

Ref	Strategic	Risk	Business Plan Objectives
1	i4B does not meet H&S requirements	Poor data quality on asset management systems means compliance with H&S standards cannot be effectively monitored resulting in i4B being non-compliant with its statutory obligations.	Safe and Sustainable Homes
2	i4B does not meet H&S requirements	Poor contractor performance and information control results in i4B properties being non-compliant with statutory H&S objectives	Safe and Sustainable Homes
3	i4B does not meet H&S requirements	There is no affordable or technical solution for i4B to meet enhanced building standards	Safe and Sustainable Homes
4	i4B does not meet H&S requirements	i4B lacks the policies, knowledge, and governance arrangements to effectively monitor regulatory and legal standards on compliance.	Safe and Sustainable Homes
5	i4B cannot trade as a going concern	Changing Government policy on rents/benefits means i4B cannot increase rents at business plan assumptions.	Running a Viable Business
6	i4B cannot trade as a going concern	Reductions and changes in market demand means i4B cannot increase rents at business plan assumptions.	Running a Viable Business
7	i4B cannot trade as a going concern	Tenant non-payment of rent increases due to unaffordability of rent.	Running a Viable Business
8	i4B cannot trade as a going concern	High void rent loss due to long void turnaround times.	Running a Viable Business
9	i4B cannot trade as a going concern	High Capital Programme Costs undermine the viability of the business plan.	Running a Viable Business
10	i4B cannot trade as a going concern	A lack of transparency around costs means i4B cannot effectively report on its costs.	Running a Viable Business
11	i4B cannot trade as a going concern	Company cash flow (capital and revenue) is insufficient to manage expenditure	Running a Viable Business
12	i4B cannot increase affordable housing supply	There is an insufficient volume of properties on the market that meet i4B's financial criteria	Increasing Supply of Affordable Housing
13	i4B cannot increase affordable housing supply	There is an insufficient amount of development opportunities that meet i4B's development criteria.	Increasing Supply of Affordable Housing
14	i4B cannot increase affordable housing supply	A lack of affordable financing options means i4B cannot fund acquisitions.	Increasing Supply of Affordable Housing
15	Drop in customer satisfaction and damage to reputation	Contractor Performance is not effectively managed and monitored leading to poor customer service	Providing an Excellent Housing Service
16	Drop in customer satisfaction and damage to reputation	Poor service delivery results and complaints management procedures give rise to low tenant satisfaction	Providing an Excellent Housing Service

Trigger	Likelihood	Impact	Score	Mitigation	Owner
Inadequate controls on record creation	4	5	20	Review asset records and the controls around creation and update. Produce a regular compliance report to Board covering all compliance requirements	Head of Property Services
Lack of KPIs and monitoring processes	3	5	15	Setting up effective monitoring processes on compliance	Head of Property Services
Changing legal obligations	2	4	8	Having accurate compliance reports and understanding areas of non-compliance and solutions for resolving them.	Head of Property Services
Lack of reliable monitoring reports to Board	2	4	8	To review policies, controls, and reporting arrangements	Strategic Support Officer
Change of government policy	3	3	9	Regular modelling and business plan reviews.	Senior Financial Analyst
Change in market demand	3	3	9	Regular modelling and business plan reviews.	Senior Financial Analyst
Change in market demand	3	3	9	Regular modelling and business plan reviews and effective recovery processes	Income and Sustainment Manager
Poor void management processes and reporting	4	3	12	Improved void management processes and reporting	Voids Manager
Poor stock condition and high compliance costs	1	5	5	Develop a costed asset management plan with viable options	Head of Property Services
Poor financial billing	2	4	8	Improved financial billing processes	Senior Financial Analyst
The Company does not acquire properties quick enough to generate a surplus	2	5	10	Guarantee from Council. Property acquisitions programme turning the organisation into a profit making one.	Strategy Delivery Lead
Change in market conditions	3	3	9	Regular review of market and financial viability model	Strategy Delivery Lead
Change in market conditions	3	3	9	Regular review of market and financial viability model	Strategy Delivery Lead
Change in market interest rates	2	3	6	Monitor market rates and agree financing options with the Council	Senior Financial Analyst
Not effectively managing the supply chain	2	3	6	Clear service standards, regular performance management, and engaging with supply chain	Strategy Delivery Lead
A lack of clear service standards and complaints management procedures means complaints are not effectively delay with.	2	3	6	Putting in place clear service standards and monitoring complaints performance.	Strategic Support Officer

Actions
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Review the business plan on an annual basis
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