
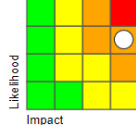

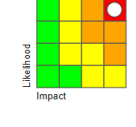

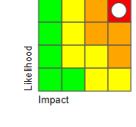
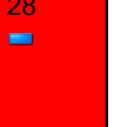


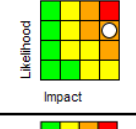

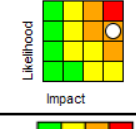

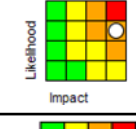
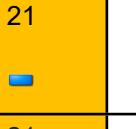


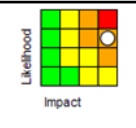

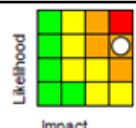

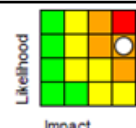
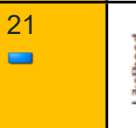


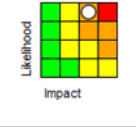

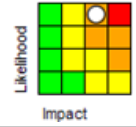


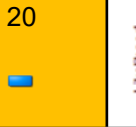






Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

Threat Risk Performance Summary


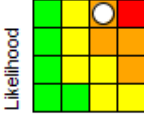

Risk	Page Number	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Matrix (24/25)	Q2 Rating (24/25)
CRR60 - Failure of HRA stock to meet landlord statutory obligations, the decent homes standard and consumer standards leading to death / serious injury and/or regulatory enforcement action	7	21 		28 		28 			28 
CRR48 - We may not be able to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets.	3	21 		21 		21 			21 
CRR52 - Failure to manage and evidence compliance with the Building Safety Act 2022 obligations in HRA stock leading to death / serious injury and/or regulatory enforcement action	4	21 		21 		21 			21 
CRR37 – Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes	2	20 		20 		20 			20 

Risk Trend Key


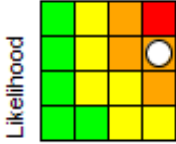
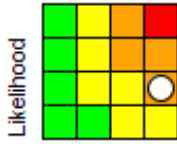
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024


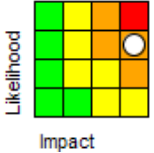
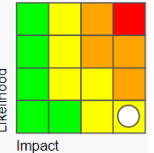
Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR37 - Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes</p> <p>Description: The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p>	<p>Constant</p> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>	 <p>Likelihood</p> <p>Impact</p>	<p>9</p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> -The impact of the cost of living crisis increasing rent arrears leading to higher homelessness presentations -Supply of affordable housing reduced during the pandemic and has not returned to pre-pandemic levels meaning there are 300 fewer lettings of social housing a year -Households spend longer in Temporary Accommodation because of the reduced supply of affordable housing -Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation and home ownership <p>Risk Consequences: Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> ▪ Effective commissioning ▪ Effective cost - New supplier contracts ▪ Joint commissioning of services ▪ Move On accommodation programme 		Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness	August 2024	50%
			Bring on-line properties secured through RSAP funding	March 2025	80%
			Housing Options service re-design (NEW)	Dec 24	20%
		Maximise expansion of supported housing with Registered Providers (NEW)	Dec 24	2%	
<p>Risk Owner(s): Executive Director Growth and Regeneration; Director Housing and Landlord Services</p> <p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>Summary of Progress:</p> <p>Since Q1 we have been discussing the value of continuing to report on a risk around homelessness where there is already significant oversight on these issues through the Tackling Homelessness Programme. The Tackling Homelessness Programme is tasked with reducing the Council's spend on Temporary Accommodation and the internal controls in this risk are part of that programme. Consideration may be given to using the other reporting streams and removing this risk from the risk register.</p>				




Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR48 - We may not be able to meet the affordable housing needs of the city by failing to meet the Project 1000 Delivery targets.</p> <p>Description: Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Availability of public subsidy from Homes England and challenges in meeting their funding viability and value for money assumptions -reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers - the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery. - Insufficient land available - continued impact of Covid 19 on the delivery programme of developments in the City - Not enough planning applications submitted - Not enough planning permissions granted and delays within the planning process - Inability of the housebuilding industry to deliver at this level to meet need through the planning system - Increased uncertainty in the market due to Brexit - Lack of capacity within the council's delivery system and the local market - Insufficient housing land identified in strategic planning documents 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.		Secure Homes England Affordable Housing Programme Funding	March 2026	80%
	2. Requiring a minimum of 30% affordable housing on land released by the Council.		Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.	March 2025	90%
	3. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.				
	4. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery. Project 1000 leads in place.				
	5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets				
	6. Revised Affordable Housing Practice Note.				
<p>Risk Consequences:</p> <p>1. Reputational damage; 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residualisation of lower value areas of the city; 5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability; 6. Balance between addressing need for family homes V increased viability of delivering smaller units</p>	<p>Risk Owner(s): Executive Director Growth and Regeneration,</p> <p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Fair and Inclusive</p>				
	<p>Summary of Progress</p> <p>Risk CRR48 will be under review in light of a maturing Corporate recognition of the differences between key issues and risks. This risk has been reviewed in Q2 and the 3 sub risks collapsed into the main risk item for clarity of reporting. The Council's Project 1000 Housing Delivery Plan is also being reviewed and an interim Delivery Plan will be brought forward for approval in Q4. There are significant policy changes at a national, regional and local level that will impact on affordable housing delivery in the coming months which will be reflected in the emerging delivery plan. Once the new Delivery Plan is adopted, a full risk assessment will be carried out to measure risk and identify mitigations for non-delivery against our Corporate KPIs.</p>				

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR52 Failure to manage and evidence compliance with the Building Safety Act 2022 obligations in HRA stock leading to death / serious injury and/or regulatory enforcement action</p> <p>Description: Risk of failing to ensure high rise properties meet the Building Safety Act 2022 requirements.. New Building Safety Act obligations. Fire safety compliance included in separate risk.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> • Introduction of new legislative requirements under Building Safety Act 2022 provided a significant increase in the statutory obligations of Housing Services with respect to Building Safety. • Staff recruitment, retention and training • Limited existing resource and expertise as a result of recently introduced legislation • Consultant and contractor availability and competence • Budget constraints for delivery of compliance related workstreams • Volume of Housing Stock regionally requiring inspection and assessment <p>Risk Consequences</p> <ul style="list-style-type: none"> • Serious harm to tenant(s)/community • Prosecution/unlimited fines/ imprisonment • Downgrade by Regulator • Reputational damage <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Housing and Landlord Service</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Building safety board meetings monitor fire and building safety compliance. • Governance via HSLT, EDM, Corporate Safety, Health &Wellbeing and Cabinet Member. • Plan to create Building Safety Cases to evidence the safety management systems and action plans to remediate risks. • Progression of a plan of action to meet requirements is underway through the Head of Business Development and Programme Lead (Residential Building Safety). 	<p>Building Safety - Appoint a competent team to manage and deliver building safety act obligations</p> <p>Building/Fire Safety- develop plan for data, mandatory occurrence reporting, golden thread of information-strategy, data ownership, data storage and reporting software/systems under BSA</p> <p>Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for >11-18m stock due to very limited knowledge of 200+ mid-rise buildings</p>	<p>31-Dec-24</p> <p>29-Nov-24</p> <p>30-Sep-24</p>	<p>75%</p> <p>70%</p> <p>30%</p>	
		<p>Building safety – Finalise and implement overarching resident engagement strategy</p>	<p>31-Dec-24</p>	<p>60%</p>	
<p>Building safety – Finalise and implement per block resident engagement strategy</p>		<p>31-Dec-25</p>	<p>30%</p>		
<p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Summary of Progress:</p> <p>The Council continues to work towards compliance with the Building Safety Act 2022. The building safety case programme is underway and is due to be completed by April 2026 (based on current staffing resource). Further investigatory works also continue at other buildings the Council are responsible for, and new processes and ways of working are being implemented regularly across the teams involved to ensure resident safety and reporting of issues where they occur to the Building Safety Regulator.</p>				

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR60 - Failure of HRA stock to meet landlord statutory obligations, the decent homes standard and consumer standards leading to death / serious injury and/or regulatory enforcement action</p> <p>Description: Not meeting all of our statutory obligations as a landlord may lead to death, injury, regulatory enforcement and/or unlimited fines</p>	<p>Constant</p> 	<p>28 Likelihood = 4 Impact = 7</p>	 <p>Likelihood Impact</p>	<p>14 Likelihood = 2 Impact = 7</p>	 <p>Tolerance Likelihood Tolerance Impact</p>
<p>Risk Causes: In Q3 23/24 an internal high level landlord compliance gap analysis identified potential areas of non compliance with statutory obligations and the consumer standards. The main areas where significant gaps and challenges identified are:</p> <ul style="list-style-type: none"> Completion of regular fire door inspections to blocks over 11m high. Completion and management of fire remedial actions within a timely manner (incl. completion of PCFRA's) Completion of an asbestos reinspection programme. Completion of a programme to bring all electrical safety inspections within a 10-year cycle. Plus, the completion of outstanding historic electrical safety actions. Completion of a programme of 5 yearly stock condition surveys including HHSRS and specific D&M assessments to all homes. Provision of management & oversight of servicing programme to stair / through floor lifts within dwellings. <p>The main reasons for compliance areas not to be found as 'compliant' are due to:</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> 2024/25 budget prioritises H&S related programmes (including £258m over 10 years in capital and revenue landlord compliance programme) A dedicated Building Safety team is in place to meet the requirements of the Building Safety Act & FRA programme A programme of Stock Condition Surveys in place An Improvement Plan is in place which has been signed off by the Housing & Consumer Standards Programme Board. Business as Usual landlord compliance reporting being taken to a new dedicated Housing & Landlord Services performance meeting and the Housing & Consumer Standards programme Board. External Reviews have been completed and informed the implementation of the Housing & Consumer Standards Programme Operational risks in place and regularly monitored Oversight of landlord compliance activities by the Housing Senior Leadership Team, Housing & Consumer Standards Programme, Corporate 		<ol style="list-style-type: none"> Building safety – Address interim posts in key positions of building safety team Building Safety - Appoint a competent team to manage and deliver building safety act obligations Building safety – Finalise and implement overarching resident engagement strategy Building safety – Finalise and implement per block resident engagement strategy Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for >11-18m stock due to very limited knowledge of 200+ mid-rise buildings Building/Fire Safety- develop plan for data mandatory occurrence reporting, golden thread of information- strategy, data ownership, data storage and reporting software/systems under BSA 	<p>30-Sep-24</p> <p>31-Dec-24</p> <p>31-Dec-24</p> <p>31-Dec-25</p> <p>30-Sep-24</p> <p>29-Nov-24</p>	<p>50%</p> <p>75%</p> <p>60%</p> <p>30%</p> <p>30%</p> <p>70%</p>

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

<ul style="list-style-type: none"> An historic lack of focus on some servicing programmes and completion of remedial actions that result from safety servicing and inspection activities. Inconsistency in data ownership / management and reporting leading to lack of visibility of performance. Regular data reconciliations between compliance data, stock condition data and delivery programmes are not undertaken which increases the risk of data inconsistency / errors resulting in non compliance. Lack of single safety servicing / compliance system. Out of date or inadequate policy and procedures in places leading to uncertainty regarding delivery and performance requirement. Resourcing challenges internally and externally. Following the internal review, in October 2023 HSLT & the Cabinet Member for Housing agreed to commission an external Landlord Compliance Data Review. It was also agreed to undertake a Consumer Standards Preparedness Review. These reviews commenced in November 2023. Initial findings from the external Landlord Compliance Data Review and the New Consumer Standards Preparedness Review identifies potential significant areas of non compliance with a number of statutory obligations mainly by the upcoming Safety & Quality Consumer Standard. <p>Risk Consequences</p> <ul style="list-style-type: none"> Potential Serious harm to residents Prosecution/unlimited fines/imprisonment/Regulatory enforcement action Downgrade by Regulator the Regulator of Social Housing Reputational damage Unable to deliver ambitions to deliver more homes 	<p>Leadership Team and Homes & Housing Delivery Committee</p> <p>9. Oversight of the Housing & Consumer Standards Programme by the Housing & Consumer Standards Programme board, Corporate Leadership Team, Homes & Housing Delivery Committee and Regulator of Social Housing</p> <p>10. Safety Servicing and safety inspection programmes are in place and oversight of performance being undertaken by the H&CSP .</p> <p>11. Savills appointed as a 'Critical Friend' to support the Programme Board to undertake thier oversight role of the Housing & Consumer Standards Programme</p> <p>12. The 2024/25 approved budget includes for enhanced landlord compliance teams</p>	Elec Safety - Improve access rates and ability to undertake electrical tests in tenants' properties	30-Sep-24	40%
		Fire Safety - Assurance that 3rd party landlords (managing agents and freeholders) are completing FRAs in order to meet their compliance obligations	07-Nov-24	15%
		Fire safety - Carry out outstanding FRAs prioritising those most overdue.	26-Sep-24	99%
		Fire Safety – Commission and implement comprehensive fire door inspection programme (only partially in place)	30-Sep-24	10%
		Fire Safety - Complete a review of fire safety policies and processes	31-Dec-24	90%
		Fire safety - Demonstrate full compliance with The Fire Safety (England) Regulations 2022	30-Sep-24	80%
		Fire Safety - Ensure all FRA remedial actions are captured and managed - Implement IT system to control FRA remedial actions	06-Sep-24	80%
		Fire Safety – Fire evacuation strategy identified per building	31-Mar-25	22%
		Housing & Consumer Standards Programme - Deliver improvement plan actions	30-Jun-28	15%
		Housing & Consumer Standards Programme - Implement and adequately resource the programme team	29-Nov-24	90%
		Housing & Consumer Standards Programme - Implementation of the NEC Housing IT system to support the HRA to meet the requirements of the Consumer Standards.	28-Mar-25	25%
		Housing & Consumer Standards Programme - The implementation of the enhanced performance	31-Mar-25	25%

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

<ul style="list-style-type: none"> Reprioritisation of investment priority to the safety and compliance of existing homes 		management pack and a performance managed framework.		
<p>Risk Owner(s): Executive Director Growth and Regeneration; Director Housing and Landlord Services</p>		<p>Housing & Consumer Standards Programme - Training and support to senior leaders and the governing body (H&HDC Cllrs) to understand and discharge their oversight responsibilities under the Consumer Standards & other landlord related statutory requirements</p>	31-Mar-25	10%
<p>Committee: Homes and Housing Delivery</p>				
<p>Strategic Theme Our organisation</p>	<p>Summary of Progress: On 9 July 2024 the Regulator of Social Housing publish a Regulatory Judgement that confirmed a Consumer Standards Grading of C3. This highlighted serious failings in how BCC deliver against the Safety & Quality Standard. The Housing and Consumer Standards Programme (H&CSP) has been established. A programme board is chaired by the Executive Director of Growth & Regeneration and includes other senior leaders from across BCC including the S151 Officer.</p> <p>An Improvement Plan is in place and delivery against this is overseen by the H&CS programme, Homes & Housing Delivery Committee and the Regulator of Social Housing.</p>			

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
			1 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 Slight			

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

Appendix A1 –Homes and Housing Delivery Committee - Corporate Risk Report Q2 2024-2025 as at August 2024

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.