

Ref	Business Plan Objective	Strategic Risk	Risk	Trigger	Previous			Updated			Risk Trend	Mitigation	Actions	Owner	SLA Lead	Due Date	Action Update
					Likelihood	Impact	Score	Likelihood	Impact	Score							
1	Safe and Sustainable Homes	4B 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 4B being non-compliant with its statutory obligations.	Inadequate controls on record creation	4	5	20	4	5	20	Red	Review asset records and the controls around creation and update. Produce a regular compliance report to Board covering all compliance requirements.	Implement actions from health and safety compliance internal audit action plan to address all areas of non-compliance	Strategic Support Officer		Mar-23	Audit follow-up due to come to Board by March 2023
2	Safe and Sustainable Homes	4B does not meet H&S requirements	Poor contractor performance and information control results in 4B properties being non-compliant with statutory H&S objectives.	Lack of KPIs and monitoring processes	3	5	15	3	5	15	Yellow	Set up effective monitoring processes on compliance	Implement new compliance management system and review compliance processes	Head of Property Services	Strategic Support Officer	Mar-23	BHM have now signed an agreement with True Compliance. Regular compliance reporting will be introduced following this. Programme of updated compliance policies being presented to Board.
3	Safe and Sustainable Homes	4B does not meet H&S requirements	There is no affordable or technical solution for 4B to meet enhanced building standards.	Changing legal obligations	2	4	8	2	4	8	Green	Monitor changes in building standards and report on ability of implementing any changes.	BHM monitor all changes in law/building standards that will affect housing stock. In some cases BHM are ahead i.e. carbon monoxide and smoke alarms. In this instance BHM will use systems such as True Compliance to monitor by pulling this information from LGSRs and EICRs	Head of Property Services	Strategic Support Officer	Mar-23	Ongoing action - True Compliance automatically records information on e.g. smoke alarm testing
4	Safe and Sustainable Homes	4B does not meet H&S requirements	4B lacks the policies, knowledge and governance arrangements to effectively monitor regulatory and legal standards on compliance.	Lack of reliable monitoring reports to Board	5	4	20	5	4	20	Red	Review policies, controls and reporting arrangements.	Implement actions from health and safety compliance internal audit action plan to address all areas of non-compliance, including review of all compliance policies	Head of Property Services	Strategic Support Officer	Mar-23	Monthly compliance reports presented to Board. Programme of updated compliance policies being presented to Board. BHM to implement True Compliance during 2022-23
5	Running a Viable Business	4B cannot trade as a going concern	Changing inflation or Government policy on rents and benefits means 4B cannot increase rents at business plan assumptions.	Change in Government policy or change in rental inflation	2	3	6	2	3	6	Green	Regular modelling and business plan reviews, and monitoring of changes in Government policy.	Re-test business plan once final account outcome is agreed.	Senior Finance Analyst		Completed	Completed: no increases in target rents or LHA have been modelled for the next 5 years in the business plan, and LHA has been frozen for 2023-24. Impacts of inflation added to risk
6	Running a Viable Business	4B cannot trade as a going concern	Reductions and changes in market demand mean 4B cannot increase rents at business plan assumptions.	Change in market demand	3	3	9	3	3	9	Yellow	Regular modelling and business plan reviews.	Re-test business plan once final account outcome is agreed.	Senior Finance Analyst		Completed	Completed: No increases in target rents or LHA have been modelled for the next 5 years in the business plan. Market rents would need to reduce for this risk to materialise, which is currently unlikely
7	Running a Viable Business	4B cannot trade as a going concern	Tenant non-payment of rent increases due to unaffordability of rent.	Change in market demand	5	4	20	5	4	20	Red	Regular modelling and business plan reviews, effective recovery processes, and identifying the main reasons for high arrears levels.	Benchmark on rent collection rates.	Income and Sustainment Manager	Strategy Delivery Manager	Dec-22	Overdue: Awaiting annual HouseMark return: this is with the performance team and is being chased.
8	Running a Viable Business	4B cannot trade as a going concern	High void rent loss due to long void turnaround times.	Poor void management processes and reporting	5	3	15	5	3	15	Yellow	Improved void management processes and reporting	Carry out review of arrears, including: allocation of Homelessness Prevention Grant, review of sign-up and rent collection processes, and review of long-term suitability of high arrears cases. Carry out a deep dive review of voids performance, identify poor performance. Implement a new voids improvement project with robust governance arrangements to ensure performance improves.	Void Manager	Strategic Support Officer	Oct-22	The review of the voids process has begun over the last few months which has included improvements to offline processes, as well as an overhaul of the Microsoft Dynamics void management functionality. The review is due to be wrapped up early in the new financial year.
9	Running a Viable Business	4B cannot trade as a going concern	High Capital Programme costs, including future climate change obligations, undermine the viability of the business plan.	Uncertainty on investment requirements in stock, including decarbonisation and compliance	5	5	25	5	5	25	Red	Development of a costed asset management plan with viable options.	Develop long-term asset management and investment plan, incorporating the impact of the climate change agenda.	Head of Property Services	Strategy Delivery Manager	Mar-23	Stock condition and energy performance surveys have been carried out for all properties, and the energy modelling work is expected back in early 2023. 4B has also applied to the Green Homes Grant for funding for energy efficiency works.
10	Running a Viable Business	4B cannot trade as a going concern	A lack of transparency around costs means 4B cannot effectively report on its costs.	Lack of direct payment systems and lack of recharges	4	2	8	4	2	8	Yellow	Fully set up Oracle for the companies, and transfer all suppliers to direct billing.	Set up fully independent company finances as part of Oracle Cloud to allow direct payments.	Senior Finance Analyst		Mar-23	Core systems are now set up with the facility for direct billing. Discussions to be held on suppliers to prioritise for direct payments, and deadlines to be agreed with SLA leads.
11	Running a Viable Business	4B cannot trade as a going concern	Costs of remediation to the Granville and Princess Road blocks exceed business plan estimates	Higher construction costs bid as part of the procurement process				3	2	6	New risk	Identify alternative efficiencies in the business plan	Receive regular updates from council on procurement process	Strategy and Delivery Manager		Mar-23	
12	Running a Viable Business	4B cannot trade as a going concern	Company cash flow (costs and revenue) is insufficient to manage expenditure.	Cost inflation exceeds income resulting in a reduced surplus	1	5	5	3	5	15	Yellow	Guarantee from Council/Council to consider lower financing rates. Regular review of business plan and potential efficiency and stock rationalisation options.	Review the business plan on an annual basis including stress testing.	Strategy and Delivery Manager		Jul-23	Risk has been revised as the biggest risk to cash flow is no longer a lack of property acquisitions but costs rising faster than income.
13	Running a Viable Business	4B cannot trade as a going concern	Delays in processing utilities and other payments result in poor financial reporting, complaints and financial & reputational damage	The Company fails to set up suppliers and make payments in a timely manner	5	2	10	5	2	10	Yellow	Fully set up Oracle for the companies, and transfer all suppliers to direct billing.	Engage with suppliers to ensure direct payments, and ensure inter-company recharges	Senior Finance Analyst		Mar-23	Core systems are now set up with the facility for direct billing. Discussions to be held on suppliers to prioritise for direct payments, and deadlines to be agreed with SLA leads.
14	Running a Viable Business	Financial and reputational damage	Fraud results in a loss of income and/or reputational damage to the company and the Council.	Poor internal controls, or lack of compliance with these	2	3	6	2	3	6	Green	Annual review of internal controls.	Carry out review of internal controls with SLA leads and agree resulting set of actions.	Strategic Support Officer		Mar-23	Board to be asked to sign up to 2020 National Housing Federation Code of Governance. Resulting actions will be implemented alongside regulatory compliance review project plan, and will include review of internal controls
15	Running a Viable Business	Financial and reputational damage	4B is deemed to have failed a statutory requirement in its corporate role following developments in the regulatory environment such as the Hackitt Review.	Policies and procedures fail to meet regulatory requirements or are not complied with	2	3	6	2	3	6	Green	Annual review of regulatory requirements and compliance with these.	Implement actions from compliance project plan presented at June Board meeting.	Strategic Support Officer		Feb-23	Update on compliance project plan to be included as part of 2023-24 business planning. Wider review of assurance against compliance with regulatory legislation to be carried out as part of implementation of NHF code of governance review
16	Running a Viable Business	Financial and reputational damage	Greater uncertainty in the external operating environment brings greater risk to 4B's financial modelling.	Cost inflation exceeds income, rent collection levels decrease, new unaffordable expenditure requirements such as decarbonisation costs are identified	3	5	15	3	5	15	Yellow	Regular review of costs and assumptions, and stress testing of the business plan.	Stress test 2023-24 business plan	Senior Finance Analyst		Completed	More detail added to headline risk. Action completed.
17	Running a Viable Business	Financial and reputational damage	Disrepair in properties leads to poor tenant satisfaction, reputational damage and an increase in costs through legal settlements.	Increase in disrepair claims through deterioration in condition of stock	3	3	9	3	3	9	Yellow	Review reasons for disrepair and develop resulting action plan.	Develop clear disrepair policy, and ensure oversight and reporting on this action plan.	Strategic Support Officer		Sep-23	Action updated to reflect business plan key task for 2023-24
18	Increasing Supply of Affordable Housing	4B cannot increase affordable housing supply	There is an insufficient volume of properties on the market that meet 4B's financial criteria.	Change in market conditions	5	3	15	5	3	15	Yellow	Regular review of market and financial viability model.	Carry out a strategic review of property demand and supply in the borough which will result in a property acquisition strategy.	Strategy and Delivery Manager		Completed	
19	Increasing Supply of Affordable Housing	4B cannot increase affordable housing supply	There is an insufficient amount of development opportunities that meet 4B's development criteria.	Change in market conditions	3	3	9	3	3	9	Yellow	Regular review of market and financial viability model.	Carry out a strategic review of property demand and supply in the borough which will result in a property acquisition strategy.	Strategy and Delivery Manager		Completed	
20	Increasing Supply of Affordable Housing	4B cannot increase affordable housing supply	A lack of affordable financing options means 4B cannot fund acquisitions.	Change in market interest rates	5	3	15	5	3	15	Yellow	Monitoring of market rates and agreeing financing options with the Council.	Discussions to take place between 4B Board and Council around future investment in Company.	Senior Finance Analyst		Apr-23	Affordable financing rate secured in short-term following loan drawdown. House prices and development in borough to be monitored for future opportunities with focus on new build and block acquisitions
21	Providing an Excellent Housing Service	Drop in customer satisfaction and damage to reputation	Contractor performance is not effectively managed and monitored, leading to poor customer service.	The supply chain is not effectively managed	2	3	6	2	3	6	Green	Clear service standards, regular performance management and engagement with supply chain.	Implementation of tenant satisfaction measures	Head of Housing & Neighbourhoods	Strategy Delivery Manager	Jun-23	Action updated - awaiting confirmation of deadline from BHM.
22	Providing an Excellent Housing Service	Drop in customer satisfaction and damage to reputation	Poor service delivery results and complaints management procedures give rise to low tenant satisfaction.	A lack of clear service standards and complaints management procedures means complaints are not effectively dealt with	2	3	6	2	3	6	Green	Clear service standards and monitoring of complaints performance.	None - complaints policy in place.	Strategic Support Officer		N/A	