choice to all
- Develop a more cohesive and integrated community
- Support independent living

The top risks facing the housing block in priority order are:

Scenario	Short name
3	Data to support information to Govt office is inaccurate or incomplete
18	Oldham becomes more parochial
4	The block doesn't maximise funding flexibilities
6	Temporary accommodation usage is too high
11	Housing partnership board is not effective
13a	Don't communicate effectively with the community
2	Unable to raise and maintain standards in private sector housing
5	Resources are not delivered differently
7	Relative priorities between Council/ RSL's etc means homelessness is not prioritised sufficiently
9	No step change in terms of changing service delivery mechanisms
12	The partnership is not making the most of partners support

13b	Don't communicate effectively with the staff within partner organisations
13c	Don't communicate effectively with partners
14	Uncertainty and lack of clarity over leadership and direction of partnership
16	Lack of clarity over appropriate approach to take towards dealing with private sector stock improvement
19	Insufficient land available for housing

These risks are above the tolerance line now require to be managed and monitored to ensure that they do not hinder the delivery of the partnership's LAA objectives.

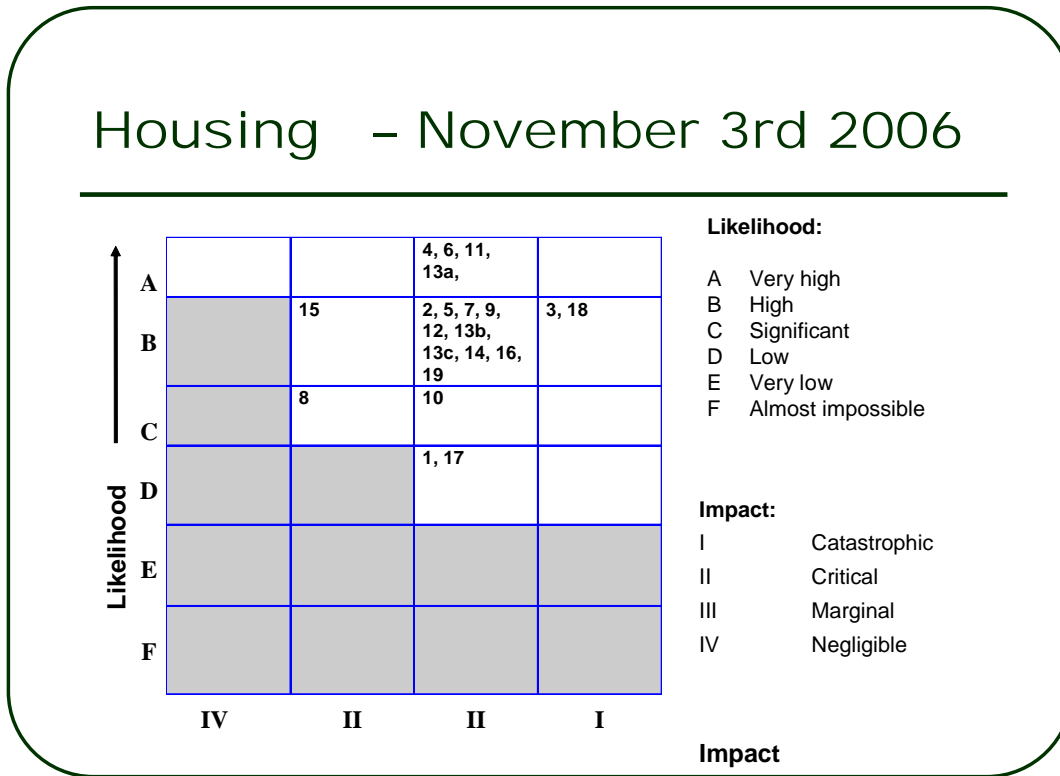
LAA Risk assessment exercise – October/ Nov 2006

Housing Block

On the 2nd October 2006 and the 3rd November partnership members from the Oldham partnership housing block identified and prioritised 21 risks.

The risk appetite was also established to determine which risks need to be managed and which risks the group are happy to live with.

All 21 risks were prioritised above the risk appetite. The completed matrix is shown below:



Appendix 1 records all the risks that were prioritised within a risk register format and provides the detail of each risk. It also shows the future risks that were discussed but not prioritised during the session.

Appendix 2 shows the attendees at the two workshops.

Next steps – action planning

For each of the risks above the appetite a risk owner has been identified. This is shown in appendix 1. It is their responsibility to ensure that an action plan is developed that clearly demonstrates how the risk will be managed. The deadline for developing the action plans is the 30th November.

To support the development of action plans and to streamline the process a number of risk clusters have been identified. For each risk cluster one action plan needs to be developed. The following risk clusters have been identified:

Funding opportunities – Risk owner: Mushtaq

5	Resources are not delivered differently
4	The block doesn't maximise funding flexibilities

Private sector decent homes standard achievement - Risk Owner: Ken

2	Unable to raise and maintain standards in private sector housing
16	Lack of clarity over appropriate approach to take towards dealing with private sector stock improvement

Communication – Risk Owner :John Eley

13a	Don't communicate effectively with the community
13b	Don't communicate effectively with the staff within partner organisations
13c	Don't communicate effectively with partners

Leadership of the Block – Risk Owner: David Cummings/ Ken

14	Uncertainty and lack of clarity over leadership and direction of partnership
11	Housing partnership board is not effective

Homelessness – Risk owner: Moira

7	Relative priorities between Council/ RSL's etc means homelessness is not prioritised sufficiently
6	Temporary accommodation usage is too high

Partner support – Risk Owner: David Cummings

10	Inadequate skills/ capacity within partners to deliver
12	The partnership is not making the most of partners support

Next steps – Ownership of the risk register

It is important that this risk register is owned at Block leadership level. If the group involved in developing this initial risk register is not that group then it is important that the register is reported to that group and that they have the opportunity to accept it or amend it as appropriate. The monitoring of the risk register should be at leadership level.

Next steps – monitoring

Monitoring of risks is two fold. Firstly the action plans to manage the risks should be regularly monitored as part of the overall performance management approach for the Partnership block.

Secondly, on a regular basis, the risks above and below the line should be reviewed in terms of their position on the matrix. This should be undertaken by all partnership members to ensure a complete view is expressed and all concerns are picked up. During this review there should also be an opportunity for new risks to be identified and prioritised.

Next steps – escalating risks to the strategic level - Oldham partnership

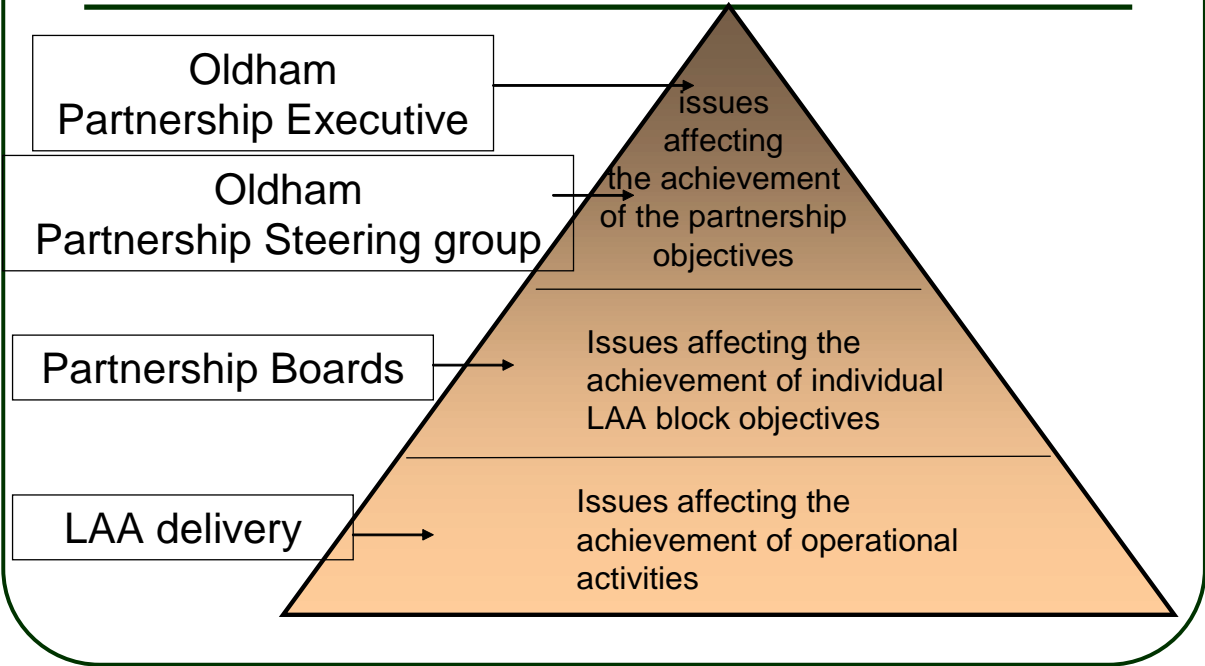
At the moment there are no processes for the individual blocks to escalate their top risks to the strategic level of the Oldham partnership.

It is important that through this exercise the top risks facing each block are reported to the Oldham Partnership steering group for their consideration. This will allow the steering group to decide which of the risks they should manage on behalf of the blocks and which risks should continue to be managed by the blocks. The risks that the steering group manage on behalf of the blocks will form the strategic risk register for Oldham Partnership. The steering group will also have the opportunity to add additional risks if appropriate. Oldham Partnership will then have its own strategic risk register highlighting risks affecting the partnership as a whole.

It is important that this process is repeated on a regular basis either six monthly or annually to ensure the strategic risk register for Oldham Partnership is reviewed and updated.

The following diagram highlights the risk management hierarchy:

Risk management across all activities



UUUUUUAppendix 1 – Housing LAA risks above the appetite

Risk Number	Risk Score	Risk Description	Vulnerability	Trigger	Consequence	Risk Owner
3	High/ Catastrophic	Data to support information to Govt office is inaccurate or incomplete	<p>Baseline information and data in general is not adequate. It may be available but it is not joined up, co-ordinated or analysed. In the public sector there is increased stock information but less so in the private sector.</p> <p>A research officer and an information officer have been appointed.</p>	Data to support information to Govt office is inaccurate or incomplete	<ul style="list-style-type: none"> • Priorities based on out of date data • Performance worsens due to changes in data rather than true activity • Inaccurate decision making • Ineffective use of resources • The data doesn't reflect the needs or wants of the communities • Govt Office criticism of managerial control 	Ken
18	High/ Catastrophic	Oldham becomes more parochial	A lot of funding goes into the poorer areas of the borough although the perception is that it is going into BME areas. Perception is that it is based on ethnicity rather than	Oldham becomes more parochial	<ul style="list-style-type: none"> • Choice is seen to be inhibited • Cohesion issues • Wider community benefits are not achieved • Narrowing the gap does not happen 	John Eley

			<p>need. The reality is that there are plans to deliver services across all areas but it has to be targeted to need. There are also issues around age and property suitability for different age groups that can cause problems. The work is trying to move away from a parochial Oldham.</p>			
4	Very high / critical	The block doesn't maximise funding flexibilities	<p>Through the LAA, pooled resources could unhook the complexities of each individual funding stream. There is however a lack of understanding of the possibilities of how this could happen across the group. There is a need to know more about creating this flexibility and for people to be persuaded that the effort to do this will actually release resources going</p>	The block doesn't maximise funding flexibilities	<ul style="list-style-type: none"> • Barriers to change not identified and managed • Opportunities lost • Resources not effectively used • Step change not achieved • Staff frustrated • Targets not achieved 	Mushtaq

			forward and ultimately reduce the monitoring burden.			
6	Very high/ critical	Insufficient stock to meet demand from homelessness	The LAA includes stretch targets to reduce homelessness acceptances. There are a number of preventative measures in place. There is a shortage of socially rented housing in Oldham and there are different and competing priorities in terms of using this housing. This results in insufficient stock to meet demand from homelessness	Temporary accommodation usage is too high	<ul style="list-style-type: none"> • Increased b&b usage • Targets not achieved 	Anne
11	Very high / Critical	Housing partnership board is not effective	The housing block does have a partnership group but does it work as a partnership? The partnership board has numerous responsibilities. It feels like a local authority driven approach so it may not be making the most of local flexibilities from RSL's etc. There	Housing partnership board is not effective	<ul style="list-style-type: none"> • Seen as an information sharing body • Board is not seen as representative • Decision makers don't attend • Unable to make decisions • Lacks leadership • Partners withdraw 	David Cummings ?

			is a lack of clarity over the roles and responsibilities of the partnership board.		<ul style="list-style-type: none"> • Potential opportunities lost 	
13a	Very high / critical	Don't communicate effectively with the community	<p>Communication is key to making sure the partnership is effective in terms of both communication across partners and informing the community of work that is being done. There are expectations from the community that need to be managed. Communication with the community also needs to be two way so that their needs/ issues can be picked up and dealt with.</p>	Don't communicate effectively with the community	<ul style="list-style-type: none"> • Success not demonstrated • Not seen to be progressing • Expectations not managed/ met • Feedback is inadequate so future involvement is limited • Criticism from community groups • Lack of understanding of how and what the partnership board is doing 	John Eley/ Michelle
14	high/ critical	Uncertainty and lack of clarity over leadership and direction of partnership	<p>Block leads have been identified and a new chair of the partnership has been decided. There is also a new terms of reference for the Board that is being agreed. The leadership has been shared but</p>	Uncertainty and lack of clarity over leadership and direction of partnership	<ul style="list-style-type: none"> • Partnership members go off in different directions • Absence of strategic decision making • Momentum for change is lost 	Ken

			ideally need a Council and a partner lead. The targets are clear but the overall leadership is lacking. Individuals have their own responsibilities and are clear about that.		<ul style="list-style-type: none"> • Limited motivation • Progress is slow and disjointed • Frustrations from partners • Criticism from Govt office 	
2	High/ Critical	Unable to raise and maintain standards in private sector housing	The target for improving private sector homes is that 70% of homes occupied by vulnerable households should achieve the decent homes standard. It is not a legal standard or a statutory duty. Some additional funding may be available through the regional housing boards but the process to access this is not clear. It is likely that some of the programme could be delivered but there is insufficient funding to achieve it all.	Unable to raise and maintain standards in private sector housing	<ul style="list-style-type: none"> • Vulnerable people stay in unsuitable housing • Community development is limited • Frustrations form the tenants • Education, crime and health is all affected 	Ken
5	High / critical	Resources are not delivered differently	Even with pooled budgets resources will still be seen as linking back to the original	Resources are not delivered differently	<ul style="list-style-type: none"> • Limited benefits achieved • Step change improvements not 	Mushtaq

			delivery programme and this needs to be challenged e.g. capital receipts go into a central pot not just resourced into housing. Individuals don't feel empowered to challenge existing patterns.		<p>delivered</p> <ul style="list-style-type: none"> • Opportunities lost • 	
7	High / critical	Relative priorities between Council/ RSL's etc means homelessness is not prioritised sufficiently	The LAA includes stretch targets to reduce homelessness acceptances. There is a shortage of socially rented housing in Oldham and there are different and competing priorities in terms of using this housing.	Relative priorities between Council/ RSL's etc means homelessness is not prioritised sufficiently	<ul style="list-style-type: none"> • Increased b&b usage • Targets not achieved on temporary accommodation usage • 	Moira
9	High / critical	No step change in terms of changing service delivery mechanisms	There needs to be a really tight performance management approach to manage the targets. There are high level targets and strategies but underneath that is the delivery. How well is that co-ordinated ? Is there real joint working? There is already	No step change in terms of changing service delivery mechanisms	<ul style="list-style-type: none"> • Opportunities lost • Limited focus • LAA just acts as an umbrella for existing activity • Frustration from partners • Reputation damaged • Criticism from govt 	Mushtaq

			scepticism from govt office about this issue		office	
12	High/ critical	The partnership is not making the most of partners support	The partnership board feels quite local authority driven with other partners not feeling as equal partners. Partners can bring funding and resource to the table but his isn't being fully utilised. Within the Council there are restructuring's going on and it is important that roles and support for the housing block is clarified to maximise the resources available.	The partnership is not making the most of partners support	<ul style="list-style-type: none"> • Seen as token representation • Partners resources not maximised • Frustrations of partners • Opportunities missed • Not seen to be doing anything different • Support from Council is not as effective as it could be 	David Cummings
13b	High/ critical	Don't communicate effectively with the staff within partner organisations	Communication is key to making sure the partnership is effective in terms of both communication across partners and informing the community of work that is being done. There are expectations from the community that need to be	Don't communicate effectively with the staff within partner organisations	<ul style="list-style-type: none"> • Staff unaware of partnership approach • Culture of partnership does not develop • Day job not affected • Opportunities for change are lost 	John Eley

			managed.		<ul style="list-style-type: none"> • Lack of buy in to the overall approach 	
13c	High/ critical	Don't communicate effectively with partners	Communication is key to making sure the partnership is effective in terms of both communication across partners and informing the community of work that is being done. There are expectations from the community that need to be managed.	Don't communicate effectively with partners	<ul style="list-style-type: none"> • Different perceptions develop of what the partnership is about and delivering • Expectations not managed • Partners feel isolated • Engagement of partners is lost • Partners withdraw 	John Eley
16	High/ critical	Lack of clarity over appropriate approach to take towards dealing with private sector stock improvement	A lot of private sector housing is in poor condition with low wages and many people on the margins of owner occupancy. Some residents do not want to or are unable to bring their own homes up to the decent homes standard. There is a private sector housing strategy being developed to help direct	Lack of clarity over appropriate approach to take towards dealing with private sector stock improvement	<ul style="list-style-type: none"> • Funding not effectively spent • Uncertainty of approach for residents and staff • Limited difference made • Energy efficiency targets not achieved • Dissatisfaction from private sector tenants 	Ken

			the approach. At the moment within the non HMR areas there are no real plans. It will need a sophisticated package of intervention. Ideally area plans for all parts of Oldham need to be developed.			
19	High/ critical	Insufficient land available for housing	There are competing demands for land across Oldham. There needs to be discussions across the blocks as the LDF is developed. At the moment there is competition between land available for housing and that available for development.	Insufficient land available for housing	<ul style="list-style-type: none"> • Cannot deliver affordable housing requirements • Limited opportunity for housing development • Increased costs of land 	n/a
10	Significant/ critical	Inadequate skills/ capacity within partners to deliver	Is the service ready to deliver on this wider agenda? If the vision and strategy is right then there needs to be investment into partner capacity and skills. There is buy in to the priorities but is that sufficient?	Inadequate skills/ capacity within partners to deliver	<ul style="list-style-type: none"> • Frustrations from other partners • Contributions not maximised • Part delivery of the agenda • Partnership approach falters 	n/a

15	High/ marginal	Targets on empowerment do not reflect the wider delivery of the objective	Empowering local people – happens haphazardly across the service. There has been a customer survey that asked people if they were happy about their involvement but no further work since then. There is no way to measure this involvement at the moment. Expectation is that empowerment should improve. The targets at the moment are based more on community engagement with tenants but that is only half of the picture.	Targets on empowerment do not reflect the wider delivery of the objective	<ul style="list-style-type: none"> • Lack of focus on how empowerment to local people will be improved • Too narrow a focus • Limited voice from the local community • Services don't reflect the needs of the community • Expectation not met 	n/a
1	Low / critical	Insufficient funding to get all public sector homes up to the decent homes standard	A bid for additional funding to support getting public sector homes up to the decent homes standard was 75% accepted. The rate of homes that are becoming lower than the decent homes standard is increasing beyond that originally	Insufficient funding to get all public sector homes up to the decent homes standard	<ul style="list-style-type: none"> • Tenants unhappy • Political criticism • Homes remain in poor condition • Traffic light scoring for block reduces • Additional resources required from other parts of the LAA 	n/a

			estimated. Original estimates may have underestimated the true picture as they were done on a sample basis.		<ul style="list-style-type: none"> • Criticism from regulators 	
17	Low / critical	Net loss of people continuing to move out of the areas.	Within the HMR areas there are lots of people moving out of the areas yet ideally we need to be attracting people into the areas. Data is available about reasons for moving. Also within Oldham there are a significant number of new households being created.	Net loss of people continuing to move out of the areas.	<ul style="list-style-type: none"> ▪ Fragmented communities ▪ Boarded up properties ▪ Increased vandalism ▪ Leave rate increases ▪ Lose local workforce ▪ Economy suffers 	n/a
8	Significant/marginal		It has been identified where additional support for homelessness groups can be funded from through the regional housing corporation funding. This is not guaranteed as many other organisations are also applying for the funding	Additional funding is not attracted	<ul style="list-style-type: none"> ▪ Support is not sufficient ▪ Problems increase ▪ Targets not achieved 	n/a

Future Risks

<p>The partnership board feels quite local authority driven with other partners not feeling as equal partners. Partners can bring funding and resource to the table but his isn't being fully utilised.</p>	<p>Partners don't commit fully</p>	<ul style="list-style-type: none">• Partners resources not maximised• Frustrations of partners• Partnership start to falter <p>Criticism from Govt office</p>
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Appendix 2 – List of workshop attendees

Virbai Kara	Corporate Policy, OMBC
Anne Simmonite	Housing strategy, OMBC
Neil Crabtree	Head of housing implementations, OMBC
Paul Wrigley	First Choice Homes Oldham
Gary Stanfield	First Choice Homes Oldham
Rick Eastwood	Finance, OMBC
Moira Blood	OHIP
Joanne Cavanagh	Private sector housing manager, OMBC
Shabir Pandor	Housing strategy, OMBC
Ken Ivatt	Interim Housing manager
Tanya Ellahi	Policy and commissioning unit
Abdul Malik Ahad	First Choice Homes
Mushtaq Khan	Block lead
Cath Oliver	
Zahid Amin	
Elma Plant	

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