

Ref	Strategic Risk	Risk	Business Plan Objective	Trigger	Likelihood	Impact	Score	Mitigation	Owner	Actions	Due Date
1	FWH 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 FWH being non-compliant with its statutory obligations.	Safe and Sustainable Homes	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	Gas: check property list, Northgate and Gas Database; update during January 2021; maintain every quarter.  Other: bring reports to Board from January 2021.	Mar-21 Mar-21
2	FWH does not meet H&S requirements	Poor contractor performance and information control results in FWH properties being non-compliant with statutory H&S objectives.	Safe and Sustainable Homes	Lack of KPIs and monitoring processes	3	5	15	Set up effective monitoring processes on compliance.	Head of Property Services	Reports in the process of being drafted for approval.	Mar-21
3	FWH does not meet H&S requirements	There is no affordable or technical solution for FWH properties to meet enhanced legal standards.	Safe and Sustainable Homes	Changing legal obligations	2	5	10	Annual review to monitor changes in regulatory requirements and our compliance with them.	Head of Property Services	Development of reports will mirror the Council.	Mar-21
4	FWH does not meet H&S requirements	FWH lacks the policies, knowledge and governance arrangements to effectively monitor regulatory and legal standards on compliance.	Safe and Sustainable Homes	Lack of reliable monitoring reports to Board	2	4	8	Annual review of policies and reporting.	Strategic Support Officer	Regularly review policies.	Jan-21
5	FWH does not meet H&S requirements	FWH policies and procedures specific to non-social housing tenures, e.g. market rent and intermediate rent, are not applied appropriately.	Safe and Sustainable Homes	Inappropriate policies relating to non-social housing tenures	2	3	6	Review of policies and reporting.	Strategic Support Officer	Meetings with Legal are ongoing to discuss this risk.	Feb-21
6	FWH cannot trade as a going concern	Changing Government policy on rents/benefits means FWH cannot increase rents at business plan assumptions.	Running a Viable Business	Change in Government policy	3	3	9	Regular modelling and business plan reviews.	Senior Financial Analyst	Stress test model as part of business plan.	Dec-20
7	FWH cannot trade as a going concern	Reductions and changes in market demand mean FWH cannot increase rents at business plan assumptions.	Running a Viable Business	Change in market demand	3	2	6	Regular modelling and business plan reviews.	Senior Financial Analyst	Stress test model as part of business plan.	Dec-20
8	FWH cannot trade as a going concern	Tenant non-payment of rent increases due to unaffordability of rent.	Running a Viable Business	Change in market demand	3	3	9	Regular modelling and business plan reviews, and effective recovery processes.	Income and Sustainment Manager	Review collection rates and adjust bad debt percentages as part of business plan.  Benchmark on rent collection rates.	Dec-20 Jul-21
9	FWH cannot trade as a going concern	High void rent loss due to long void turnaround times.	Running a Viable Business	Poor void management processes and reporting	4	3	12	Improved void management processes and reporting.	Voids Manager	Agree void turnaround targets as part of the business plan.	Jan-21
10	FWH cannot trade as a going concern	High Capital Programme costs undermine the viability of the business plan.	Running a Viable Business	Poor stock condition and high compliance costs	3	5	15	Development of a costed asset management plan with viable options.	Head of Property Services	Develop a procurement timetable. Procure appropriate support to cost asset management plan.	Feb-21
11	FWH cannot trade as a going concern	A lack of transparency around costs means FWH cannot effectively report on its costs.	Running a Viable Business	Delay in invoicing transactions to FWH	5	2	10	Improved financial billing processes.	Senior Financial Analyst	Set up full independent company finances as part of Oracle Cloud to allow direct payments.	Jan-21
12	Financial and reputational damage	Fraud results in a loss of income and/or reputational damage to the company and the Council.	Running a Viable Business	Poor internal controls, or lack of compliance with these	2	3	6	Annual review of internal controls.	Strategic Support Officer	Get internal controls declaration from SLA leads.	Mar-21
13	Financial and reputational damage	FWH is deemed to have failed a regulatory requirement in its corporate role.	Running a Viable Business	Policies and procedures fail to meet regulatory requirements or are not complied with	2	3	6	Annual review of economic regulatory requirements and compliance with these.	Strategic Support Officer	Review regulatory requirements and compliance with these.	Mar-21
14	Financial and reputational damage	FWH is deemed to have failed a regulatory requirement in its landlord role.	Running a Viable Business	Policies and procedures fail to meet regulatory requirements or are not complied with	2	3	6	Annual review of consumer regulatory requirements and compliance with these.	Strategic Support Officer	Review regulatory requirements and compliance with these.	Mar-21
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	The supply chain is not effectively managed	2	3	6	Clear service standards, regular performance management and engagement with supply chain.	Strategy Delivery Lead	Reinstate regular SLA monitoring meetings.	Jan-21
16	Drop in customer satisfaction and damage to reputation	Poor service delivery and complaints management procedures give rise to low tenant satisfaction.	Providing an Excellent Housing Service	A lack of clear service standards and complaints management procedures means complaints are not effectively dealt with	2	3	6	Clear service standards and monitoring of complaints performance.	Strategic Support Officer	Draft an updated complaints policy.	Jan-21