

### Homelessness Service Transfer Risk Assessment

The transfer of the homelessness service from the Housing Service to the AHSCP raises the potential for a number of risks which would impact on customers, staff and ultimately the delivery of a statutory homelessness service. It should be noted that while the delivery of the homelessness service is being transferred to the AHSCP, the statutory responsibility for ensuring that the service is delivered remains with the Housing Service. This means that in addition to ensuring the service continues to meet the needs of customers, any requirements made by the Scottish Government or Scottish Housing Regulator remain with the Housing Service to respond to.

The purpose of this risk assessment is to identify the key risks during the transfer phase and early stages of implementation to ensure that appropriate mitigations are in place and being monitored regularly. This risk assessment will need to be updated following completion of the phased transfer to ensure that it reflects any emerging risks related to the full service implementation.

<b>Risk Title: Allocation of temporary accommodation</b>
<b>Risk Description:</b> Teams cannot access Council temporary accommodation to meet statutory duties.

Likelihood (provide narrative)	Potential Impact (provide narrative)
Likelihood is increased during the phased approach as the three CHTs and the new homelessness team could be 'competing' for limited temporary accommodation	There is a statutory duty to provide temporary accommodation and the SHR is going to closely monitor this in 2023/24
Use of the NEC estates order relies on everyone keeping it up to date	Difficulties allocating temp will directly impact on potential breaches of unsuitable accommodation order
The long term assumption is the new service will involve more proactive case management which means people will not remain in temp for long periods as they have previously, reducing the pressure on available stock	

<b>Existing Controls (bullet points):</b>
Use of NEC estates module to monitor availability of temporary accommodation
Where no temporary accommodation is available contact will be made directly with individual teams to discuss void readiness
B&B accommodation can be used for limited period if no temporary accommodation is available
Monitor issues in relation to the allocation of temporary accommodation weekly during phased transfer

#### Step 3 Risk Scoring

Risk Likelihood Score:	3
Risk Impact Score:	5
<b>Overall Risk Score:</b>	<b>15</b>

#### Step 4 Risk Evaluation

Additional controls / actions needed to reduce risk further?	Yes / No	If Yes go to action plan
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**Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores**

Action	Owned By	Target Date	Success Criteria
Regular meetings between AHSCP and AC to include consideration of live cases and lessons learned to ensure any issues responded to quickly	Claire Greenhill	Monthly	No breaches of unsuitable accommodation order
Consider use of properties set aside for Ukrainian refugees for use as temporary accommodation on short term basis if required	Claire Greenhill	If required	
Consider increasing the number of temporary accommodation units longer term as a last resort but note that this is contrary to the aims of R RTP	Claire Greenhill	If required	

Target Likelihood Score:	2
Target Impact Score:	4
Overall Target Score:	8

Risk Owner: Claire Greenhill

**Step 6 Risk Monitoring & Review**

Risks should be monitored quarterly or more frequently if appropriate.

<b>Risk Title: Turnaround of temporary accommodation</b>
<b>Risk Description:</b> The process of getting temporary accommodation ready following termination to make it available for the next homelessness applicant will remain with the housing service

<b>Likelihood (provide narrative)</b>	<b>Potential Impact (provide narrative)</b>
This is reliant to a large extent on contractor performance in completing repairs within agreed timescales	There is a statutory duty to provide temporary accommodation and the SHR is going to closely monitor this in 2023/24
The COT timescale is currently 5 days which means a minimum of 12 days between discharge of duty and relet	Ensuring temporary accommodation can be turned around effectively and does not remain void for longer than necessary is critical to ensuring there is a good throughput
The 7 day termination timescale for tenants moving is often much longer in practice, depending on the requirements for support	
The turnaround of temporary accommodation needs to remain a high priority for Housing Officers but the impact of reducing performance in this area may be less visible when the caseload transfers to the new service	

<b>Existing Controls (bullet points):</b>
Monitor issues relating to the turnaround of temporary accommodation weekly during transfer phase and first 2 months post transfer
Monitor issues relating to the turnaround of temporary accommodation quarterly thereafter

**Step 3 Risk Scoring**

Risk Likelihood Score:	3
Risk Impact Score:	5
<b>Overall Risk Score:</b>	<b>15</b>

**Step 4 Risk Evaluation**

<b>Additional controls / actions needed to reduce risk further?</b>	<b>Yes / No</b>	<b>If Yes go to action plan</b>
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**Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores**

Action	Owned By	Target Date	Success Criteria
Explain our new homeless arrangement with McNulty and QAPM and reinforce the importance of a quick turnaround at the next Repairs Board	Louise Hutton	ASAP	No unnecessary delays in COT works being completed by contractors
Review COT timescales for temporary accommodation	Louise Hutton	ASAP	
Regular meetings between AHSCP and AC to include consideration of live cases and lessons learned to ensure any issues responded to quickly	Claire Greenhill	Monthly	No breaches of unsuitable accommodation order

Target Likelihood Score:	2
Target Impact Score:	4
<b>Overall Target Score:</b>	<b>8</b>

Risk Owner: Claire Greenhill

**Step 6 Risk Monitoring & Review**

Risks should be monitored quarterly or more frequently if appropriate.

<b>Risk Title: Breaches of Unsuitable Accommodation Order</b>
<b>Risk Description:</b> Homeless households who require temporary accommodation are accommodated in B&B (or other unsuitable accommodation) for longer than 7 days

Likelihood (provide narrative)	Potential Impact (provide narrative)
Queries raised as to whether breaches currently being recorded correctly which may mean more breaches have occurred in 22/23 than reports show	There is a statutory duty to provide temporary accommodation and the SHR is going to closely monitor this in 2023/24
Pressure on temp and any issues which occur during phased implementation could increase likelihood of future breaches	The SHR is particularly interested in performance in this area
Need to take a shared responsibility between AHSCP and AC for ensuring breaches don't occur in the future	Use of unsuitable accommodation for more than 7 days could have a significant negative impact on the individual
The new service will involve more proactive case management which should ensure any potential breaches are resolved prior to day 7	

Existing Controls (bullet points):
Close case management required to ensure anyone placed in B&B is found suitable alternative temporary accommodation within 7 days
Breaches of the order is a KPI within SLA
Monitor issues relating to use of B&B and issues securing temporary accommodation within 7 days weekly during transfer phase and first 2 months post transfer
Monitor issues relating to use of B&B and issues securing temporary accommodation within 7 days monthly thereafter

### Step 3 Risk Scoring

Risk Likelihood Score:	3
Risk Impact Score:	5
Overall Risk Score:	15

### Step 4 Risk Evaluation

Additional controls / actions needed to reduce risk further?	Yes / No	If Yes go to action plan

### Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Regular meetings between AHSCP and AC to include consideration of live cases and lessons learned to ensure any issues responded to quickly	Claire Greenhill	Monthly	No breaches of order
Consider use of properties set aside for Ukrainian refugees for use as temporary accommodation on short term basis if required	Claire Greenhill	If required	
Consider increasing the number of temporary accommodation units longer term as a last resort but note that this is contrary to the aims of RRTP	Claire Greenhill	If required	

Target Likelihood Score:	1
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Target Impact Score:	4
Overall Target Score:	4

Risk Owner: Claire Greenhill

### Step 6 Risk Monitoring & Review

Risks should be monitored quarterly or more frequently if appropriate.

<b>Risk Title: Increase in homelessness cases</b>
<b>Risk Description:</b> The pattern of case numbers has been uncertain post Covid and the current economic situation and increased requirement to respond to humanitarian programmes could put increased pressure on the supply of housing

Likelihood (provide narrative)	Potential Impact (provide narrative)
Homelessness cases in Angus have increased slower post Covid than the national picture	New teams staffing complement is based on past trends
Queries raised by staff which indicate homelessness cases may not always being recorded accurately and therefore we may not be comparing like for like pre and post transfer	Any significant increase during transfer would be an area of focus for SHR
Breakdown of host arrangements for Ukrainian's being accommodated in Angus is being to have an impact on homeless presentations	
The introduction of a prevention duty may impact on the profile of homelessness cases	

<b>Existing Controls (bullet points):</b>
Close case management practice has potential to reduce case duration even if number of cases increase
Monitoring of cases as part of monthly/quarterly indicators

### Step 3 Risk Scoring

Risk Likelihood Score:	4
Risk Impact Score:	3
Overall Risk Score:	12

### Step 4 Risk Evaluation

<b>Additional controls / actions needed to reduce risk further?</b>	<b>Yes / No</b>	<b>If Yes go to action plan</b>
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### Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
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N/A			
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Target Likelihood Score:	
Target Impact Score:	
Overall Target Score:	

Risk Owner: Claire Greenhill

### Step 6 Risk Monitoring & Review

**Risk Title: Breakdown of partnership approach**

**Risk Description:** Delivery of a successful homelessness service requires close co-operation and joint working between the Housing service and the new team

Likelihood (provide narrative)	Potential Impact (provide narrative)
Operational or service level concerns could impact joint working relationships and ultimately the ability of both services to meet their responsibilities	A mid-term dissolution of the SLA would have a potentially catastrophic impact on the ability of the Housing service to ensure delivery of statutory responsibilities in relation to homelessness

### Existing Controls (bullet points):

SLA includes a process for dispute resolution

### Step 3 Risk Scoring

Risk Likelihood Score:	2
Risk Impact Score:	5
Overall Risk Score:	10

### Step 4 Risk Evaluation

Additional controls / actions needed to reduce risk further?	Yes / No	If Yes go to action plan
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### Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Regular meetings between AHSCP and AC to include consideration of live cases and lessons learned to ensure any issues responded to quickly	Claire Greenhill		

Target Likelihood Score:	1
Target Impact Score:	4
Overall Target Score:	4

Risk Owner: Claire Greenhill

### Step 6 Risk Monitoring & Review

Risks should be monitored quarterly or more frequently if appropriate.

<b>Risk Title: Resources</b>
<b>Risk Description:</b> Resource transfer to AHSCP based on historic funding arrangements and separating service from Housing may lead to additional delivery costs that have not been anticipated

Likelihood (provide narrative)	Potential Impact (provide narrative)
It is difficult to predict the future trends in relation to homelessness cases due to uncertainties arising from economic situation, humanitarian programmes and forthcoming prevention duty	New team has insufficient resource to manage caseload and is unable to case manage effectively
Separating the homelessness service from the housing service may have unanticipated consequences in relation to the availability of resources to support activities such as budget management, policy development and training for staff.	Any significant reductions in performance post transfer will be monitored by the SHR

### Existing Controls (bullet points):

Close monitoring of staffing resource required

Indicative SG funding for homelessness increased in 23/24. AHSCP could make case for accessing additional funding if required

### Step 3 Risk Scoring

Risk Likelihood Score:	3
Risk Impact Score:	4
Overall Risk Score:	12

### Step 4 Risk Evaluation

<b>Additional controls / actions needed to reduce risk further?</b>	<b>Yes / No</b>	<b>If Yes go to action plan</b>
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### Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
N/A			

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Target Likelihood Score:	
Target Impact Score:	
Overall Target Score:	

Risk Owner: Claire Greenhill

### Step 6 Risk Monitoring & Review

Risks should be monitored quarterly or more frequently if appropriate.

<b>Risk Title: Performance monitoring</b>
<b>Risk Description:</b> Performance information will be used to monitor the success or otherwise of the transfer, in part, by comparing it to previous performance

Likelihood (provide narrative)	Potential Impact (provide narrative)
Queries over current performance information means mean new service may not be monitoring monitored like for like	Any significant changes in performance following transfer would be an area of focus for SHR

<b>Existing Controls (bullet points):</b>
Close monitoring of KPIs is required particularly in year 1 and 2
KPIs to be reviewed regularly to ensure they reflect service priorities

### Step 3 Risk Scoring

Risk Likelihood Score:	3
Risk Impact Score:	3
Overall Risk Score:	9

### Step 4 Risk Evaluation

Additional controls / actions needed to reduce risk further?	Yes / No	If Yes go to action plan
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### Step 5 Risk Treatment: Additional controls / actions needed to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
N/A			



Target Likelihood Score:	
Target Impact Score:	
Overall Target Score:	

Risk Owner: Claire Greenhill

### **Step 6 Risk Monitoring & Review**

Risks should be monitored quarterly or more frequently if appropriate.