

Cheltenham Borough Council

Cabinet Housing Committee – 13 November 2024

Strategic Housing Risk Register

Accountable member:

Councillor Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Claire Hughes, Director of Governance and Customer Services

Ward(s) affected:

N/A

Key Decision: No

Executive summary:

- This report provides a copy of the Council's Strategic Housing Risk Register detailing strategic housing risks as at 30 October 2024.
- The register has been prepared in consultation with Risk Managers and the Senior Leadership Team.
- Moving forward the register will detail risk movements since the last formal report enabling Members to track CBC's housing risk profile.

Recommendations:

The Cabinet Housing Committee note the Strategic Housing Risk Register.

1. Implications

1.1 Financial, Property and Asset implications

Poor risk management can lead to increased financial costs therefore it is important to have a robust processes in place.

Signed off by: gemma.bell@cheltenham.gov.uk.

1.2 Legal implications

There are no specific legal implications arising from the report and its recommendations. It is fundamental

that the Council has an embedded risk management framework which considers the identification, recording, and management of risks to the Council in the delivery of its housing services.

Signed off by: One Legal

1.3 Environmental and climate change implications

Leveraging the requirement to complete Climate Impact Assessment to support decision making, alongside a Risk Management programme specifically for climate and flood risks, an effective risk management framework across projects, programmes and business activities will ensure that climate implications are considered, relevant risks highlighted, and mitigations controls put in place.

Signed off by: maizy.mccann@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to all Corporate Plan Priorities as effective risk management is essential to the achievement of CBC plan.

Signed off by: claire.hughes@cheltenham.gov.uk

1.5 Equality, Diversity and Inclusion Implications

Good risk management across all aspects of our business should ensure Equality, Diversity and Inclusion implications are considered and any risks are highlighted, and controls put in place to mitigate.

2 Background

2.1 Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the Council achieving its priorities and objectives.

2.2 The Council has a Risk Management Policy, reviewed in October 2024, that sets out the approach to risk management including the roles and responsibilities for Officers and elected Members. The policy also details the processes in place to manage risks at corporate, operational and project levels.

2.3 This strategic housing risk report is provided to the Cabinet Housing Committee detailing strategic housing risks. A broader, corporate risk report is reported to the Audit, Compliance and Governance Committee.

2.4 This is the first housing specific risk report. Future reports will include a narrative outlining changes to risks and scores since the last formal report. This will allow the committee to track movements in our housing risk profile.

2.5 The risk register covers:

- Risk status.
- Risk details.
- Risk manager.
- Current risk score (impact & probability).

- Change from last assessment.
- Risk action.
- Details of any controls in place to mitigate the risk.
- Risk review date.

2.6 A copy of the risk register is attached at appendix 1, however for ease they are:

- **Stock Condition Data** - If there is a failure to maintain accurate, in date stock condition data then this means we are unable to plan spend, evidence investment, demonstrate accurate decent homes data and provide assurance that tenant's homes are safe.
- **Housing Regulatory & Legal Requirements** - If we fail to meet regulatory and legal requirements, specifically the Regulator for Social Housing consumer standards and the Housing Ombudsman Complaints Handling Code then this may result in intervention and reputational damage.
- **Property Compliance** - If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.
- **Housing Properties Health & Safety** - If we do not manage health and safety management of our housing properties, then we may be putting tenant at risk of serious injury or death.
- **Tenant Satisfaction** - If there is a decline in the quality of services delivered to tenant's, then this may result in reduction in customer satisfaction (evidenced through the TSMs).
- **Housing Revenue Account** - If the housing revenue account becomes unviable then this may result in the council being unable to fund service delivery, investment in existing homes and the delivery of new housing.

3 Sector Risk Profile

3.1 In October 2024 the Regulator of Social Housing published its latest version of the [Sector Risk Profile](#), setting out its view of the most significant sources of risk to landlords ongoing compliance with the regulatory standards.

3.2 The risks are centred about 3 key areas: existing stock and service quality, development and sales, finance and treasury management.

3.3 Members can access the risk profile in full by following the link provided. However, a high level summary of each area is set out below.

3.4 Existing stock and service quality: Risks in this area centre around matters such as health and safety, stock quality, data integrity, costs and access to skilled labour, rent setting, rental income and arrears, cyber security and supported housing. Specifically highlighted are the ongoing risk around fire remediation works and stock meeting the decent homes standard, both of which are captured within our own strategic housing risk register.

3.5 Development and sales: Risks in this area centre around low-cost home ownership and market sales, fixed assets sales and construction process risk. As these risks relate largely to construction and disposals they generally fall outside the remit of this committee.

3.6 Finance and treasury management: Risks in this area centre around debt, alternative funding models, pensions and fraud. These risks are all managed across the council at a strategic and operational level. Members will receive a report regarding the specifics of housing related fraud in due course.

3.7 Throughout the profile there is great emphasis placed on the importance of the committee understanding risks and obtaining appropriate levels of assurance. We will continue to work with the committee to develop our approach to risk and also to our reporting to ensure that members are able to feel properly informed and assured in all areas of our housing services.

4 Alternative options considered

4.1 None

5 Consultation and feedback

5.1 Risk Managers and Leadership Team.

6 Key risks

6.1 None.

Report author:

Claire Hughes, Director of Governance and Customer Services

Appendices:

i. Risk Register

Background information:

[Sector Risk Profile – October 2024](#)