

Ref	Strategic Risk	Risk	Business Plan Objective	Trigger	Likelihood	Impact	Score	Mitigation	Owner	Actions	Due Date	July Action Update
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.	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	Head of Property Services	Gas safety process to be reviewed: date to be agreed. Regular compliance reporting to come to Board	Ongoing Aug-21	Monthly gas safety reconciliations being performed Review and agree date at SLA meeting First report to come to September Board for Board feedback
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	Regular compliance reporting to come to Board	Aug-21	First report to come to September Board for Board feedback
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	Regular compliance reporting to come to Board	Aug-21	First report to come to September Board for Board feedback
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	Establish list of required policies, identify gaps and agree review schedule.	Aug-21	List of required policies and gap analysis have been developed. Review work is ongoing with BHM
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	Establish list of required policies, identify gaps and agree review schedule.	Aug-21	List of required policies and gap analysis have been developed. Review work is ongoing with BHM
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	Re-test business plan once final account outturn is agreed. Stress test model as part of business plan.	Sep-21 Dec-21	On track On track
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	Re-test business plan once final account outturn is agreed. Stress test model as part of business plan.	Sep-21 Dec-21	On track On track
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	Benchmark on rent collection rates. Review collection rates and adjust bad debt percentages as part of business plan.	Dec-21 Jul-21	On track Action overdue - to be completed for September Board alongside wider benchmarking exercise
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. Review impacts of voids team restructure	Dec-21 Nov-21	Action completed. Void turnaround targets agreed as part of SLA. To be reviewed again as part of 2022/23 business planning process New action
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	4	5	20	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	Risk score increased from 15 to 20 following final Ridge report Review at SLA meeting
11	FWH cannot trade as a going concern	The costs of remediation to the Granville and Princess Road blocks threaten the financial viability of FWH.	Running a Viable Business	Estimates for works are unaffordable: works require decanting of residents	4	5	20	Professional surveys being undertaken to quantify costs and identify most viable solution. Options to be considered by Board as result of surveys.	Head of Property Services	Agree an approach for carrying out remediation works with Guarantor	Sep-21	Risk score increased from 15 to 20 following final Ridge report Work to agree options and funding for carrying out necessary works is ongoing, and an approach will be agreed with the Board and Guarantor Action 'final report to be presented to June Board' completed
12	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.	Dec-21	On track
13	FWH cannot trade as a going concern	Delays in processing utilities and other payments result in poor financial reporting, complaints and financial & reputational damage	Running a Viable Business	The Company fails to set up suppliers and make payments in a timely manner	5	3	15	Improved financial billing processes.	Senior Financial Analyst	Set up full independent company finances as part of Oracle Cloud to allow direct payments.	Dec-21	On track
14	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	Carry out review of internal controls with SLA leads and agree resulting set of actions. Internal controls review to be presented to a future Board meeting.	Oct-22	Previous action to 'get internal controls declaration from SLA leads' Action updated to reflect need for internal controls review to be carried out with SLA leads before declarations are made Deadline moved from March 2021
15	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	Implement actions from compliance project plan presented at June Board meeting	Feb-22	Action to 'review regulatory requirements and compliance with these' completed. New action added
16	Financial and reputational damage	FWH is deemed to have failed a statutory requirement in its corporate role following developments in the regulatory environment such as the Hackitt Review.	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	Implement actions from compliance project plan presented at June Board meeting	Feb-22	Action to 'review regulatory requirements and compliance with these' completed. New action added
17	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 Manager	Monthly SLA monitoring meetings reinstated.	May-21	Action completed with meetings ongoing.
18	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.	May-21	Action outstanding. Review of complaints policy scheduled for July 2021; this will be completed for September Board