

HOUSING BUSINESS PLAN 2022–2025

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan priority of **HOUSING**.

The Corporate Plan prioritises local community needs and resources are directed towards the things that are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Housing Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

The Council's Vision for Broxtowe is 'greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

- Going the extra mile: **a strong, caring focus on the needs of communities**
- Ready for change: **innovation and readiness for change**
- Employees: **value our employees and enable the active involvement of everyone**
- Always improving: **continuous improvement and delivering value for money**
- Transparent: **integrity and professional competence**

The Council's Priorities and Objectives for Housing are 'a good quality home for everyone':

- Build more houses, more quickly on under used or derelict land.
- Invest to ensure our homes are safe and more energy efficient.
- Prevent homelessness and help people to be financially secure and independent.

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Business Strategy	Deigned to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	March 2023	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Housing Strategy 2020-2024	Provides the plan for the future direction of the housing service	June 2024	Head of Housing
Housing Revenue Account Business Plan	Summary of analysis of stock condition, current and future finances, priorities for action and targets for improvement	Updated annually	Head of Finance Services
Housing Delivery Plan	Sets out how the Council will build or acquire more housing to add to the HRA housing stock	Reviewed annually	Housing Delivery Manager
South Nottinghamshire Homelessness and Rough Sleeping Strategy 2021 - 2027	Plan for existing and future needs of homeless in Broxtowe. With a focus on homelessness prevention and rough sleeping	April 2024	Housing Operations Manager
Engagement Strategy 2022 - 2024	Provides details of methods, level and standards of consult and engage our tenants	April 2024	Housing Services and Strategy Manager
Neighbourhood Strategy 2022-2024	Sets out a framework for how we will manage our neighbourhoods	April 2024	Housing Operations Manager
Garage Strategy 2020-2024	Sets out a framework for how we will manage the Council's garage stock	June 2024	Housing Services and Strategy Manager
Empty Homes Strategy 2020 -2024	Sets out the Council's approach to bringing long term empty private dwellings back into use	April 2024	Chief Environmental Health Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Health and Wellbeing Strategy for Nottinghamshire 2018-22	Sets out the priorities for the Health and Wellbeing Board for Nottinghamshire to improve the health and wellbeing of its residents	December 2022	Housing Services and Strategy Manager
Broxtowe Corporate Anti-Social Behaviour Policy	Provides details on how the Council will tackle anti-social behaviour (ASB)	January 2024	Chief Executive
Housing Allocations Policy	Provides details on how the Council will allocate properties	November 2022	Housing Operations Manager
Tenure Policy	Sets out the tenancies that will be offered by the Council	June 2024	Housing Operations Manager
Rent Collection Policy	States the clear guidelines which officers will work towards when recovering rent arrears	September 2024	Income and Housing Manager
Broxtowe Core Strategy	Strategic level planning document	2028	Head of Planning and Economic Development
Broxtowe Disabled Facilities Grants Policy	Details the Council's approach to dealing with Disabled Facilities Grants	June 2023	Chief Environmental Health Officer
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal.	Reviewed regularly by working group	Executive Director

A full list of Housing policies is on the Council's intranet.

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Objective (Ho1) – Build more houses, more quickly on under used or derelict land

Planning and Development Services

- Development Control
 - Pre-application advice and process applications for planning permission
- Planning Policy
 - Monitoring of land information through SHLAA;
 - Making better use of statutory powers to bring forward housing development, including Compulsory Purchase

Housing Strategy and Performance

- Housing Strategy
 - Monitor demand for affordable housing in different areas of the Borough
 - Monitor progress of the Housing Strategy 2020-2024
 - Facilitate the work of the Garage Working Group, to identify garage sites for development
 - Work with registered providers and Homes England to increase development in the borough
- Performance
 - Monitor performance of Business Plan

Housing Operations

- Allocations
 - Provide information on waiting list demand
 - Increase access to accommodation and enable people to access accommodation that meets their needs

Asset Management

- Capital Works
 - Undertake major refurbishment works
 - Carry out upgrades to central heating provision, energy efficiency, structural remedial works
 - Provide a project management service to other Directorates
 - Identification of potential development land for housing development

Private Sector Housing

- Private Sector Housing
 - Identifying empty private sector houses and bringing them back into occupation

Objective (Ho2) – Invest to ensure our homes are safe and more energy efficient

Housing Operations

- Neighbourhoods
 - Effectively manage ASB cases to enable residents to quietly enjoy their homes
 - Ensure estates are safe, clean and maintained to a high standard
- Housing Options
 - Focus on prevention of homelessness
 - Liaise with private landlords to secure tenancies in the private sector
 - Effective management of temporary accommodation
- Allocations
 - Allocate properties in accordance with Housing Allocations Policy, ensuring pre-tenancy checks are completed
 - Assess tenant needs prior to commencement to achieve sustainable tenancies

Independent Living

- Independent Living
 - Support tenants to live independently in their home and help vulnerable tenants to maintain their tenancies
 - Effectively manage ASB cases to enable residents to quietly enjoy their homes
 - Reduce social isolation and promote health and wellbeing

Asset Management

- Housing Repairs
 - Provide an efficient and effective service of reactive maintenance in response to tenant requests
 - Ensure compliancy with the Gas Safety (Installation and Use) Regulations
 - Complete an effective system of inspections including post inspections
 - Provide high standard of inspections for electrical testing, legionella and lift servicing
- Capital Works
 - Implement Capital Investment Programme including safety and energy efficiency measures for HRA stock

Housing Strategy and Performance

- Housing Strategy
 - Complete research to ensure that decisions made by Housing Services are based on accurate information
- Performance
 - Monitor performance and make recommendations for improvements
 - Monitor performance of Business Plan

- Leaseholder Services
 - Effectively co-ordinate and manage leases ensuring an effective service is delivered
 - Ensure legal compliance
- Engagement
 - Develop methods to publicise involvement and promote awareness
 - Monitor scrutiny of services by residents

Community Safety

- Tackle Crime and Anti-Social Behaviour
 - Work with Housing Team and Police to reduce crime and anti-social behaviour in housing areas

Private Sector Housing

- Private Sector Housing
 - Ensure that dwellings in the private sector are free of hazards which pose a risk to the occupants
 - Licence appropriate Houses in Multiple Occupation and ensure they are properly managed

Objective (Ho3) – Prevent homelessness and help people to be financially secure and independent

Income

- Income
 - Support tenants to sustain their tenancy by providing financial inclusion advice
 - Early intervention when rent issues arise

Private Sector Housing

- Private Sector Housing
 - Facilitate adaptations to the homes of disabled people in the private sector

Housing Operations

- Housing Options
 - Focus on prevention of homelessness
 - Liaise with private landlords to secure tenancies in the private sector
 - Work to increase number of Council owned temporary accommodation units
- Neighbourhoods
 - Create sustainable tenancies through pro-active work
 - Help tenants with additional support needs including mental health issues to maintain their tenancies
 - Promote tenancy sustainment through decreasing instances of possession action and encouraging responsible awareness of tenancy liabilities for tenants through increased engagement

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Service Data / Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
Homelessness applications received (HSDData_01)	426	290	192	COVID measures included a stay on evictions and extended notice periods, which lead to tenants continuing to occupy homes which they previously would have left.
Homelessness acceptances (HSDData_02)	24	39	64	Definition of 'acceptances' has been amended. If updated definition was used, 2019/20 figure would have been 59, and 2018/19 would have been 64, so figure is comparable with previous years.
Housing advice interviews undertaken (HSDData_03)	545	474	250	Similar to the reduction in homelessness applications, there has also been a reduce in advice sought due to the impact of COVID measures.
Lifeline referrals (HSDData_05)	819	890	813	Figure is total number of Lifeline customers, not new referrals
ASB cases (HSDData_07)	192	128	119	
Properties sold under Right to Buy (HSDData_08)	37	17	16	
Flats sold on a lease under Right to Buy (HSDData_09)	10	0	4	
Housing applications received (HSDData_11)	931	1,377	1,217	
Tenancies allocated (HSDData_12)	279	309	299	
Repair requests (HSDData_13)	12,072	12,923	13,580	
Evictions for ASB (HSDData_24)	1	0	0	
Notices of Seeking Possession (NOSP) served for ASB (HSDData_25)	8	9	18	Although there has been a slight decrease in total number of cases, serious ASB requiring legal action has increased

Service Data / Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
General Needs Units (HSData_27)	3,009	2,996	3,049	Increase due to change of stock from Independent Living to General Needs
Independent Living Units (HSData_28)	1,411	1,411	1,352	Decrease due to change of stock from Independent Living to General Needs
Leaseholders (HSData_29)	295	293	296	Change due to 4 flats being purchased under RTB and 1 flat being acquired.
Council Garages (HSData_30)	850	843	828	Decrease due to demolition for new build sites
Five-year HMO Licences issued annually (HSData_31)	36	70	37	This will peak in 2019/20 due to change in legislation, and then again between 2022/23 and 2024/25 when the five year cycles are repeated
Evictions for rent arrears (FRData_32)	15	5	1	Low figure, partly due to COVID restrictions and partly due to change in early intervention approach
Notices of Seeking Possession (NOSP) served for rent arrears (FRData_36)	175	217	63	Low figure, partly due to COVID restrictions and partly due to change in early intervention approach

CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders work corporately and have **defined** the **outcome objective** for each priority area and have **identified outcome indicators** that are **Critical Success Indicators**.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	302	236	267	430	430	430	Head of Planning and Economic Development
New Council houses built or acquired (HSLocal_39)	-	-	11	23	23	23	Housing Delivery Manager During 2020/21, the Council acquired 9 properties, consisting of 4 x 2-bed properties; 4 x 3-bed properties and 1 x 4-bed property. The Council has also built two dementia friendly bungalows.
Overall satisfaction with the service provided (HSTOP_01)	95%	89%	80%	90%	89%	90%	Head of Housing Satisfaction levels have decreased, target to increase back to 2019/20 levels
Gas safety (HSTOP_02)	99.9%	99.9%	99.2%	100%	100%	100%	Housing Repairs and Compliance Manager
Rent collected as a percentage of the rent owed (BV66a)	99.9%	99.8%	102.8%	99%	99%	99%	Income and Housing Manager Although performance has been above target, is expected to decrease due to increased challenges such as Universal Credit and increase in household bills for tenants

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSlocal_42)	-	-	-	70%	70%	70%	Housing Operations Manager

OTHER PERFORMANCE INDICATORS

Priority leaders also identified two further sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites (NI159)	78%	100%	100%	100%	100%	100%	Head of Planning and Economic Development
No. of Residential Planning Commitments (DSData_20)	-	834	834	950	950	950	Head of Planning and Economic Development 2019/20 is baseline year. Number of residential units approved through planning permissions.
Numbers of homeless households housed outside of the Borough in temporary accommodation, over 7 days (HSLocal_40)	-	-	64	0	0	0	Housing Operations Manager Wording amended to reflect that households may stay in accommodation outside the borough if they present outside of office hours and for triage of circumstances before they move to suitable temporary accommodation.
No. of affordable homes provided (NI 155)	43	16	38	85	85	85	Head of Planning and Economic Development
Average Relet Time – General Needs (HSTOP_03)	-	27 days	37 days	20 days	20 days	20 days	Housing Operations Manager
Average Relet Time – Independent Living (HSLocal_03a)	-	57 days	114 days	40 days	40 days	40 days	Housing Operations Manager

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reactive repairs - appointments kept (HSLocal_BM05)	97%	96%	98%	98%	98%	98%	Housing Repairs and Compliance Manager
Electrical compliancy (HSLocal_29)	97%	99%	98%	100%	100%	100%	Housing Repairs and Compliance Manager
Identify five Private Sector dwellings to implement a plan to return into occupation or demolish (HSLocal_11)	33	28	6	25	5	5	Chief Environmental Health Officer Performance Measure redefined to reflect the work undertaken. Baseline will be 2022/23.

Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Introductory tenancy visits completed within timescale (HSLocal_30)	-	90.8%	92.3%	92%	92%	92%	Housing Operations Manager
Current tenant arrears as a percentage of the annual rent debit (HSLocal_37)	-	2.3%	1.4%	2.3%	2%	2%	Income and Housing Manager
Void Garages as percentage of let-able garages (HSLocal_32)	-	26%	33%	12%	12%	12%	Housing Operations Manager
Legionella compliancy (HSLocal_33)	-	100%	100%	100%	100%	100%	Housing Repairs and Compliance Manager
Proactive HIMO inspections (ComS_098)	-	-	-	18	18	18	Chief Environmental Health Officer Excludes requests for service /licensing inspections

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council’s Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 ‘Link Key Tasks and Priorities for Improvement to the Financial Budgets’.
- Please identify new ‘**commercial activities**’ in the comments column.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement 10 year housing new build delivery plan HS1922_02	Add to the social housing stock Produce affordable homes to rent	Partnerships with Registered Housing Providers and external consultants	Housing Delivery Manager December 2029	To be achieved through combination of use of capital receipts and commuted sums
Implement Housing Strategy HS2023_02	Improve housing services	All partners and stakeholders	Head of Housing March 2023	Majority of actions to be achieved through existing budgets, where additional budget of resources are required then separate actions will be included in the Business Plan.
Implement Asset Management Strategy HS2124_02	Plan to fully utilise assets held within the Housing Revenue Account	Current external contractors	Head of Asset Management and Development December 2023	Based on information from recent stock condition survey

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement a scheme to make affordable furniture and white goods available to tenants HS2225_01 (New)	Reduction in poverty and people living in unfurnished accommodation	To be procured through framework	Income and Housing Manager September 2022	Cost is recharged to tenant as a service charge, and is HB and UC eligible for tenants that claim benefits. Minimal additional administration, which can be undertaken using existing resources.
Pilot solar panelled scooter stores at Independent Living Schemes HS2225_02 (New)	Support tenants to be independent Use of energy efficient technology	To be procured through framework	Income and Housing Manager September 2022	Previously budget has been spent on providing permanent brick structures. Initial Capital cost is similar, but stores can be moved between sites when required and lower ongoing maintenance costs
Implement new and clearer rent statements and annual rent increase letters HS2225_03 (New)	Provide information in format that is easier to understand Reduction in calls to clarify information provided	Design and Print service available from a number of providers. Also consider in-house design.	Income and Housing Manager December 2022	Current contract costs £15k per year. Expect cheaper solution is available.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Update lease for all leaseholders HS2225_04 (New)	To ensure lease contains all clauses required To be able to manage sub-letting more effectively To be able to manage improvement works more effectively, particularly in regards to fire safety	External legal advice will be required	Head of Housing March 2023	Cost of legal advice and consultation.
Implement new processes and procedures for recharges HS2225_05 (New)	To increase income to the HRA	Work is completed in-house	Housing Repairs and Compliance Manager March 2023	Estimate £20k income
Implement Grenfell Response actions HS2225_06 (New)	To ensure the safety of our residents	To be monitored through Grenfell Response meetings	Head of Housing Head of Asset Management and Development	As new specifications and guidance is introduced likely to be additional work required.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07 (New)	To prevent homelessness and rough sleeping To offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe Partnership with CAB and Broxtowe Youth Homelessness Partnership with commissioned services through Nottinghamshire County Council or through the Rough Sleeper Initiative (RSI)	Housing Operations Manager March 2027	Ringfenced grant is received to provide statutory services to homeless people All actions included in the strategy can be delivered within the grant available.
Introduce a Customer Portal HS2225_08 (New)	To meet the requirements of the White Papers To provide customers with access to housing services	May be external solution or provided using currently available functionality used by other departments	Head of Housing March 2023	The implementation of a Customer Portal is a White Paper requirement. Currently no details of what needs to be included, so cost is an estimate. Initial cost of portal could be offset by reduction in printing and postage costs, especially quarterly rent statements. If a third of tenants opted to view their statements on the portal this could save £1k per quarter.

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
Budget Implications				
Schedule of Rates / Datastox improvements	HS2023_01	-	-	-
Solar panelled scooter stores (Capital)	HS2225_02	-	-	-
Customer portal – <i>estimated</i> £ 5,000	HS2225_08	5,000	-	-
Efficiencies Generated				
Rent statements – quarterly and annual	HS2225_03	(4,000)	(4,000)	(4,000)
-		-	-	-
New business/increased income				
Increased income from recharges	HS2225_05	20,000	20,000	20,000
-		-	-	-
Net Change in Revenue Budgets	NOTE*	21,000	16,100	16,000

* Budget implications to be considered and confirmed once project business cases have been finalised.

6. SUMMARY OF KEY RISKS

Priority leaders have identified three strategic risks for the Business area and ensured that these are considered in the Council's Strategic Risk Register.

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Failure to deliver the HRA Business Plan	Use information from Stock Condition Survey to inform a new Asset Management Strategy
Failure to mitigate the impact of the Government's welfare reform agenda	Income team structure and processes focussed on early intervention when tenants move to Universal Credit
Failure to maximise collection of income due to the Council	De-designation of Independent Living properties to General Needs will reduce void rent loss; Income team to fully utilise RentSense software

The top five risks (strategic or operational) arising from the key tasks and priorities for improvement have also been identified. As part of the project planning process for each key task detailed risk analyses will be undertaken and mitigation actions identified. It is anticipated that there will be 'common themes' identified that are covered by Strategic Risks.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Implement 10 year housing new build delivery plan HS1922_02	Level of building identified in the plan is not delivered	Yes - Risks 2, 3, 8 and 20	Housing Delivery Group established to monitor progress and address any issues
Update lease for all leaseholders HS2225_04 (New)	Lack of engagement from Leaseholders, high level of complaints	Yes – Risks 2, 7 and 21	External legal advice, clear communications plan
Implement Grenfell Response actions HS2225_06 (New)	Cost of work required could be significant	Yes – Risks 2 and 20	Grenfell Response meetings to monitor progress
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07 (New)	Failure to meet the requirements of the strategy due to high turnover of employees	Yes – Risks 2, 20, and 22	Partnership work with other Councils and providers

Risks as extracted from the Strategic Risk Register as at November 2021:

Risk 2: Failure to obtain adequate resources to achieve service objectives

Risk 3: Failure to deliver the HRA Business Plan

Risk 7: Not complying with domestic or European legislation

Risk 8: Failure of Financial Management and/or budgetary control

Risk 10: Failure of key ICT systems

Risk 20: Inability to attract or retain staff with required skills and expertise to meet increasing demands and expectations

Risk 21: Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.

Risk 22: Unauthorised access of data

The latest Strategic Risk Register is available in full at

<https://intranet.broxtowe.gov.uk/finance/risk-management/>