

## HILLHEAD HOUSING ASSOCIATION 2000 Risk MATRIX March 2017

### Likelihood

<b>6</b> VERY HIGH				
<b>5</b> HIGH			<b>1</b>	
<b>4</b> SIGNIFICANT		<b>17,19, 31,14,22,</b>	<b>23</b>	
<b>3</b> LOW	<b>18</b>	<b>2,5,8,13, 15,18, 20,21,34</b>	<b>9</b>	
<b>2</b> VERY LOW	<b>7,36,37</b>	<b>4,6, 24,28,29</b>	<b>10,11, 16,23,35</b>	<b>30</b>
<b>1</b> ALMOST IMPOSSIBLE		<b>12</b>		
<u>impact</u>	<b>1</b> NEGLIGIBLE	<b>2</b> MARGINAL	<b>3</b> CRITICAL	<b>4</b> CATASTROPHIC

### **Top Risks:**

Score, Risk No. and description

15: 1 - Welfare Reform

12: 23 - Debt Funded

9: 32 - Managing costs of funding Pension Obligations

8: 30 - Gas Explosion

### **New Risks Identified in last quarter:**

### **Risks Deleted in last quarter:**

*Note: Risks 3,9,14, 25,26,27 and 33 are removed*

### Control Status



Control in place







Control pending







Control not yet in place

## Hillhead Housing 2000 Risk Register March 2017




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control status
1	Housing Manager	<p>The UK Government is making changes to the way that benefits will be paid and caps and cuts to housing benefit entitlements for certain groups of claimants.</p> <p>Introduction of Universal Credit and loss of direct payment of Housing Benefit and restriction on benefit for under-occupation. (Bedroom Tax)</p> <p>Introduction of Benefit Sanctions reduces income and ability of tenants to afford to meet all housing costs.</p> <p>Abolition of DLA and replacement with PIP will reduce income and ability of tenants to afford to meet housing costs</p> <p>Freeze of Tax Credits and Benefits will further reduce household real incomes</p>	Financial/Legal	<p>Arrears increase Legal costs increase Loss of income</p> <p>Service delivery suffers</p> <p>Performance deteriorates</p> <p>Fewer resources available for repair and maintenance.</p> <p>Additional pressures on management costs.</p> <p>Customer dissatisfaction Adverse publicity We perceived to be "agents" of government (bedroom tax)</p>	15	<p>Awareness of policy developments and attendance at relevant seminars.</p> <p>Review number of tenants likely to be affected.</p> <p>Sensitivity analysis on impact on loss of direct payment of HB and identification of those holds more likely to be at risk.</p> <p>Highlighting issues in regular newsletters and awareness raising amongst tenants</p>	<p>Inform all tenants of change, create awareness Provide assistance to tenants relating to Universal Credit for applications, and setting up bank accounts</p> <p>Welfare Reform Action Plan</p> <p>Widen means of accepting rent payments (new technology)</p> <p>Deploy additional staff resources in rent collection and Benefits Advice</p> <p>Liaise with DWP staff</p>	8	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
2	Director	Hillhead HA needs to maintain a good image among public and potential partnership organisations	Tenant/ Resident	<p>Committee lose control and</p> <p>Regulator gets involved</p> <p>Membership calls EGM to replace the committee</p> <p>Breach of Transfer Agreement</p> <p>Investment lost in other areas</p> <p>Longer term viability is affected</p> <p>Higher maintenance costs</p> <p>Loss of community confidence</p>	6	<p>Tenant Participation Policy</p> <p>Maintain partnership with EDC Community Planning Team and participate in Hillhead Pilot Place Project</p> <p>Group</p> <p>Facilitate regular customer care working group meetings.</p> <p>Issue regular newsletters and regularly review customer complaints.</p> <p>Carry out periodic Tenant Survey to ensure we are meeting needs and aspirations of tenants</p>	<p>Hold regular Open Days</p> <p>Undertake PR events/photo shots with local press with “good news” stories</p> <p>Raise awareness of issues facing the housing association as a landlord, employer etc</p> <p>Engage with Elected Representatives on a regular basis</p>	6	   




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>4</b>	Director	The cost of service delivery and/or development at Hillhead HA is affected by periods of prolonged inflation	Financial	<p>Squeeze on budget and costs outstrip income levels Cut backs in services that are provided - Wind/watertight repairs only Further increase in rents Reputation affected Poor/bad publicity Intervention from the Regulator</p> <p>Viability in the longer term affected Unable to meet loan covenants</p>	<b>6</b>	<p>Financial budgeting controls</p> <p>Rent increase for refurbished and higher rents for new development Annual increase in rents and allowance for Cost Growth is built into the Business Plan</p> <p>Annual sensitivity analysis carried out when RPI exceeds 2.5%</p>	<p>Affordability tests for proposed rent levels</p> <p>Carry out annual efficiency savings exercise as part of budget processes</p> <p>2year salary Agreement in place from 2017 2019</p> <p>Tenders for Reactive Maintenance &amp; Gas Servicing have agreed upfront annual uplifts.</p>	<b>6</b>	    
<b>5</b>	Director	<p>The Association relies upon a full supportive and active membership in the Management Committee</p> <p>The Association fails to recruit appropriate new committee members</p>	Political	<p>Meetings no longer quorate Breach of rules Holds up decision making process Lack of information/bigger picture Appointees Placed on Committee by the Regulator</p>	<b>6</b>	<p>Recruitment/local advertising Door to door canvassing Promotion of Membership in every newsletter.</p> <p>HHA added to the ED Volunteer</p>	<p>Increase and improve advertising activity/quality Annual Membership Drive</p> <p>Seek co-options for Members with</p>	<b>6</b>	







		Limits on terms of office held by Committee Members (9 years) Poor Governance		Loss of committee skills and experience. Loss of business focus and diversion from service delivery		Centre database Complete annual appraisal of committee effectiveness	specific skills where gaps are identified		
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<b>6</b>	Director	Committee members make decisions based on the information made available to them  Errors in the information provided to the Committee	Political	Members make decisions with incomplete or out of date information Poor decisions made Public complaints Decisions challenged Censure by Audit/Inspection Members blame Management Team Regulatory Intervention	6	Staff Trained with appropriate qualifications  Regular review of policies and procedures Reports well prepared in advance of meeting  Internal Audit Reviews and Reports to Management Committee	Review reporting mechanisms for Committee Reports  Quarterly risk reports presented to Management Committee	6	  
Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>7</b>	Director	Loss of Money from Office and/ or Theft	Financial	Financial Loss	2	Insurance Cover set at £3,000 – Staff carry out daily cash reconciliations Twice weekly cash uplifts by Cash Collection Service		2	

						Installation of Chip 'n' Pin machines			
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Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
8	Director	<p>There are warnings of increasing extremities of inclement weather, high winds , excessive rain fall</p> <p>A significant flood occurs in Hillhead and or prolonged period of heavy rain</p> <p>Drains overflow</p> <p>Burst Pipes</p> <p>Fallen Trees</p>	Environmental	<p>Financial implications to Association</p> <p>Cost of repairs</p> <p>Increase in insurance premiums</p> <p>Danger to tenants and/or staff and members of the public</p> <p>Health and safety of staff</p> <p>Property Damage to buildings</p> <p>Loss of life to tenants</p> <p>Damage to property and belongings of tenants.</p> <p>Tenants require temporary rehousing</p> <p>Reputational Loss and negative press</p>	6	<p>Regular checks on weather forecasts</p> <p>Ensure that rain gullies are kept clear of debris</p> <p>Periodic checking of surface water drains cyclical</p> <p>maintenance programme of gutters, weekly</p> <p>Inspections of common areas</p> <p>Discarded rubbish removed by contractor monthly</p> <p>Adequate Insurance Cover is maintained at all times.</p> <p>Empty properties are drained down</p> <p>Emergency Call Out Procedures</p> <p>Awareness of EDC</p> <p>Emergency Planning Team contacts</p>	<p>For new build developments ensure that appropriate drainage surveys are completed in advance of works</p> <p>Highlight winter weather advice to tenants in newsletters.</p> <p>Promote home contents insurance</p> <p>Update Tree Survey to list and remove branches and trees that pose risk to adjacent buildings and passing pedestrians</p>	6	<p></p> <p></p> <p></p>



Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>10</b>	Property Services Agent	<p>The Association must comply with current Scottish and European Procurement Rules</p> <p>Non compliance with the Procurement Policy and resultant challenge from contractor(s)</p>	Legislative/Regulatory	<p>Cannot appoint contractor due to challenge – delays site starts</p> <p>Not meeting Partnership Agreements re delivery of SHIP</p> <p>Unable to meet Grant Planning Targets agreed with Scottish Government</p> <p>Business Plan assumptions not met</p> <p>Reputation is damaged</p>	<b>6</b>	<p>Tendering/ Procurement Policy.</p> <p>Internal Audit review of tendering and procurement procedures</p> <p>Obtain Solicitor's advice and appoint a QS to assist staff in preparation and publication of tenders</p> <p>Staff attend regular updates and seminars on procurement matters.</p>	<p>Review procurement procedures after every Tender</p> <p>Procurement Policy updated to reflect New Scottish Procurement Rules</p> <p>Membership of Scottish Procurement Alliance</p>	4	    




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>11</b>	Director	The Association is subject to the rules and inspection of the Regulatory Bodies	Legislative/Regulatory	Failure to meet requirements may result in formal intervention by the Regulator	6	Submission of necessary periodical returns as determined by the SHR Ensure compliance with Notifiable Events procedures	Regulation Plan for 2016 issued by the Scottish Housing Regulator (Medium Level)  Participate in Governance Self Assessment Pilot project	2	



Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>12</b>	Director	The Association is required to comply with relevant discrimination legislation  A challenge is made against the Association under the Equal Opportunities Legislation – new legislation effective 1 October 2010	Legislative/Regulatory	Financial implications Bad publicity Intervention from the Regulator Funding affected Fines Prosecution Complaints to the Ombudsman Association Status affected	2	Staff training Attendance at relevant seminars Regular review of policies and procedures Internal Audit review of procedures Fidelity Insurance in place	New Equalities Policy approved November 2013  Carry out Equalities Impact Assessments for key policies  Provide Staff with refresher training	2	 






Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>13</b>	Housing Manager	Anti Social Behaviour Orders raise the expectations of the community that all problems can be resolved quickly  Unrealistic expectations on Association to respond to complaints.	Customer /Citizen	Disgruntled tenants Increase in number of complaints about anti social behaviour. Loss of faith in the Association Heavier workload for staff and resources diverted. Bad publicity People don't want to stay in the area "Good Tenants" move away  Tenancies abandoned Loss of rental income	<b>6</b>	Neighbour Nuisance Policy and Procedure  Sensitive Lettings to ensure balanced community Tenancy support service Signed Exchange of Information Protocol with Police and liaison with EDC Night Noise Team	Informal meetings and liaison with Community Police Officers  Engagement of Professional Mediators in neighbour disputes as required  Host police surgeries in the office	6	    




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>15</b>	Director	The aspirations and expectations of tenants are increasing – encouraged by Government regeneration initiatives and new focus on consumer rights and service delivery  HHA fails to meet tenants'	Customer/ Citizen	Unable to meet demands of tenants Unable to comply with government initiatives Unable to meet/cover additional regeneration responsibilities and wider role activities Loss of rental income	6	Develop partnership working with Hillhead Pilot Place Project with EDC Community Planning Wider Role Strategy in place	Review Wider Role Strategy in November/December 2016 with newly published SIMD data	6	  

		expectations in terms of our wider role/regeneration  ARC returns indicate redi	Legislative/ Regulatory	Poor public image Reputation suffers Delays to Investment Programme Intervention from Regulator		Audit internal controls on wider role activity  Carried out Tenant Survey in 2016 to gauge views and satisfaction with levels of service	Publicise recent grant awards from Big Lottery  Compliance with Housing Charter  Internal Audit include audit of ARC return process  Ongoing Tenant satisfaction recorded with repairs service		  
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Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr of Status
<b>16</b>	Director	The Association relies upon the IT system for most data and information management  There is a power surge and the IT server/system goes down for a period of time.	Techno logical	Loss of information Time taken to recover/resurrect data Time spent away from usual routines Staff frustration Cost of replacing IT information Disgruntled tenants Service delivery affected	<b>6</b>	A UPS is in place IT Support Consultant is on call Daily Back Ups Annual PAT testing of all electrical equipment	Renew and replace UPS every 3 years  Full Image/Partition to external media (held off site) and full file backup nightly	2	 


				Business Management Processes Interrupted		External Back Up testing every six months  5 yearly office electrical supply checked. Next survey due October2020  Anti surge adapters installed New Business Continuity Strategy approved June 2013.	Review Business Continuity Strategy by December 2016		
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Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr ol Status
<b>17</b>	Director	The Association relies upon the IT system for most data and information management  The IT system is affected by a virus	Techno logical	Disruption to daily business  Unable to instruct repairs Rent accounts affected Unable to transfer money Unable to pay salaries or bills Staff time wasted Cost of resurrection and removal of virus	<b>8</b>	Anti Virus software installed on all PCs which carries out automatic updates  Internal Audit of Data Security Controls occurred in August 2010  IT Consultant	ICT security policy reviewed September 2014 Promote staff awareness on viruses and how to manage "junk" mail and "spam"  Review Disaster Recovery Plan by December 2016	3	  


Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
						carries out monthly checks	Updated to latest supported browser versions		
<b>18</b>	Office Manager	Data Protection The Association fails to comply with the Data Protection Act by failing to shred documents, clean and dispose of hard drives and remove information after relevant periods of time	Legislative/Regulatory	Fines  Prosecution Disruption to services Reputation Staff time distracted from routine  Negative Publicity	<b>3</b>	Promote use of shredder amongst staff  Internal Audit of Data Protection Controls – April 2010	Document Retention Policy due for review December 2016  Annual statement to Section Heads re compliance with DRP	3	  
Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>19</b>	Director	There is an increase in the use of drugs and alcohol among the community.  Tenants have more serious problems and needs and they rely upon support from specialist services e.g. drug rehab, out of hours nursery support etc  Withdrawal of external drug rehab service in Hillhead	Social	Underage drinking Nothing for young people to do as an alternative Petty crime and vandalism Violence and abuse to tenants and staff Worsening environment and more glass and litter lying around Repairs costs increase Poorer reputation of area Tenants move away from Hillhead Loss of rental income	<b>8</b>	Referral of tenants with drug and alcohol issues to the ADS team by housing staff  Staff awareness training of drug and alcohol addictions  Information and formal joint liaison with Community Police	Focus work of tenancy support service onto new lets (section 5 referrals) and identify support needs as part of pre-tenancy checks  Allow for more discretion within allocations policy to accept/reject new applicants	6	

		<p>There is a significant increase in the amount of crime and disorder in Hillhead</p> <p>More evidence of chaotic lifestyles and wider impact on neighbours.</p> <p>Higher proportion of new lets are made to applicants with drug and alcohol addiction issues</p>		<p>More demand/pressure on housing staff Staff diverted onto other issues Increased crime/vandalism More tenants dependent upon drugs/solvents/alcohol Loss of self esteem among tenants Lack of pride in the area</p> <p>Loss of investment in new homes and in refurbished homes</p>			<p>with support needs</p> <p>Participation in Housing First Steering Group ( 24hr housing support)</p> <p>Staff received updated training from the Council's Alcohol and Drugs Services Team Leader August 2016</p>		
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Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr ol Status
<b>20</b>	Housing Manager	<p>Some areas of Hillhead have a poorer reputation and are more difficult to let</p> <p>There is a significantly higher turnover of voids</p> <p>Condition of voids is poor</p>	Financial	<p>Loss of rental income Higher security costs</p> <p>Part of stock becomes difficult to let and stigmatised</p> <p>More staff time spent on selecting and allocating properties Increase in void maintenance costs</p>	<b>6</b>	<p>Void Management Policy Allocations Policy</p> <p>Budgetary Control</p>	<p>Increase focus on external environment and green spaces</p> <p>Consider annual house inspections to targeted tenants</p>	2	  





Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr ol Status
<b>21</b>	Director	Hillhead becomes a less popular place for people to live	Financial	<p>Unable to meet demand for particular groups</p> <p>People move away People left behind feel isolated and trapped</p> <p>Empty houses Poor environment Loss of rental income Decline in the area as a whole</p> <p>Investment in local facilities and services falls</p>	<b>6</b>	<p>Update and regularly Housing List</p> <p>Physical Master plan is in place</p> <p>Develop with others Hillhead Pilot Place Project with focus on physical regeneration, employability and social/ educational resources</p>	<p>Periodic Tenant Surveys are carried out Open Days Develop Tenant Participation Initiatives</p> <p>Participate in and/or support other local initiatives</p> <p>Develop a Landscape Strategy and seek out further investment opportunities for undeveloped open spaces</p>	2	





Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
22	Housing Manager	<p>HHA needs to meet the current and future demands for housing The client base is an ageing population.</p> <p>People are living longer and require to be cared for in the community/own home.</p> <p>Reduced grant available for Stage 3 aids and adaptations</p> <p>Tenants suffering from dementia are moved into care without arrangements in place to give protection to household family members</p> <p>HHA fails to match properties with demand or needs e.g. single bedroom properties</p>	Social	<p>Turnover reduced Increased rental demands – prices rise Voids increase Loss of rental income Additional maintenance costs while there is less finance available</p> <p>Diverting staff More searches for tenants Fail to attract a mixed and balanced community.</p> <p>Reputation affected More home visits Need to provide information in different formats</p> <p>Additional garden maintenance costs</p> <p>Increase in rent arrears and greater demand for smaller houses and flat</p>	8	<p>Allocations Policy Involvement of Housing Management team in scheme design/housing mix Allocations priority to free up family sized accommodation</p> <p>Compliance with Housing for Varying Needs</p> <p>Closer working with EDC Social Work OT Service</p>	<p>Tenant Surveys and Post scheme completion audits</p> <p>Encourage “downsizing” to ensure better match to house type and size. Assist under occupying tenants to apply for smaller homes and advice on benefit entitlements</p> <p>New housing with emphasis on homes of single/couple households.</p> <p>Speculative purchase off shelf of 1 bedroom properties</p>	6	       




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr of Status
<b>23</b>	Director	<p>The Association is debt funded and must be able to afford annual repayment costs</p> <p>The Association must manage its costs within the funding parameters agreed with the Bank.</p> <p>The Association breaches Loan Covenant and/or fails to work within terms of the Loan Facility</p>	Financial	<p>Unable to afford to borrow</p> <p>Failure to meet 2020 EESH Standards Longer term viability affected Pressure on other costs e.g. staff recruitment and maintenance budgets</p> <p>Bank enforces sanctions and reviews lending facility and costs and imposes shorter borrowing periods</p> <p>Intervention from Regulator</p>	<b>6</b>	<p>Annual Business Plan review and review of quarterly Management Accounts</p> <p>Compliance with Loan Covenants and review compliance quarterly</p> <p>Annual 5 Yearly projections Reports</p> <p>Latest stock condition survey carried out in 2014</p>	<p>Annual Stock Valuation New business plan approved by the Bank and with Regulator.</p> <p>A proportion of the amount of loan is at a fixed rate.</p> <p>New Loan facility in place with approval from Regulator December 2016</p> <p>Annual Business Plan review takes place in August. RBS has confirmed it has approved 2016 BP</p>	<b>6</b>	












Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
<b>28</b>	Director	<p><b>Reduction in amount of Private Sector Housing Grant Funding available</b></p> <p><b>Reduction in green grants for Energy Efficiency Measures</b></p> <p><b>Owners default on payment of share of costs</b></p>	Political/ Economic	<p>Planned Improvements to mixed tenure blocks are not carried out</p> <p>Patchwork upgrading of stock results with "Battenberg" appearance.</p> <p>Owners may find balance of funded works unaffordable</p> <p>Necessary improvement works no trad construction flats becomes unviable</p> <p>Association becomes financially exposed</p>	<b>4</b>	<p>Participation in development of EDC Private Sector Housing Grant Strategy</p> <p>Identification of blocks where joint improvements may be necessary</p> <p>Notify EDC Private Sector Housing Grant of future planned maintenance programme</p> <p>Signed Minutes of Agreement with participating owners</p> <p>Owners grant entitlement is mandated direct to the Association</p> <p>Early engagement with owners and offer longer repayment terms</p>	<p>Work with contractors to seek out grants wherever possible</p> <p>Require owners in non shared blocks to pay up front.</p>	4	      




Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr ol Status
<b>29</b>	Property Services Agent	<p>Ensure our properties are maintained to a high standard and tenants have access to an emergency repairs service.</p> <p>Poor Contractor performance</p>	Partnership/ Contractual	<p>Performance level falls, and Association fails to meet its landlord repair obligations.</p> <p>Controlling costs of service becomes more difficult.</p> <p>Contractor fails to continue to work within current Contract conditions and doesn't meet agreed KPI's</p> <p>Damage to Business Relationships with tenants and suppliers.</p> <p>Damage to reputation.</p>	4	<p>Monthly performance reviews and bi-monthly contractual meetings.</p> <p>Continual monitoring of estimated spend against budget.</p> <p>Close scrutiny of monthly valuations.</p> <p>Carry out pre and post inspections</p>	<p>Quarterly review of the balance of pre and post inspections</p> <p>2 different members of staff involved in checking valuations and signing them off for payment</p> <p>A back up Contractor is available to step in the event that main contractor cannot meet service standard.</p> <p>Grounds for determination are part of the Contract conditions</p>	<b>4</b>	      


Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
30	Property Services Agent But ultimately the Director	Gas Explosion	Contractual/ Legal	Loss of life and damage to property  Reputational Loss  Criminal Proceedings against the Director and Damages/Compensation Claim against the Association	8	Gas Servicing Policy and compliance with relevant gas safety legislation  Staff fully trained up and correct procedures applied  Ongoing independent audit of gas services carried out (10%)	Awareness of current and updates to relevant health and safety regulations  Stephen Tait PSO is a member of the Association of Gas Safety Managers  PS staff attend gas safety awareness training annually	4	    

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
31	Property Services Agent But ultimately the Director	Asbestos Contamination	Contractual/ Legal	Loss of life and damage to property  Reputational Loss  Criminal Proceedings against the Director and Damages/Compensation Claim against the Association	8	Maintenance of Asbestos Register  Retain list of approved contractors for asbestos removal	Awareness of current and updates to relevant health and safety regulations	4	

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Contr ol Status
32	Director	<p>Increase costs of meeting pension obligations for staff and funding pension fund deficit become unaffordable and unsustainable</p> <p>Close scheme to new entrants.</p> <p>Introduction of Auto enrolment</p>	Employer /Financial.	<p>Increase in Management Costs and liabilities for future pension provision increase</p> <p>Unable to afford pension deficit attributable to HHA.</p> <p>Exit costs of &gt;£1M unaffordable and breach business plan covenants</p> <p>Triggers an additional annual fee of 3.5% thus increasing costs</p> <p>Impacts on future recruitment as pension scheme less favourable than with other housing association/public sector bodies.</p>	9	<p>Annual accounts set aside provision for pension liabilities</p> <p>Member of an Employers Pensions Group (EVH and GWOSF)</p> <p>Annual review of pension scheme performance to take place.</p> <p>Engagement with other housing association employers to seek improvements to governance and performance of current scheme</p> <p>Past deficit is being funded by separate levy from 2011 to 2023</p> <p>New Defined Contribution Scheme set up from 1 October 2013.</p> <p>Preparations for auto enrolment in place</p>	<p>Revised past Service Deficit Payments introduced from April 2014</p>	9	            

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
34	Director	Rent Increases in excess of Inflation	Financial/Regulatory	Intervention from the Regulator in the event of rent increases being applied in excess of inflation  Rents become unaffordable to existing and prospective tenants	6	Agreed Business Plan with RBS  Rent Policy  Welfare Rights Service available to all tenants to assist them in maximisation of income	New BP assumes inflation only rent increases for next 2 years; thereafter Inflation Plus 1%  Consider undertaking a mini affordability survey amongst working households December 2016	6	  

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
35	Property Services	Free standing external walls collapse	Health & Safety	Injury to tenants and members of the public	6		Survey carried out of all walls to establish condition  Remedial Action taken to demolish unsafe walls  Periodic Surveys started October 2014	3	  

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
36	Finance & Corporate Services	Incorrect Payment of Tax, National Insurance and related declarations	Financial & Regulatory	Penalties and Possible fines for late and/or incorrect disclosure/PAYE returns	2	Annual Training on new Tax Law and changes to PAYE	Tax Investigation Service subscribed to which offers cover for costs associated with defending a PAYE investigation.	2	

Reference No.	Risk Owner	Risk Description	Risk Category	Consequence(s)	Current Score	Existing Controls	New / Amended Controls	Target Score	Control Status
37	Housing Management	Incorrect /Unsuitable Money Advice/Welfare Rights Advice	Financial & Regulatory	Further diligence against tenant, loss of income,	2	Working to Scottish National Standards, Indemnity Insurance, Professional training for advisers, subscription to professional bodies & updates		2	