

Directorate Plan 2018-20

Directorate:	Neighbourhoods, Housing and Communities		
Responsible Officer:	Larissa Reed	Last Updated:	06.09.18
Signed off by:	Geoff Raw - Chief Executive	Date:	9 May 2018

Corporate Plan

The purpose of the Corporate Plan is to provide strong civic leadership for the wellbeing and aspiration of Brighton and Hove
We will be successful if we are judged to have delivered:

- **A good life** – ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable
- **A well run city** – keeping the city safe, clean, moving and connected
- **A vibrant economy** – promoting a world class economy with a local workforce to match
- **A modern council** – providing open civic leadership and effective public services

Delivery of this purpose will be evidenced through achieving the Priorities and Principles.

Corporate Plan Priorities		Corporate Plan Principles	
1	Economy, jobs and homes	6	Public Accountability
2	Children and young people	7	Citizen Focused
3	Health and wellbeing	8	Increasing Equality
4	Community safety & resilience	9	Active Citizenship
5	Environmental sustainability		

Directorate Objectives for April 2017 – March 2020	
Mission: Working with you to strengthen individual and community wellbeing	
1	Understanding the diversity of our customers and putting them at the heart of our services
2	Working collaboratively to achieve the best outcomes for the city
3	Ensuring the delivery of, and access to, resilient and responsive services in a time of change and uncertainty
4	Effective use of prevention in all services
5	Improve community well-being and resilience
6	Maximise commercial opportunities and the social value of work
7	Effectively develop and engage with staff across the directorate to deliver change

Key Directorate deliverables

Directorate Objective 1: Understanding the diversity of our customers and putting them at the heart of our services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.1	7	Improve neighbourhoods and the customer experience by implementing a field officer role providing cross service enforcement to meet customer needs, preventing duplication and inefficient use of resources (Corporate Modernisation Project)	Apr 17	Dec 18	Regulatory Services Manager (Environmental Protection)	Police / Fire Service	- Field officers to be in post by June 2018 - Service to go live Sep 18
1.2	7	Review resident and tenant involvement to improve satisfaction with Landlord services	Aug 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	Tenants and leaseholder groups Community Equalities and the Third Sector, Staff Mears	- Increase of 5% in tenant satisfaction (STAR survey) by Mar 20 - Increase of 5% in leaseholder satisfaction (STAR survey) by Mar 20
1.3	7	Improve customer satisfaction especially of targeted users groups in Libraries by developing actions based on the most recent survey and other feedback	Apr 17	Mar 20	Head of Service (Libraries)	Groups representing some users with protected characteristics; relevant council services	- Improve each of the customer satisfaction of targeted groups by 3%-5% over the period of 3 years

Directorate Objective 1: Understanding the diversity of our customers and putting them at the heart of our services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.4	7	Oversight and development of excellent customer and client services as per council's Customer Promise	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	PIP, Digital First, BHCC Services	- Customer satisfaction and ease of access (survey); increase in number of compliments and reduction in number of complaints received not resolved at stage one Transition Table score improved
1.5	8	Deliver the council's Equality and Inclusion Strategy through enabling and delivering its associated action plan	Apr 17	Jun 20	Equalities Manager	BHCC services inc HR, Community and Voluntary Sector	- Achievement of excellent in the LGA Equality Framework for Local Government assessment by September 2020
1.6	7	Support the growth of the Creative and Digital IT sector in the City, through sponsoring the Brighton Digital festival and commissioning local agencies to provide Digital Solutions for the City.	Apr 17	Mar 20	Head of Service (Digital First)	City Management Board, Universities, Digital Catapult, Wired Sussex	- £500k to be invested into the Creative and Digital IT sector in Brighton & Hove by Mar 19

Directorate Objective 1: Understanding the diversity of our customers and putting them at the heart of our services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.7	9	Deliver planned service transformation through the Digital First programme to improve the customer experience on-line.	Apr 17	Mar 20	Head of Service (Digital First)	All council, Leadership Board, Wider business community including universities, Residents	<ul style="list-style-type: none"> - Top 5 transactional services to be reviewed and online by March 2019 - 80% content moved to new site by Dec 18 - Close current website Mar 19 - Establish baseline for online transactions by August 18 - 20% increase on baseline of online transactions by Mar 20 25 apps live by March 2019 7 staff trained by March 2019

Directorate Objective 1: Understanding the diversity of our customers and putting them at the heart of our services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.8	3	Monitor and respond to changes to welfare reforms specifically Universal Credit, Benefit Cap and changes to benefits for 18 – 21 year olds	Apr 17	Mar 20	Head of Income Involvement & Improvement (Housing)	Finance, Revenues and Benefits, DWP	<ul style="list-style-type: none"> - Rent collection for tenants on Universal Credit for the first year does not fall below the national average of £616 (ARCH/NFA report January 2017) one year after citywide rollout - 10 tenants moving into employment/training - 10% increase in standing order and/or direct debit payments - Better start guide for prospective tenants in place by Aug 2018 - Tenant campaign re Universal Credit to be repeated by Nov 18

Directorate Objective 2: Working collaboratively to achieve the best outcomes for the city							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.1	4	Work with partners to reduce crime and disorder and the fear of crime in the city, with particular focus on those most vulnerable to crime or exploitation	Apr 17	Mar 20	Head of Service (Safer Communities)	Police CSP YOT	- 10% increase in the reporting of hate incidents by Mar 19 (DMT KPI)
2.2	1	Take forward the programme for delivering new arrangements for housing repairs, maintenance, improvements and capital works	Jan 18	Mar 20	Head of Housing Strategy Property & Investment		<ul style="list-style-type: none"> - Start resident engagement activities by Apr 18 - Committee to approval for scope of procurement and authority to tender by Oct 18 - Tender Process and evaluation by May 19 - Award reports through committees and contract award July by 19 - Programme complete April 20 - From 2018 to June 2019 consult with tenants, leaseholders, staff, ward councillors and trade unions on specification and method of delivery

Directorate Objective 2: Working collaboratively to achieve the best outcomes for the city							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.3	7	Work with a diverse range of partner organisations and volunteers on libraries related activities, events and projects to support people's well-being	Apr 17	Mar 20	Head of Service (Libraries)	Wide range of public, third sector partners, and volunteers	<ul style="list-style-type: none"> - Maintain the number/range of partners that libraries are engaged with - Increase the number of volunteer hours by 25% by Mar 19
2.4	7	Work with partners through Digital Brighton & Hove to deliver digital inclusion activity to support those who need help and encouragement to use digital services	Apr 17	Mar 19	Head of Service (Libraries)	Digital Brighton & Hove Partnership; Citizens Online	<ul style="list-style-type: none"> - Improved uptake of digital inclusion activity delivered by % 5 per annum - Number of volunteer hours delivered for libraries connect increased by 5% per annum

Directorate Objective 2: Working collaboratively to achieve the best outcomes for the city							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.5	4	Support the city's Equality and Inclusion Partnership to reduce inequality and foster community resilience and activity	Apr 17	Mar 19	Head of Service (Communities, Equalities and Third Sector)	Equality and Inclusion Partnership (EQuIP) members	<ul style="list-style-type: none"> - Facilitate 4 meetings with high attendance and proactive engagement of participants per year - Support the partnership to identify 3-4 annual priorities by May 2018 - Support the partnership to deliver priorities by April 2019 - More measures to be added once priorities are identified.

Directorate Objective 3: Ensuring the delivery of, and access to, resilient and responsive services in a time of change and uncertainty							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.1	4	Maintain an efficient and effective working structure for the Safe in the City Partnership, agreeing priorities for the city, reinforcing accountability and managing performance across the city to reduce crime and disorder.	Apr 17	Mar 20	Head of Service (Safer Communities)	Police CSP members	- 95% of actions in the Community Safety Strategy are completed by the partnership by the end of the plan in March 2020
3.2	6	Improve the resilience of the service and increase enforcement capability and income generation by cross skilling and developing the role of technical support officers	Apr 17	Mar 20	Head of Service (Safer Communities)	HR Finance Field officers	- Increase income by 10% by Mar 20
3.3	6		Apr 17	Mar 19	Head of Service (Libraries)	Property Services; potential commercial partners	- Reconfiguration of the library space by July 18 - Opening of the nursery Sept 18 - Opening of the café Sep 18
3.4	6	Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	Emergency Resilience	- Good quality BCPs in place for all services, reviewed annually or sooner if there have been service changes
3.5	6	Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	NCH DMT, HR Finance	- Expenditure within budget including delivery of savings proposals

Directorate Objective 3: Ensuring the delivery of, and access to, resilient and responsive services in a time of change and uncertainty							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.6	6	Drive and deliver the directorate modernisation programme via the modernisation board in accordance with corporate policies and procedures	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	NCH DMT, CDMB Police	- Effective implementation of 3 year Integrated Service & Finance Plan (evidenced by delivery of savings)
3.7	6	Ensure compliance within the directorate/service (word as applicable) with the General Data Protection Regulation and the Data Protection Act 2018	Apr 18	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	All council	<ul style="list-style-type: none"> - All data breaches reported to Information Security within 24 hours - All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance'. - All business or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required - All privacy notices reviewed and updated by June 2018 - Information asset register completed by (determined by directorate) and then reviewed quarterly

Directorate Objective 3: Ensuring the delivery of, and access to, resilient and responsive services in a time of change and uncertainty

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.8	1	Deliver and implement a new Housing management IT system (Directorate Modernisation Programme)	Apr 17	Aug 19	Head of Income Involvement & Improvement (Housing)		<p>Key milestones to be confirmed e.g.</p> <ul style="list-style-type: none"> System in place by agreed contract date, to agreed functionality levels with 100% APIs (connectors) successful - 70% staff trained prior to implementation, with the remaining as required within one month. - 65% customers/ tenants satisfaction with ease of access to tenant portal – from a sample of users within 12 months going live. - Project completed within 10% tolerance of budget - Operational efficiencies improved by 5% on average across services within the first year – including through digitisation.

Directorate Objective 4: Effective use of prevention in all services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	4	Improve resilience to extremism and radicalisation among individuals and communities through delivering the Prevent Strategy	Apr 17	Mar 20	Prevent Coordinator	Police Home office	Not disclosable
4.2	4	Deliver the ASB review directorate modernisation programme to improve customer service and improve efficiency in managing ASB and hate crime casework across the city	Apr 17	Mar 20	Head of Tenancy Services (Housing)	Police, Housing, Members	- 82% of customer feedback relating to ASB and hate reported to BHCC rates the service received as very or fairly good. (New ASB DMT KPI)
4.3	4	Establish an enhanced commissioned specialist DVSV service and streamlined MARAC, to reduce violence and the impact of violence against women and girls (VAWG)	Apr 17	Aug 19	Head of Service (Safer Communities)	Police MARAC East Sussex CC	- At exit, the % of those affected by domestic violence and abuse who are better able to cope and /or have improved self-esteem <i>and</i> who are more in control of their lives and/or more optimistic about the future (DMT KPIs)
4.4	3	Increase homeless prevention using the outcomes of the Homeless Trailblazer funding application	Apr 17	Mar 20	Head of Housing Needs	St Mungos BHT	- Reduce homeless applications by 10% by April 19

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.1	3	Protecting public health and maintain a fair and safe trading environment for residents, business and visitors in the city through enforcement, inspection and education and continuous service improvement	Apr 17	Mar 20	Regulatory Services Manager (Food Safety)	Food premises owners	- 98% of food safety inspection programme - 95% of food businesses deemed 'broadly compliant' ie 3 or more on Food Hygiene Rating Scheme (FHRS).
5.2	3	Deliver the four pilot community hubs	Apr 17	Mar 20	Head of Service (Communities, Equalities and Third Sector)	Housing CETS Library Community Works	- Increased use of the Whitehawk Community Hub (usage increased by 5%) by Mar 20 - Planning granted for Moulescoomb hub by Mar 20 - Moulescoomb hub, community consultation completed by Mar 20 - Moulescoomb hub- begin on site by Mar 20
5.3	3		Apr 17	Mar 20	Head of Service (Libraries)	Policy, Housing, Communities, Equalities and Third sector. Community Works, Voluntary groups	- New Libraries opened as part of new community hubs in Saltdean (tbc), and Moulescoomb (2020 - times yet to be agreed and subject to funding) - Increase on base level of community activity in libraries by March 2019

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.4	3	Ensure all properties are maintained and of a high standard through effective management of council stock and regulation of the private rented sector - ensuring emerging H&S standards from central government are reviewed and considered.	Apr 17	Mar 19	Head of Service (Housing Strategy, Property & Investment)	Planning, Mears, Private Landlords	<ul style="list-style-type: none"> - 100% Decent Homes - 100% of properties subject to licensing licenced - Percentage of properties where licensing condition are met
5.5	3	Effective management of the HRA Capital Investment Programme	Apr 17	Mar 19	Head of Service (Housing Strategy, Property & Investment)	Mears, Planning, Tenants and Leaseholders	- Delivered planned programme of capital works as agreed with residents and members

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.6	3	Work in partnership to ensure accommodation in the city is fit for purpose, affordable and meets the needs of customers through the delivery of the housing strategies (including fuel poverty)	Apr 17	Mar 19	Head of Service (Housing Strategy, Property & Investment)	Strategic Housing Partnership, Affordable Housing Delivery Partnership, Repairs and Improvement Partnership, Mears, Planning, University of Sussex, Brighton University	<ul style="list-style-type: none"> - Delivery of the Fuel Poverty Strategy. - Number of affordable homes delivered per year - new build and conversions (Corp KPI) - Number of units delivered through HRA development (DMT KPI) - Percentage of new affordable housing that meets the wheelchair standard (DMT KPI) - Private sector vacant dwellings returned into occupation or demolished (Corp KPI) - The percentage of the council's homes that do not meet the government's Decent Homes Standard [Corp KPI] - Fuel Poverty (DMT KPI)

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.7	6	Increase the effectiveness and sustainability of the community and voluntary sector through agile delivery of the Third Sector Investment Programme (TSIP) and co-ordination and leadership of the BHCC and CCG third sector commissioning reference groups	Apr 17	Mar 20	Head of Service (Communities, Equalities and Third Sector)	BHCC and CCG commissioners, commissioned providers, CVS orgs	- Mid programme evaluation completed Dec 18 - 3/4 well attended cross council representation meetings of the Third Sector reference group held by Mar 19.
5.8	4	Provide training and development to staff working with volunteers and communities on collaborative working	Apr 17	Mar 20	Head of Service (Communities, Equalities and Third Sector)	Elected Members, CCG, Cross council staff	Deliver a culture change programme in each of the four community hub areas by Mar 19
5.9	7	Recommission Communities and Third Sector prospectus	Feb 2018	Mar 2020	Head of Service (Communities, Equalities and Third Sector)	CCG, HASC, Elected Members, CVS	- Complete mid-programme evaluation of 2017/2020 prospectus by Dec 18 - Publish tender by Sep 2019 - Funding Agreements Awarded by Jan 2020

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.10	7	Deliver the Community Collaboration programme (including volunteering) to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. (Corporate Modernisation Programme)	Apr 2017	Mar 2020	Head of Service (Communities, Equalities and Third Sector)		Establishing baselines for: <ul style="list-style-type: none"> - Expanding volunteering across council services - More residents taking on community action and responsibility - Staff better equipped to develop joint working approached across services and sectors - Improving community resilience and increasing early prevention community services and activities

Directorate Objective 5: Improve community well-being and resilience							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.11	7	Deliver Neighbourhood Governance Programme to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings including Local Action Teams (Corporate Modernisation Programme)	Apr 2017	Mar 2020	Head of Service (Communities, Equalities and Third Sector)	Local Area Action Teams, Elected Members, Other neighbourhood forums.	<ul style="list-style-type: none"> - Agreed political position on working with neighbourhood forums by Nov 18 Establishing baselines for: <ul style="list-style-type: none"> - Reduction in costs of officer time in supporting different models of governance - More accessible neighbourhood governance by enabling more online engagement - New governance model able to resolve more issues at first point of contact

Directorate Objective 6: Maximise commercial opportunities and the social value of work							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
6.1	6	Working with partners collaboratively to find news of working including construction of holding kennels which will be income generating	Apr 17	Mar 20	Regulatory Services Manager (Food Safety)	Adur and Worthing Council. Animal Health,	- Achieve income targets as set out in annual budget allocations - Obtain planning permission – linked to Stamner Park depot move
6.2	1	Deliver additional housing in the city both inside and outside the HRA using a Joint Venture, Wholly Owned Housing company and other vehicles to support development and delivery of Settled Temporary Accommodation homes	Apr 17	Mar 20	Head of Service (Housing Strategy Property & Investment)	Hyde Housing Planning Finance	- Deliver 1000 new homes via the JV in the next 10 years - Deliver 50 homes through property company in the next 10 years Oxford Street delivered in 2018 (tbc) Stonehurst Court delivered by June 2018 Further schemes to be brought forward
6.3	6	Diversify and increase income through the implementation of the Libraries' Funding Strategy to contribute to achievement of savings	Apr 17	Mar 20	Head of Service (Libraries)	Sussex Community Foundation Trust	- Achieve income targets as set out in annual budget allocations

Directorate Objective 7: Develop and engage with staff to deliver change within the directorate and across council services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
7.1	6	Develop the quality and impact of the Directorate's City and Council leadership'	Apr 18	Mar 20	Executive Director of Neighbourhoods, Communities and Housing	NCH DMT, HR	<ul style="list-style-type: none"> - Reduce Directorate sickness rates - % Improvement in 2019 staff survey index - Measure of success for City-wide: to be determined by each directorate
7.2	7	Identify differences in access or outcomes for service users relating to their legally protected characteristics and create plans to address these	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing		<ul style="list-style-type: none"> - Equalities Impact Assessments are identified and delivered to agreed timetable; budget EIAs are completed and actions implemented to agreed timetable; and any other specific equalities targets for the service including those that your Directorate Equalities Group can help identify
7.3	8	Service managers will actively support the corporate aim of diversifying the workforce, recruiting and retaining staff from all the city's communities	Apr 17	Mar 20	Executive Director of Neighbourhoods, Communities and Housing		<ul style="list-style-type: none"> - Actions taken to increase diversity (job fairs, positive actions statements etc), - Numbers of people recruited and percentage of those who are BME and disabled at application, interview and appointment stages as monitored by HR, Percentage of managers who recruit who have been trained

Budget Apr 2018 – Mar 2020				
	Functional Area	Budget 2018/19	Budget 2019/20	Savings over 2-year period
1	Communities, Equalities & Third Sector	2,737,000	2,560,000	-170,000
2	Community Safety	1,313,000	1,340,000	-71,000
3	Housing General Fund	4,799,000	4,827,000	-597,000
4	Libraries	4,759,000	4,666,000	-287,000
5	Regulatory Services	1,349,000	1,321,000	-199,000
6	Digital First	0	0	0
	Total	14,957,000	14,714,000	-1,324,000

Risk: Neighbourhoods Communities & Housing						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
NCH DR 01	Directorate Objective: 1 Understanding the diversity of our customers and putting them at the heart of our services.	Council is unable to provide Digital systems which improve the Customer experience	Directorate	Executive Director of Neighbourhoods, Communities and Housing	Amber L3 x I3	Amber L3 x I3
NCH DR 02	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Lack of financial stability to enable directorate service delivery	Directorate	Executive Director of Neighbourhoods, Communities and Housing	Red L5 x I4	Amber L3 x I3
NCH DR 03	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Unable to meet legislative duties in service delivery, direct or through contractors	Directorate	Head of Service (Housing Strategy Property & Investment)	Amber L3 x I3	Amber L3 x I3
NCH DR 04	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Unable to manage increasing demand	Directorate	Executive Director of Neighbourhoods, Communities and Housing	Amber L4 x I3	Amber L3 x I3

Risk: Neighbourhoods Communities & Housing						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
NCH DR 05	Directorate Objective: 4 Effective use of prevention in all services	Capacity to address serious crimes causing the most harm is reducing	Directorate	Head of Service (Safer Communities)	Amber L4 x I3	Amber L4 x I3
NCH DR 06	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Government policy prevents delivery of the Corporate Plan	Directorate	Head of Income Involvement & Improvement (Housing)	Amber L3 x I3	Amber L3 x I3
NCH DR 08	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Impact of Universal Credit on Housing Income and Homelessness Services	Directorate	Head of Income Involvement & Improvement (Housing)	Amber L5 x I3	Amber L5 x I3
SR21	Directorate Objective: 3 Ensuring resilient and responsive services in a time of change and uncertainty	Unable to meet new statutory responsibilities in relation to housing supply and allocation	Strategic	Executive Director of Neighbourhoods, Communities and Housing	Amber L4 x I4	Amber L3 x I4

Risk: Neighbourhoods Communities & Housing						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
SR26	Directorate Objective: 1 Understanding the diversity of our customers and putting them at the heart of our services.	Not strengthening the council's relationship with citizens	Strategic	Executive Director of Neighbourhoods, Communities and Housing	Amber L3 x I4	Amber L3 x I3