

HTS (P&E) Ltd - Risk Register

Updated 12th September 2017



Appendix B

Risk Ref No.	Service Area	Date Raised	Brief Description	Value of Risk (£)	Initial Risk Value (Probability/ Impact)		Priority	Risk	Risk Owner	Target Date for Closure	Mitigating Actions	Resulting Risk Value (Probability/ Impact)		Priority	Projected Mitigated Risk
					Probability	Impact						Probability	Impact		
1	Capital and Repairs	27/10/16	HTS carry out works still in Kier Defects Liability Period	£ 10,000	2	2	4	Yellow	HTS	Feb-18	Keep track of ASC spend to make sure we are not overspending. Monitor until Feb-18	1	2	2	Green
2	All	03/11/16	Core activities inefficient due to lack of effective processes or investment, particularly environmental services delivered	£ -	2	2	4	Yellow	HTS	Ongoing	Implement ISO accreditation and review individual service areas	1	1	1	Green
3	All	03/11/16	HTS (P&E) Ltd wins new third-party business, but does not have capacity to deliver	£ -	2	4	8	Red	HTS	Ongoing	Ensure due diligence is carried out in accordance with HTS (P&E) Ltd policy & a clear strategy exists as part of Business Plan	2	2	4	Yellow
4	All	03/11/16	HTS (P&E) Ltd is unable to win sufficient contracts from parties other than Harlow Council to secure adequate business expansion	£ -	2	3	6	Red	HTS	Ongoing	Secure commitment from incoming Managing Director to support Business Plan growth	2	2	4	Yellow
5	Finance/Commercial	03/11/16	HTS (P&E) Ltd performance reporting is not reliable and cannot be audited due to unclear collection methods	£ -	2	2	4	Yellow	HTS	Apr-18	Carry out regular post inspections. Harlow Council to carry out audit of KPI's in quarter 4.	1	2	2	Green
6	Fleet	03/11/16	Delay in manufacture of new 7No. Scarabs	£ 14,000.00	2	2	4	Yellow	HTS	Sep-17	Last two vehicles to be delivered end of September 2017	1	2	2	Green
7	Operational	12/12/16	Revised methodology for measuring number of jobs completed in target time changed to the date and time the completion is entered into the system, resulting in KPI failure and penalties	£ 30,000.00	4	1	4	Yellow	HTS	Sep-18	Use callsys and orchard to measure both systems to see if KPI would be failed before implementation in October	2	1	2	Green
8	Operational/Commercial	12/12/16	HTS/HDC cannot agree on methods of varying job priorities could result in KPI failure and penalties	£ 75,000.00	1	4	4	Yellow	HTS	Sep-18	Agree acceptable reason with HDC and implement in callsys and Orchard	2	2	4	Yellow
9	Callsys	14/03/17	Callsys needs to be able to produce performance reports for Housing KPI's, ASC Report, purchasing and subcontractor certificates	£ -	2	2	4	Yellow	HTS	Sep-18	Reports now being produced by callsys	1	2	2	Green
10	Contract	10/04/17	Key personnel leaving Harlow Council resulting in loss of key relationships within HDC for HTS	£ -	2	2	4	Yellow	HTS	Ongoing	Develop relationship with new MD when in post	1	2	2	Green
11	HR/H&S	12/09/17	When HTS begin Health Surveillance possible high cost of referrals to occupational health	£ 25,000.00	2	2	4	Yellow	HTS	Ongoing	Monitor costs as checks progress	1	2	2	Green
12	Environmental	12/09/17	Environmental specification not meeting expectations of HDC	£ -	2	2	4	Yellow	HTS	Ongoing	Environmental SIT in process and development of project plan to deliver improvements for 2018 programme to be agreed	1	2	2	Green
13	HR/H&S	12/09/17	Accident at work claims during JVCo contract not settled. ELI provided by Kier during TUPE process	£ 100,000.00	2	2	4	Yellow	HTS	Ongoing	Kier are responsible for settling claims prior to February 2017.	1	2	2	Green

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					Probability	Impact				
1	Fleet	27/10/16	Kier win new contract and do not end lease on Arval vans to allow HTS the option of purchase	£ 100,000	1	2	2		SMT	Closed
2	Transport	27/10/16	Fuel pumps not fit for purpose for 1st February 2016. Kier fail to carry out repairs/upgrades to allow HTS to use.	£ 10,000	1	2	2		Mick Jenkins	Closed
3	Compactor	27/10/16	Compactor not fit for purpose, end of economic life.	£ 80,000	1	2	2		Mick Jenkins	Closed
4	HPS	27/10/16	WIP - Significant number of jobs within 52 week priority that have a potentially significant cost	£ 300,000	1	2	2		Steve Ward	Closed
5	HPS	27/10/16	WIP - No formal agreement as to an acceptable level or blend of WIP to be transferred to HTS. Potential lack of resources to deliver	£ 100,000	1	2	2		SMT	Closed
6	HPS	27/10/16	Kier do not provide all necessary information required ie repairs history	£ 10,000	1	2	2		SMT	Closed
7	All	27/10/16	Kier do not provide all warranties on products and materials	£ 15,000	1	2	2		Neil Rowland	Closed
8	Grounds	27/10/16	Chippers used in Ground Maintenance reaching end of economic life and need replacing	£ 10,000	1	2	2		Mick Jenkins	Close, one chipper purchased, will need further investment
9	All	27/10/16	Kier do not complete jobs due to materials ordered or lead in period in R&M and voids	£ 20,000	2	1	2		Neil Rowland	Close
10	Grounds	27/10/16	Previous council owned ride on mowers and tractors have been scrapped and all new plant has to be hired resulting in excessive hire costs for 10No. Ride on mowers and 3No. Tractors. Lack of investment has resulted in high running costs. New plant to be leased/purchased to maintain service. Not enough money in loan to lease purchase	£ 200,000	1	2	2		Neil Rowland	Close
11	All	27/10/16	Kier do not agree to staff moves prior to handover.	£ 10,000.00	1	2	2		SMT	Close
12	All	27/10/16	Kier do not release people for training/inductions	£ -	1	2	2		Stella Dunlop	Close
13	HPS	27/10/16	Kier having no Kier Harlow staff post Feb 2017 to clear final accounts with subcontractors having a knock on effect to HTS.	£ -	1	1	1		Neil Rowland	Close
14	Waste Transfer Station	03/11/16	Mixed wood waste not being cleared	£ 10,000.00	1	2	2		SMT	Close
15	Office moves	03/11/16	Kier do not carry dilaps in order that HTS require to assist in office moves		3	4	12		John Phillips	JP to continue discussions with JmG and MW. Kier did not carry out dilaps but paid monies to HDC. HTS to fund any works required for office moves.
16										
17	Finance	03/11/16	HTS (P&E) Ltd dividend payouts do not meet Harlow Council's financial strategy	£ -	1	2	2		SMT	Close
18	H&S	03/11/16	Health and Safety of staff, subcontractors, customers and public not maintained.	£ -	1	2	2		Stella	Close
19	Commercial	03/11/16	Failure to agree rates on V7 NHF SOR in time to procure subcontractors	£ 100,000.00	1	1	1		Neil Rowland	Close
20	All	03/11/16	Additional staffing resources required early to assist directors with mobilisation activities for go live - not enough headroom in loan to accommodate early starters	£ -	1	2	2		SMT	Close
21	Finance/Commercial	03/11/16	Insurances not set up in time or above OJEU level could cause delay	£ -	2	1	2		Neil/Alex	Close
22	Fleet	03/11/16	Delay in manufacture of new 69No. New fleet vehicles	£ 30,000.00	3	1	3		SMT	Close
23	Planned works	03/11/16	Client will not pay for preliminaries in February and March 2017	£ 100,000.00	1	1	1		SMT	Close

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24	Fleet	03/11/16	*O* licence not in place in time	£ -	1	2	2		John Phillips	Close					
25	All	08/11/16	Kier do not release managers/supervisors to assist in mobilisation of HTS	£ 10,000.00	1	2	2		All	Close					
26	Fleet	22/11/16	Branding, racking and trackers not fitted to fleet in time, resulting in having to hire vans and street sweepers	£ 20,000.00	1	2	2		Mick Jenkins	Close					
27	Commercial	28/11/16	HDC purchase stock from Kier and the stock is not used by HTS	£ 50,000.00	1	2	2		Neil Rowland	Close					
28	Finance	28/11/16	Method of yearly ASC uplift to be agreed		1	2	2		Alex Morris	Close					
29	Finance	09/12/16	Payroll on Sage not having been tested prior to first full pay run fro staff in February		1	2	2		Alex Morris	Close					
30	Finance	09/12/16	Payments to supply chain cannot be made		1	2	2		Alex Morris	Close					
31	Procurement	03/11/16	Delay in placing order for materials framework could prevent interfaces being set up in time	£ -	2	2	4		Neil Rowland	Jewsons have signed contract					
32	HPS - change of priority	03/11/16	Failure to agree reasons for extending the completion date on a job	£ -	2	1	2		Steve Ward	HDC agree to continue with existing arrangements as Kier					
33	Fixed Price	03/04/17	HDC want HTS to reduce Fixed price charges fro renewal of kitchens, rewires and boilers/heating systems in line with their budget	£ 110,000.00	2	3	6		AM/JP/SW/NR	Reducing fixed price works to this level mean HDC may see this an efficiency that would result in the ASC being reduced. HDC have confirmed that the ASC will not be reduced.					
34	HPS	27/10/16	Unable to agree valuation on part completed jobs by Kier.	£ 6,000.00	1	3	3		Neil Rowland	Impact on job being completed. Some valuation subcontractor related. Comes out of HTS capital budget if not funded. Mitigation don't start work not going to complete or early joint valuations.					
35	Compliance	27/10/16	Kier do not provide HDC/HTS with compliance certificates for properties	£ 15,000	2	2	4		SMT	All certifications has now been received					
36	HPS - Planned works	03/11/16	Failure to agree methodology to move planned jobs to capital works	£ -	2	2	4		SMT	Planned jobs will no longer move to Capital works					
37	HR	08/11/16	Possibility of employment tribunal regarding accrued holiday not taken before 31st January 2017	£ 20,000.00	1	2	2		Tim Page	Passed potential claim date which is 3 months less 1 day from 1st February 2017 to put an ET claim in, no advice of this from Kier					
38	Contract	31/05/17	Average Holiday Pay claim	£ 40,000.00	1	1	1		Tim Page/John Phill	Kier made offer to employee claims via unions, unions advised that 22 of 24 claimants signed their agreement to settlement offers by Kier					
39	Joinery Workshop	27/10/16	Breakdown of ventilation system in joinery shop not being properly repaired/renovated to last duration of HTS contract	£ 10,000	1	2	2		HTS	Ongoing	Monitor plant and machinery for compliance and pay for any works from reserves	1	2	2	
40	All	03/11/16	Lack of management information makes partnership unmanageable	£ -	2	2	4		HTS	Ongoing	Deliver key information through balance scorecard and monthly management meetings. AI reporting is in place now.	1	2	2	
41	Finance/Commercial	03/11/16	Delays, financial loss to Harlow Council and wasted officer time in chasing financial and operational information from HTS (P&E) Ltd	£ -	2	2	4		HTS	Ongoing	Deliver KPI information and monthly	1	2	2	
42	Callsys	14/03/17	Callsys needs to be able to produce performance reports for Housing KPI's, ASC Report, purchasing and subcontractor certificates	£ -	2	2	4		HTS	Sep-18	Reports now being produced by callsys	1	2	2	