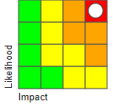
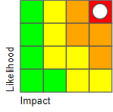
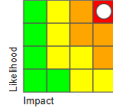
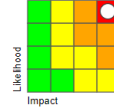
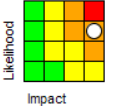
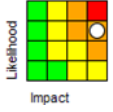
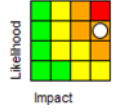
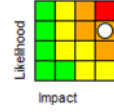
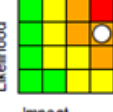
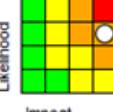

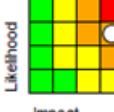



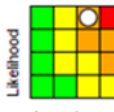


Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

Threat Risk Performance Summary

Risk	Page Number	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Rating (24/25)	Q2 Matrix (24/25)	Q3 Rating (24/25)	Q3 Matrix (24/25)
CRR60 - Failure of Housing Revenue Account (HRA) stock to meet landlord statutory obligations, the decent homes standard and consumer standards leading to death / serious injury and/or regulatory enforcement action	8	28 ↓		28 ▬		28 ▬		28 ▬	
CRR48 – NEW TITLE If we fail to enable and maximise the delivery of new affordable housing, then we may not meet the wide ranging affordable housing needs in the City.	5	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	7	21 ▬		21 ▬		21 ▬		21 ▬	
CRR37 – New Title - Failure to successfully implement the Tackling Homelessness Programme and maintain key service priorities may lead to increased spend on temporary accommodation which may exceed our subsidy loss budget	3	20 ▬		20 ▬		20 ▬		20 ▬	

Threat Risks Recommended for De-escalation from Corporate Risk Report




Risk	Page Number	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Rating (24/25)	Q2 Matrix (24/25)	Q3 Rating (24/25)	Q3 Matrix (24/25)
None									

Threat Risks Recommended for Escalation to Corporate Risk Report

Risk	Page Number	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Rating (24/25)	Q2 Matrix (24/25)	Q3 Rating (24/25)	Q3 Matrix (24/25)
None									



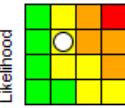
Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

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 Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)


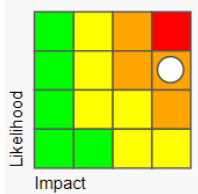
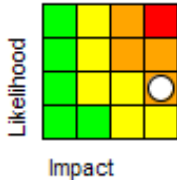
Threat Risks

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR37 – New Title - Failure to successfully implement the Tackling Homelessness Programme and maintain key service priorities may lead to increased spend on temporary accommodation which may exceed our subsidy loss budget</p> <p>Description: This risk is now aligned to the Tackling Homelessness Programme, where the key delivery indicators within each of the workstreams will enable us to assess if the risk materialises.</p>	<p>Constant</p> 	<p>20</p> <p>Likelihood = Almost Certain 4 Impact = Major 5</p>	 <p>Likelihood</p> <p>Impact</p>	<p>9</p> <p>Likelihood = Likely 3 Impact = Moderate 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 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Allocate a number (to be defined) of General Need Properties for use as Temporary Accommodation (subject to approval at Committee)		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	31-Aug-24	100%
	2. Effective commissioning		Financial appraisal of landlord incentives to be carried out by end of November (NEW)	29-Nov-24	97%
	3. Effective cost - New supplier contracts		Maximise expansion of supported housing with Registered Providers	15-Dec-24	25%
	4. General Fund Acquisitions – looking to buy up to 75 homes on the open market for use as Temporary Accommodation (subject to approval at Committee)		Housing Advisors to carry out triage in the customer service point, and offer signposting and advice early in the process – start this December 2024 (NEW)	31-Dec-24	90%
	5. Homelessness Review Project – this is an internal service redesign that enables more effective triage and early help, and a focus on homelessness prevention		6 modular homes occupied by 31st January 2025 (NEW)	31-Jan-25	75%
	6. Housing Revenue Account – led acquisitions pilot, buying a number of homes on the open market for use as Temporary Accommodation		Joint protocol with Children’s services updated and implemented by January 2025 (NEW)	31-Jan-25	50%
	7. Increasing Access to the Private Rented Sector – this project encourages more private rented tenancies, reducing the demand on temporary accommodation		Whole service redesign agreed by end of January 2024 (NEW)	31-Jan-25	80%
	8. Joint commissioning of services		Bring on-line supported move on properties secured through RSAP funding	31-Mar-25	80%
9. Modern Methods of Construction Leaseback at scale expanding on the Modern Methods of Construction Leaseback pilot		New contract arrangement with the Credit Union to be in place by end of March 2025 (NEW)	31-Mar-25	75%	
10. Modern Methods of Construction Leaseback pilot – leasing land to a company who leases the council 6 units of modular housing on the land, for use as Temporary Accommodation.		Whole service redesign implemented by end of March 2025 (NEW)	31-Mar-25	75%	
		140 referrals made to BEAM by 1st April resulting in 35 successful outcomes to get	01-Apr-25	20%	

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

	<p>11. New emergency accommodation framework launched March 24</p> <p>12. New Uses of Registered Providers – working with registered providers to provide more supported temporary housing, and exploring and implementing the idea of a Council-owned Registered Provider</p> <p>13. Youth Homelessness Project - this project focuses on better joint working and commissioning for care leavers in particular – includes updating our joint protocol and improving joint commissioning processes</p>	people into employment and a private rented tenancy (NEW)		
		Housing Options service re-design	30-Apr-25	50%
		Joint commissioning process in place with children's services by July 2025 (NEW)	31-Jul-25	10%
		50 modular homes occupied by March 2026 (NEW)	31-Mar-26	0%
		Acquire 14 homes under the HRA Acquisitions pilot for use as TA by end of March 2026 (NEW)	31-Mar-26	25%
		Acquire 75 homes on the open market for use as TA by end of March 2026 (NEW)	31-Mar-26	0%
		Set up a council-owned Registered Provider by end of September 2026 (NEW)	30-Sep-26	5%
<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: During Q3 the risk was re-defined and is now aligned to the Tackling homelessness programme, where the key delivery indicators within each of the workstreams will enable us to assess if the risk materialises. Homelessness is an important issue for the city and by maintaining a risk this provides another means to inform management and the community of the work that is being done to address these challenges. The ongoing financial pressures relating to Temporary Accommodation means there is no change to the risk score.</p>			


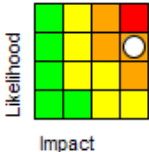
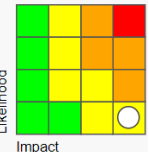
Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR48 – NEW TITLE If we fail to enable and maximise the delivery of new affordable housing, then we may not meet the wide ranging affordable housing needs in the City.</p> <p>Description: Bristol’s Corporate Strategy 2022-27, to be updated Spring 2025 sets the City’s vision: “We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success.” The strategy includes a Homes and Communities theme with an ambition to achieve “Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.</p> <p>The delivery of affordable housing feeds into this Corporate objective but it is also a key driver for delivering savings under the Council’s Transformation programmes around Homelessness, Young people and Adult Services Commissioning. The Local Housing Needs Assessment (Nov 2023) demonstrated</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = Likely 3 Impact = Critical 7</p>		<p>14</p> <p>Likelihood = Likely 2 Impact = Critical 7</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 in the context of high costs in Bristol • Pause in allocation of HE funding while waiting for the announcement of the next Affordable Housing Programme • Reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers, will particularly impact on delivery of higher costs supported and specialist housing • Anticipated reduction in capital borrowing capacity to support the Council’s direct delivery of new affordable homes • Complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery • Insufficient land available for affordable housing-led delivery • Reduction in affordable housing policy compliant planning applications, or enough affordable housing-led planning applications, submitted and progressing through to delivery • Lack of capacity within the council’s delivery systems leading to delays within the planning process, including capacity challenges within Strategy & Enabling to drive delivery and unblock barriers to progress 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> 1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery. 2. KPI targets for Affordable Housing delivery 3. Project 1000 and Housing Delivery Boards 4. Requiring a minimum of 30% affordable housing on land released by the Council. 5. Revised Affordable Housing Practice Note 6. Working collaboratively with Homes England to maximise subsidy in schemes 		<ul style="list-style-type: none"> Develop and adopt an interim Affordable Housing Delivery Plan (NEW) 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 Review outcomes of Project 1000 and apply lessons learned (NEW) Develop and implement an action plan/s to ensure current delivery is maintained under the interim Delivery Plan (NEW) Review and update Planning Policy Practice notes, BCC AH web pages and all supporting guidance around Affordable Housing delivery (NEW) Maximise delivery of supported and specialist housing (NEW) 	<ul style="list-style-type: none"> 14-Feb-25 31-Mar-25 31-Mar-25 27-Jun-25 30-Jun-25 01-Jan-26 	<ul style="list-style-type: none"> 70% 90% 50% 0% 0% 30%


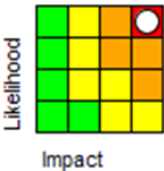

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

<ul style="list-style-type: none"> • Significant increase in construction costs, challenges in supply chain and construction workforce, continued challenges with insolvency in the Construction sector • Reprioritising of Registered Provider investment capital into their own housing stock, reducing overall appetite for new delivery • Mis-match of future housing supply with need and waning appetite of Registered Provider partners for securing Affordable Housing high density developments • Lack of BCC capital funding to unlock land opportunities for Affordable Housing delivery 		Secure Homes England Affordable Housing Programme Funding	31-Mar-26	100%
<p>Risk Consequences: For Bristol City Council:</p> <ul style="list-style-type: none"> • Failure to meet annual KPI targets for Affordable Housing = Reputational damage • Increased levels of homelessness and associated costs with temporary accommodation • Failure to maximise opportunities to make savings around the costs of service provision by Adult Services Commissioning and Children Services • Inability to use affordable housing delivery to help drive other Corporate strategies eg Economic Strategy • Lack of preparedness to bid for funding to meet site viability challenges, reducing opportunities to bring unavailable sites into Affordable Housing delivery <p>For Bristol citizens</p> <ul style="list-style-type: none"> • Delivery of the wrong mix of affordable housing to meet identified, priority needs • People living longer in social housing tenancies that are inappropriate for their needs but which could better meet the needs of others in the city • Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability 				
<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: Fair and Inclusive</p>	<p>Summary of Progress: As foreshadowed in the Q2, this risk assessment is being reviewed to align with the objectives set out in Council's Corporate Strategy 2022-2027. The risk title has been updated to focus on the threat posed to achieving Council's affordable housing targets, which will be updated for 2025/26. Other components of the risk ie causes, consequences, existing controls and further mitigation actions will be the subject of ongoing review. The current score of 21 is retained, however as we develop and implement the Affordable Housing Delivery Plan the Housing Delivery team will be in a better position to recommend whether severity of the risk reduces as new affordable housing opportunities are realised. Housing Services remains of the view that this is a 'Critical Impact' on people housing need in the city as there is 'a lasting and noticeable impact on a significant number of vulnerable groups/ individuals' in accordance with the Council's risk criteria. There are over 22,000 households on the HomeChoice register, with over 50% of applicants in Bands 1-3, including over 1600 homeless households in Temporary Accommodation.</p>			

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 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 = Likely 3 Impact = Critical 7</p>		<p>7</p> <p>Likelihood = Rare 1 Impact = Critical 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
	1. Building safety board meetings monitor fire and building safety compliance.		Building Safety - Appoint a competent team to manage and deliver building safety act obligations	31-Dec-24	80%
	2. Governance via Housing and Landlord Services team, Executive Directorate Management, Corporate Safety, Health & Wellbeing and Policy Committee.		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	29-Nov-24	80%
	3. Plan to create Building Safety Cases to evidence the safety management systems and action plans to remediate risks.		NEW TITLE Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for buildings above 18m and 11-18m buildings	30-Sep-24	100%
4. Progression of a plan of action to meet requirements is underway through the Head of Business Development and Programme Lead (Residential Building Safety).		Building safety – Finalise and implement overarching resident engagement strategy	31-Dec-24	80%	
			Building safety – Finalise and implement per block resident engagement strategy	31-Dec-25	40%
<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>Bristol City Council continues to make improvements in evidencing compliance and reducing risks. These improvements include the Building and Fire Safety Board which monitors performance and necessary actions to mitigate risk to life. Formal engagement with the Emergency Panning Response Team along with Avon Fire Rescue Services to share and cross reference information held. We also discuss actions from inspections that need to be mitigated and lessons learnt. FRAs are 100% compliant and we have now introduced a New IT system to ensure we have one source of data for FRAs. We continue to engage positively with the Regulatory Social Housing, Avon Rescue Fire Services, and residents on our improvement journey. In development is BCC Resident Engagement for Building Safety. This has been developed with resident communication group. Next steps strategy on governance pathway and wider corporate consultation in January 25 with a view to publish in March 25. We have also undertaken pilot individual block engagement strategies which will form part of lessons learnt on how we undertake bespoke engagement across our high-rise buildings. Whilst we continue to make these improvements, they do not enable us to reduce the score at present from 21. However, as evidence of their effectiveness are demonstrated it is hoped that the overall risk score will reduce in the future reporting periods.</p>				

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 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</p> <p>Likelihood = Almost Certain 4 Impact = Critical 7</p>	 <p>Likelihood Impact</p>	<p>14</p> <p>Likelihood = Unlikely 2 Impact = Critical 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 Person Centred Fire Risk Assessments (PCFRAs). 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 Housing health and safety rating system (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 Leadership Team and Homes & Housing Delivery Committee 		<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 buildings above 18m and 11-18m 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>31-Dec-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>80%</p> <p>80%</p> <p>40%</p> <p>100%</p> <p>80%</p>	

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 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 	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	Elec Safety - Improve access rates and ability to undertake electrical tests in tenants' properties	31-Dec-24	100%
	10. Safety Servicing and safety inspection programmes are in place and oversight of performance being undertaken by the H&CSP	Fire Safety - Assurance that 3rd party landlords (managing agents and freeholders) are completing FRAs in order to meet their compliance obligations	28-Feb-25	30%
	11. Savills appointed as a 'Critical Friend' to support the Programme Board to undertake their oversight role of the Housing & Consumer Standards Programme	Fire safety - Carry out outstanding FRAs prioritising those most overdue.	26-Sep-24	100%
	12. The 2024/25 approved budget includes for enhanced landlord compliance teams	Fire Safety – Commission and implement comprehensive fire door inspection programme (only partially in place)	31-Mar-25	80%
		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	31-Mar-25	85%
		Fire Safety - Ensure all FRA remedial actions are captured and managed - Implement IT system to control FRA remedial actions	06-Sep-24	100%
		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 Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 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.		
Risk Owner(s): Executive Director Growth and Regeneration; Director Housing and Landlord Services		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	31-Mar-25	10%
Committee: Homes and Housing Delivery		Asbestos Safety - New revised Corporate Safety Policy for asbestos (NEW)	31-Mar-25	99%
Strategic Theme Our organisation	Summary of Progress: The implementation of the Housing Consumer Standards programme and the dedicated programme board has strengthened compliance delivery, oversight and governance. However, significant landlord compliance failures remain in a number of areas as outlined in the regular Homes & Housing Delivery Committee updates. The areas of non compliance continue to represent a significant risk.			

Appendix A1 – Homes and Housing Delivery Committee Corporate Risk Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 2024)

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	Opportunity Likelihood	4	Almost certain	
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)		3	Likely	
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)		2	Unlikely	
	Rare	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 Register Q3 2024-2025 (Reporting period 4 Sept to 3 Dec 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.