

Imperial Apartments Risk Register

Negative Risks that offer a threat to Bristol City Council Housing Options and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date risk ends
IA/F/001	Not achieving Nominations targets during lease-up (the period during which BCC are agreeing to Nominate 216 Tenants) period.	Lack of interest and take up, limited resource to identify clients and process referrals, if not able to list properties on Homechoice	BCC has to pay rent on flats we haven't provided a nomination for within agreed timescales. Links to void loss (IA/F/002) risk below. Results in additional financial loss to BCC that exceeds budgeted and approved amount for voids.	Open	Financial	Paul Sylvester	Identifying clients has already commenced (OMG's, pathways for e.g.), dedicated resource from PRT in place to market and promote to clients and services, raising interest from people in local community (paragraph in residents letter), daily morning meeting to monitor progress	v	2	3	6	1	3	3	31/10/2020	
IA/F/002	Exceeding budgeted void loss provision.	Not providing nominations within 5 day target, could mainly be due to resource issues, short timescale in which to identify and nominate a client, possible ongoing lack of client interest in scheme. Possible that Caridon may not alert BCC to re-lets with adequate notice. Tenant abandonments/mutual agreed surrender may present us with immediate voids to fill with limited lead up time and notification.	Unexpected and unapproved additional financial loss to BCC that exceeds budgeted and approved amount.	Open	Financial	Paul Sylvester	Early agreement of clear voids and re-let process to include early notification from caridon to BCC when someone gives notice/tenant served notice, and specific arrangements re abandonments/mutual surrenders. BCC to keep ongoing wait list within both PRT and Home choice for people wanting/being suitable for a vacancy at Parkview. Contracted expectations regarding timescales for Caridon to alert BCC to a re-let coming up as well as exemptions from void target for hard to let flats and abandonments/mutual surrender.	v	2	1	2	1	1	1	01/09/2023	
IA/F/003	Source of funds for contracted capital spend commitment are not identified	All possible sources for capital spend for the scheme are already committed elsewhere or not permitted for this use.	Unable to fill terms of contract with Caridon relating to capital spend. Improvements on the development are delayed or do not happen resulting in negative impact on wellbeing of residents and stability of the scheme (e.g. limited facilities, resident complaints)	Open	Financial	Julian Higson	Bid for some of the committed funding through MHCLG Next Steps capital bid (though being awarded this through Next Steps over other submissions is unlikely). Identify unspent capital within Growth and Regeneration that fits brief.	<>	1	1	1	1	1	1	01/08/2023	
IA/F/004	Bad debt loss exceeds budgeted amount	Tenants move in that cannot sustainably afford tenancies. Poor management of rent collection and arrears by Caridon, impact of abandonments and evictions (long process to end tenancy whilst rent arrears accruing). BCC do not have adequate oversight of escalating and unresolved rent arrears. High damages claims from deposit/bond so rent arrears cannot be claimed	Unexpected and unapproved additional financial loss to BCC that exceeds budgeted and approved amount. Also risk of damaged relationship with Caridon (is 50/50 liability, has cause and effect both ways)	Open	Financial	Paul Sylvester	BCC viewing and agreeing Caridons rent collection and Management policies and procedures. Good assessment, preparation and ongoing support of clients (income and expenditure, benefit maximisation, debts, money advice) good communication information sharing between Caridon and BCC teams (key specific people identified), setting up of Operational Management Group, Project Manager in place to oversee and monitor arrears and bad debt, Caridon to send monthly reports, links into resettlement floating support, WRAMAS (Welfare Rights and Money Advice Service) and other advice agencies.	v	2	1	2	1	1	1	01/08/2023	
IA/F/005	Financial loss to BCC for claims for damages in deposit bonds (this is only relevant where those who have BCC bonds have not fully repaid their loan agreement)	Tenants with BCC bonds either do not make repayments to BCU loan or are unable to fully repay loan during tenancy term due to low instalment payments. Generally a higher risk of level and cost of damages in tenancies for homelessness move on client group. .	Additional financial loss to BCC	Open	Financial	Paul Sylvester	Sufficient assessment, preparation and resettlement of clients to ensure deposit bond loans are affordable and repayments are set up. Ensure there is adequate ongoing follow up and monitoring of loans with Bristol Credit Union in order to identify those not repaying loans and address with relevant tenants. BCC to inspect properties at start and end of tenancy and sign off inventory check in and check out. Clear contractual agreement with Caridon about what they can and cannot claim for. Identify clients who will need/benefit from improving independent living skills. Possible for BCC and Caridon to run a "managing and looking after your new home" workshop.	<>	3	1	3	2	1	2	01/08/2023	
IA/F/006	Not successful in getting Project Manager and, Housing Officer post paid for in MHCLG bid. (bid is for half the costs of these posts).	Overall ask to MHCLG in bid is very high. BCC unlikely to get all parts of bid submission awarded. MHCLG may deem these posts not aligned with bidding criteria	Cost of required posts falls to BCC.	Open	Financial	Paul Sylvester	This post is already approved internally and in cabinet report as expected expenditure and is not reliant on MHCLG bid. Any award from MHCLG will be beneficial but is not critical. There are no mitigations that can be undertaken. It is at the discretion of MHCLG what they fund and what they do not. Pre-submission conversations have however been had with Bristol's MHCLG representative regarding what we are intending to bid for and there are no known concerns.	v	3	1	3	3	1	3	01/08/2023	
IA/F/007	Not successful in getting funding from MHCLG bid for voids and bad debt. (bid is for half the budgeted voids and bad debt loss)	Overall ask to MHCLG in bid is very high. BCC unlikely to get all part of bid submission funded. MHCLG may deem this not aligned with bidding criteria and/or not priority	Full cost of voids and bad debt loss falls to BCC	Open	Financial	Paul Sylvester	Expected voids and bad debt costs for Imperial apartments are losses already budgeted for and in cabinet report for approval. Any award from MHCLG will be beneficial but is not critical. There are no mitigations that can be undertaken. It is at the discretion of MHCLG what they fund and what they do not. Pre-submission conversations have however been had with Bristol's MHCLG representative regarding what we are intending to bid for and there are no known concerns.	<>	3	1	3	3	1	3	01/08/2023	
IA/R/001	BCC are negatively scrutinised and portrayed in media and public eye for using permitted development housing and housing that falls below normal space standards	Permitted housing developments are largely unapproved of and have negative press.	Damage to BCC reputation (public, sector, partners etc.), may cause clients to not want to move to Imperial Apartments and/or services to recommend people don't (this then links to voids financial risk), could increase risk of negative reaction from local community of BCC using site to house people in housing need.	Open	Reputational	Paul Sylvester	There is little we can do to mitigate this risk, we can only be ready and able to comment about our sound motivations, justifications and rationale for collaborating with Caridon on Imperial Apartments.	<>	4	5	20	4	3	12	01/08/2023	

IA/R/002	Negative reaction from local community, particularly, if there are any major issues on site due to numbers of people with homelessness history being housed in one large accommodation block - e.g. increase antisocial behaviour, crime, substance misuse	The Imperial Apartment lettings plan is not sufficient to create overall aims for the scheme and for the scheme to be a success, Caridon do not work fully in partnership and/or do not manage the scheme well, BCC makes unsuitable nominations, not enough ongoing BCC oversight and monitoring.	Lack of support for Imperial Apartments from local community and councillors, potential for negative media press, scheme does not integrate well into the area and community.	Open	Reputational	Paul Sylvester	Full information sharing and engagement with the local community from the outset, forge good links and communication with local councillors/police/businesses etc., encourage concerns from community to be fed back (range of forums), proactive ongoing collaboration with Caridon and other key stakeholders, 12month Project Manager resourced to oversee and monitor the scheme in first year and BCC management committee thereafter.	v	2	3	6	1	3	3	01/08/2023
IA/R/003	Impact of BCC working with a profit making organisation and one that has had negative media coverage	Caridon have already been portrayed negatively in media.	Damage to BCC reputation and relationship with public, councillors, media, partners, other key stakeholders.	Open	Reputational	Paul Sylvester	BCC communications team, senior executives and key managers all involved to be able to effectively respond to public and media enquiries.	<>	4	5	20	4	3	12	01/08/2023
IA/R/004	If scheme not a success there is risk of loss of damage to BCC's reputation and relationship with partners, voluntary sector and other relevant organisations involved in supporting people who are homeless/private sector tenants (e.g. shelter, acorn)	Imperial Apartment Lettings Plan is not sufficient to create overall aims for the scheme, Caridon do not work fully in partnership and/or do not manage the scheme well, BCC makes unsuitable nominations, not enough ongoing BCC oversight and monitoring.	Damage to BCC reputation and relationship with partners, voluntary sector and other relevant organisations involved in supporting people who are homeless/private sector tenants. Could result in large increase in appeals, complaints, legal challenges.	Open	Reputational	Paul Sylvester	Lettings plan in place and reviewed regularly, making fully suitable nominations, not using scheme to house anyone with medium or high support needs, ongoing support services in place for those that need, robust processes in place, operational management group, sufficient BCC resource ongoing to ensure ongoing involvement and oversight of scheme, early engagement and information sharing with key partners and stakeholders.	<>	2	5	10	1	5	5	01/08/2023
IA/C/001	Increase of crime, antisocial behaviour and drug/alcohol misuse onsite and in area.	The nominations and mix of tenants create an unbalanced community. Residents with higher support needs, or increased support needs than originally assessed live at Imperial Apartments and cause or attract (through networks and associates) increased crime, antisocial behaviour and drug/alcohol misuse in area.	People living on in the scheme and in the local community are directly impacted by increased crime, antisocial behaviour and drug/alcohol misuse caused by residents at Imperial Apartments. Local residents feel that Imperial Apartments itself is unsafe and impacts negatively on the local community. Residents feel unsafe and unable to enjoy living in a balanced community.	Open	Communities. Service Provision	Paul Sylvester	Resettlement and floating support services on site to provide person centred support aimed to prevent and reduce issues of crime, antisocial behaviour and drug/alcohol misuse. Setting up of Operational Management Group, Project Manager in place to oversee and monitor arrears of such issues. Security will be provided on nights with spot checks during the day on weekends for the first six months subject to review. There are internal and external CCTV cameras. Community Engagement officers employed to integrate the scheme into the local community. Setting up of Operational Management Group, Project Manager in place to oversee and monitor arrears of such issues. While preventing evictions is paramount, communications will have an evictions policy if no other mitigation option is available.	v	1	3	3	1	3	3	01/08/2023
IA/C/003	Those clients with medium support needs impacting negatively on those with lower support needs/in recovery	Clients with high or increasing support needs are not able to receive the support they need at the scheme. Clients needs are not taken fully into account when nominations are agreed, for example, nominating a person who is in a relatively early stage of recovery next door to someone who is further down the line of recovery.	Residents with low or no support needs find they are negatively impacted by the support needs of others and as a result their support needs increase or their recovery journey is hampered. Such resident's mental health and wellbeing subsequently deteriorates.	Open	Service Provision	Paul Sylvester	As per the Lettings Plan, only clients who are able to live independently and present with low support needs will be nominated into the scheme. Resettlement and floating support services on site to provide person centred support to those who need it or are at risk of being negatively impacted by higher risk residents.	v	1	3	3	1	3	3	01/08/2023
IA/C/005	Clients not wanting to be housed in scheme	For some clients being nominated into the scheme, this offer will be their only option for housing assistance from the local authority.	This client group are at risk of abandoning their properties if they continue to dislike living at the scheme, and possibly returning to rough sleeping. This would have both a financial impact to the scheme (if abandoned tenancy) and a personal and social impact (if return to homelessness).	Open	Service Provision	Paul Sylvester	As far as possible clients who want to live in the scheme and in the locality will be nominated into Imperial Apartments. Resettlement and floating support can help residents find person centred solutions to settling into a new area and community.	<>	2	1	2	2	1	2	01/08/2023
IA/C/007	People being housed away from usual support networks and services	People are nominated for Imperial Apartments despite them not requesting to live in the area, due to housing supply and availability issues.	Residents feel isolated and struggle to integrate into a new community. This could impact on resident's mental health and wellbeing and general community cohesion.	Open	Service Provision	Paul Sylvester	On site staff and support services for resettlement and floating support can help residents find person centred solutions to settling into a new area and community. Imperial Apartments include communal areas and courtyards which can aid community building. The scheme is also easily accessible to numerous local amenities and transport links into Bristol city centre.	v	2	3	6	1	3	3	01/08/2023
IA/C/008	With current increased risk of Domestic Violence, there could be people living in the block who are particularly vulnerable and susceptible.	Current Covid restrictions mean more people are working from home or are unemployed or furloughed which is adding pressure on families who are sharing spaces all for longer periods of time than normal.	Vulnerable families in the block (and particularly women and children) could experience domestic abuse and violence from partners and family members.	Open	Service Provision	Paul Sylvester	Support staff and management staff at Imperial Apartments will be on site to respond to concerns of domestic violence. Vulnerable families will have resettlement and floating support as needed. Security will be provided on nights with spot checks during the day on weekends for the first six months subject to review. There are internal and external CCTV cameras.	^	2	3	6	1	3	3	01/08/2023
IA/SP/001	Covid outbreak in block	Covid infection brought into the scheme by a resident or visitor. Poor/irregular cleaning and sanitising operation in place in the communal areas.	Residents, visitors and staff becoming exposed to and contracting the virus. The virus could spread rapidly throughout the block if not contained adequately. Other residents may experience anxiety if the virus was in the block. Staff offering property management and resident support may be restricted from accessing Imperial Apartments resulting in a (temporary) reduction in resident support.	Open	Service Provision	Paul Sylvester	Caridon (with support and guidance from BCC where needed) will formalise Covid policy and procedure in the block. This will include cleaning of communal areas and what to do if a outbreak occurs.	v	1	3	3	1	3	3	01/09/2020

IA/SP/00 2	Impact on health and wellbeing of tenants being housed in flats which fall below normal space standards and that are generally very small.	Where layout and property specifications of apartments and communal areas do not meet normal space standards. Clients not matched to an appropriate flat based on household size, age and makeup when nominated.	The mental health and wellbeing of residents become impacted by small private living space. Household tensions escalate if flats are too small for their household makeup.	Open	Service Provision	Paul Sylvester	Rigorous nominations process will take into account each household's age, size and makeup and match flat options appropriately. The scheme includes four outdoor courtyard's and four indoor communal areas for residents to use.	<>	2	3	6	2	3	6	01/08/2023
IA/SP/00 1	Challenges in settling people into the accommodation (e.g. furniture, affording internet, travel expenses)	Clients are misinformed about the costs of moving into and living at the scheme, prior to signing up for a tenancy. A clients support needs around budgeting are missed by BCC/support services and a tenant does not have the support they need to manage their finances.	Financial stresses and strains impact on a residents mental health and wellbeing. Negative impacts on the relationship between clients and BCC PRT where clients feel unsupported and misinformed.	Open	Service Provision	Paul Sylvester	Clients will fill out finance and expenditure forms pre-nomination and be fully informed of the costs of moving in and living at Imperial Apartments. Resettlement and floating support will be allocated to residents who need it and tailored to their needs. Where possible these services will support clients to source grants and funds to acquire what they need for moving in and living. A client incentive fund and hardship fund will also be set up to support clients with moving in and living costs where needed.	v	1	1	1	1	1	1	01/08/2023
IA/EQ/00 1	Block not suitable for wheelchair users	Property specifications and fittings not being suitable for wheelchair users. For example, no flats have wet rooms.	Restricts access for wheelchair users. Restricts visiting access for friends and families of residents, who are wheelchair users. This could limit a residents support network and impact on resident's wellbeing.	Open	Equalities	Paul Sylvester	Private rented team to ensure people who use wheelchairs will be appropriately placed elsewhere and are not nominated to Imperial Apartments.	<>	4	3	12	4	3	12	01/08/2023
IA/EQ/00 2	Suitability for people with mobility issues (only two lifts in block, long corridors)	Where layout and property specifications of apartments and communal areas restrict ease of access for people with mobility needs. Clients not matched to an appropriate flat based on mobility needs when nominated.	Restricts access to scheme for residents with medium to high level mobility issues. Restricts visiting access for friends and families of residents who may have mobility issues. This could limit a residents support network and impact on resident's wellbeing.	Open	Equalities	Paul Sylvester	Rigorous nominations process will take into account each client's mobility needs and match flat options appropriately. Residents group to meet regularly and feedback to Caridon regarding any access issues and improvements that can be made. The development is located close walking distance to local amenities (10 minute walk to nearest supermarket) and has a bus stop (M1 Metrobus network) outside of the entrance.	v	3	3	9	3	3	9	01/08/2023
IA/EQ/00 3	Discrimination and hate incidents could occur towards people because of their race and ethnicity, religious belief, gender reassignment, sexual orientation, disability or age.	Lack of diversity in the locality may mean increased likelihood of discrimination and hate incidents for people from ethnic minorities who are housed at the scheme. This could also mean that cultural or religious needs of the residents are not met.	Residents experience discrimination and hate incidents. Residents feel unsafe and their cultural and religious needs go unrecognised or unmet in the local area and in the scheme.	Open	Equalities	Paul Sylvester	Equalities impact assessment has been undertaken and will be reviewed/updated as necessary. The staff and teams based at the scheme (and floating support) to support clients. Can support clients to access the police and hate crime support if needed. Security will be provided on site. There are internal and external CCTV cameras. Resettlement and floating support services on site to provide person centred support.	<>	1	3	3	1	3	3	01/08/2023