

Non-key Decision Committee Report



PURPOSE: Non-key decision update report

COMMITTEE: Homes and Housing Delivery Committee

DATE: 14 February 2025

TITLE: Q3 2024/25 Corporate Risk Report (Reporting period 4th of Sept to 3rd of Dec 2024)

Officer presenting the report: Fiona Lester **Title:** Interim Director, Housing and Landlord Services

Committee Chair: Councillor Barry Parsons

Executive Director lead: John Smith - Executive Director, Growth and Regeneration

Purpose of Report: The report provides an update on current significant strategic risks relevant to the Homes and Housing Delivery Committee. The risks relate to achieving objectives set in the Council's Corporate Strategy 2022-2027 and the report summarises progress in managing the risks and actions being taken as at Quarter 3 2024-25.

Evidence Base / Context

1. Council's Risk and Assurance Policy requires the Corporate Leadership Board (CLB) and relevant Policy Committee(s) to perform quarterly reviews of our **Corporate Risks**. Where possible, quarterly reporting periods are aligned with financial year calendar, however it is not always possible to achieve this alignment. The risk review for Q3 2024/25 reports on risk activity from 4th of September 2024 to 3rd December 2024, being the period the CLB has most recently reviewed.
2. The Corporate Risk Report (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2022-2027. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation, and service delivery.
3. The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk', by definition, includes both threats and opportunities, which is reflected in the CRR.
4. Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.
5. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed effectively to minimise the impact.
6. The CRR summary of risks is attached to this report at Appendix A1 and is the latest position following a review by managers and Directors. The risks in Appendix A1 are presented in the order of severity, starting with the highest scoring risks followed by lower scoring risks.

Summary of Corporate Risks:

7. Corporate Leadership Board (CLB) members noted the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as of 3rd of Dec 2024.
8. The CRR sets out the critical, significant, and high rated threats and opportunity risks. All other business risks reside on the Service Risk Registers.
9. Further programme of work with clear instructions to colleagues was undertaken to review and revise each CRR/DRR risk description, internal controls, mitigation plans and governance. The scope of this work included, where possible, the identification of new risks and a fresh look to confirm ongoing risks are current along with the actions to mitigate the risks.
10. Executive Directorate Members reviewed their respective CRRs and the DRRs on the 27th November 2024 to form the current CRR risks. CLB members met on 2 December 2024 and accepted the CRR as a working summary report of the critical and significant risks from the Service Risk Registers.
11. The Homes and Housing Delivery Committee Q3 2024-25 Corporate Risk Report (CRR) as 27th of November 2024 contains 4 risks:

Threat Risks	Opportunity Risks	External / Contingency Risks
1 Critical 3 High 0 Medium 0 Improving Risks 0 Deteriorating Risks 0 Escalated Risks 0 De-escalated Risks 1 Materialised Risk	Nil	Nil

A summary of risks for this reporting period are set out below:

Critical Threat Risks

12. There is one Critical Threat risks scoring Critical 7 x Almost Certain 4 = 28.
 - *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:* The risk is critical due to the number of statutory obligations required by the Regulator of Social Housing.

Materialised Risks (New)

13. In Q2 2024/25 we introduced additional data for the effective management of the Council’s risks and issues in time. The Q3 review found the consequences predicted in some Corporate Risks are occurring and the impacts are now being felt within council and the community i.e. the risks have materialised and are being treated as ‘Issues’. These risks have a likelihood of ‘Almost Certain’, being the highest likelihood that can be attributed to risks. The risks will be retained in council’s risks registers to provide visibility of these issues; and so council can devise strategies to prevent similar events in the future. One Homes and Housing Delivery Committee risk was materialising in Q3 and is stated below.
 - *CRR60 - Failure of Housing Revenue Account stock to meet landlord statutory obligations, the decent homes standard and consumer standards may lead to regulatory enforcement action:* The impacts materialised on 9 July 2024 when the Regulator of Social Housing publish a Regulatory Judgement that confirmed a Consumer Standards Grading of C3.

Mitigation Actions Update

14. During Q3, 19 new mitigation actions were created which, when completed, will provide improved risk assurance and improvement towards our tolerance levels. Seven other risk mitigation actions were successfully completed during Q3.

Emerging (In Progress) Risks:

- RAAC Emerging Risk Update – Over 15 inspections completed to date. Unfortunately, the contractor is having difficulty with co-ordinating access hence the delay in making progress. Where completed, no RAAC has been found, the outstanding inspections will be carried out as soon as possible.

Static Risks

15. A risk is deemed static if the score remained unchanged for three or more reporting periods. Four (4) Homes and Housing Delivery Committee risks have scores that remained static, including during Q3. These risks are summarised in Appendix A2 of this report. During Q3, risk owners were challenged to reduce threat risk scores or justify why the scores cannot reduce. These reasons are stated in the 'Summary of Progress' contained in the table for each risk in Appendix A1.

Additional Information:

1. For more detail on individual risks and their management, please see the attached Appendix A1.
2. The closed risks are now reflected within individual risks across the Council's Service Risk Registers.
3. All risks on the CRR have management actions in place.
4. It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.
5. Completeness of risk information, including potential financial impact, will be an area of focus moving into the next quarter.
6. Risks are escalated to the Corporate Risk Report (CRR) if the risk scores higher than a 20 or if a risk is determined by CLB to remain on the Corporate Risk Report to monitoring its significance to the council's aims and objective.

Officer Recommendations:

That the Homes and Housing Delivery Committee note this report.

Corporate Strategy alignment: This report aligns with all our Corporate Strategy.

APPENDICES

Appendix A – Further essential background information and detail

YES

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Report Q3 2024-2025

Appendix A2 – Homes and Housing Delivery Committee Static Risks Corporate Risk Report Q3 2024-25