i4B Stra	tegic Risks Business Plan Objective	Strategic Risk	Risk	Trigger	l kelbood	Previous	Score		Updated	Score Ri	isk Trend	Mitination	Actions	Owner	SI & Lead	Due Date	Action Lindate
nua i	Safe and Sustainable Homes	HB does not meet H&	S i4B lacks the policies, knowledge and governance	Lack of reliable monitoring reports	4	5	10	3	5	15	AR THERE	Review policies, controls and reporting arrangements.	Monitor implementation of True Compliance system and revised	Head of Property Services	Strategic Support Officer	Dec-23	Compliance policies now agreed by Board. Updated reports have
		requirements	arrangements to effectively monitor regulatory and legal standards on compliance.	to Board							Ţ		compliance policies				been received from True Compliance and reviewed, widgets in the process of being set up to ease reporting. Risk score reduced as regular reporting from TC now in place.
1	Safe and Sustainable Homes	HB does not meet H& requirements	S 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.	Inadequate controls on record creation; lack of KPIs and monitoring processes	3	5 1	5	3	5	15		Review asset records and the controls around creation and update. Produce a regular compliance report to Board covering all compliance requirements.	Continue short-term monitoring and reporting of each compliance area	Strategic Support Officer		Ongoing	Monitoring and reporting to Board continues on a monthly basis.
													Monitor implementation of True Compilance system	Head of Property Services	Strategic Support Officer	Dec-23	Compliance policies now agreed by Board. Updated reports have been received from True Compliance and reviewed, widgets in the process of being set up to ease reporting. Regular reporting from TC now in place.
2	Safe and Sustainable Homes	HB does not meet H& requirements	S Compliance actions are not effectively identified, followed up and monitored when issues arise, leading to non-compliance with statutory obligations.	Inadequate controls on the recording, follow-up and reporting of mitigation actions identified.	3	5 1	5	3 !	5	15		Ensure effective monitoring and reporting processes on compliance.	Monitor implementation of True Compliance system	Head of Property Services	Strategic Support Officer	Dec-23	Compliance policies now agreed by Board. Updated reports have been received from True Compliance and reviewed, widgets in the process of being set up to ease reporting. Regular reporting from TC now in place.
3	Running a Viable Business	HB cannot trade as a	Tenant non-payment of rent increases due to unaffordability	Change in market demand	5	4	0	5	4	20		Regular modelling and business plan reviews, effective recovery	Benchmark on rent collection rates.	Head of Housing &	Strategy and Delivery	Completed	
4	-	going concern	of nort.									processes, and identifying the main reasons for high arrears areas	Cany out review of ameans, including: allocation of Homelessness Prevention Graft, review of sign-up and net collection processes; and review of long-term suitability of high ameais cases	Neighbourhoods	Manager Strategy and Delivery Manager	Sep-23	The sign-up process has been nevised and is in a pilot phase, with letting officien new assisting with Universal Creat and Courd Ta welcome pack and Normitators Phasel are ready for implementatio to enhance teranory sustainmer. Additionally, ongoing improvements are being made to nev to collection and amean management, with a focus on providing a more comprehensive logifus to sound own loads: with an under on universe to Morks the sound own loads: with an under on universe to Morks the sound own loads: with an under on universe to how the sound own loads: with an under on universe to how the sound own loads: with an under on universe to how the sound own loads: with an under on universe to how the sound own loads: with an under on universe to how the sound own loads: with an under own how the sound own loads own the and the sound own of the sound own loads own the and the sound own of the sound own own of the sound own
5	Running a Viable Business	HB cannot trade as a going concern	High void next loss due to bing void tumaround times.	Poor vold management processes and reporting	\$ 5	3 1	5	5	3	15		Improved void management processes and reporting.	Implement project plan to induce void costs and improve void sumanound times	Head of Property Services / Responsive Repairs and Voids Manager	Strategic Support Officer	Jan-24	Vide h for spand row in place, with an update on outcomes to be unanded by Wess (Space and Vinesson per elements), no programs inspection, and a part pool-impection by a Wates (Supervice) and a Bert Surgey). The couple of the space reduced by usandly is coupling spectrations and infigurating a spectra spectra of the spectra spectra spectra of the spectra spectra of the spectra spectra spectra spectra into any spectra spectra spectra spectra spectra into any spectra spectra into any spectra spectra spectra into any
6	Running a Viable Business	HB cannot trade as a going concern	High Capital Programme costs, including future climate change expenditure, undermine the viability of the business plan.	Uncertainty on investment requirements in stock, including decarbonisation and compliance	5	5	15	3	5	15	Ļ	Development of a costed asset management plan with viable options.	Develop asset management and decarbonisation strategy	Head of Property Services	Strategy and Delivery Manager	Sep-23	Report from Asset Management Team on energy performance, asset management requirements and decarborisation potential of portfolic has been received and is being factored into the financial business plan. This will be finalled for the start of the 2024/25 Business Plan; rick likelihood has been reduced based on initial outcomes showing a reduced rick to company finances.
	Running a Viable Business	Financial and reputational damage	I4B 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 compiled with	2	3	6	2	3	6		Annual review of regulatory requirements and building standards and compliance with these.	Carry out review of governance arrangements and compliance with regulatory standards	Strategic Support Officer		Completed	Completed for 2023 - next review in June 2024
7													Titols with Alset Management Team to provide information on how compliance with Building Safety Act and other key legislation wit be achieved.	Strategic Support Officer		Mar-24	These are three key actions for Langton in response to the landing Sately A. Comment/Bilding Sately Regulator - this has been completed in collocation with all carries. 2. Regulation with London File Weights - Initial registress has providing satelland and belable block information the to File. 3. Preparation of Building Sately Cares to the Building Sately Regulator. The dealers block information to the 15 B. 3. Preparation of Building Sately Cares to the Building Sately Regulator. The dealers for the is 11 Manual Care, and an information and and uncertained for the is 11 Manual Care, and an information and and and Caretain has been related to agree plates and making with Caretain has been related to agree plates and explands. The dealers for the is 11 Manual to agree plates and the dealers and Caretain has been related to agree plates and notices.
	Running a Viable Business	Financial and reputational damage	Substantial variations in inflation and interest rates compared to the business plan adversely affect financial performance and viability.	Cost inflation exceeds income; rent collection levels decrease; new unaffordable expenditure requirements such as	4	5 5	10	3	5	15		Regular review of costs and assumptions, and stress testing of th business plan.	 Regular monitoring of economic environment and actual performance, and 6 monthly stress testing of business plan. 	Senior Finance Analyst		Jul-23	Completed for 2022/23 outturn and review of financial model; next stress test to be carried out as part of 2024/25 business planning. Risk reduced to reflect Bank of England forecast that inflation will
8				decarbonisation costs are identified							Ţ		Develop cost estimates on decarbonisation and stock condition works and feed into asset management & decarbonisation strategy	Strategic Support Officer		Sep-23	Report from Asset Management Team on energy performance an decarborisation potential of portfolo has been received and is being factored into the financial business plan. This will be finalised for the start of the 2024-25 Business Plan; reklikelihood has been reduced based on initial outcomes showing a reduced risk to company finances.
9	Running a Viable Business	Financial and reputational damage	Tax inefficiency in the I4B company structure makes property acquisition and decarbonisation works unaffordable	Increasing interest payments on loans cannot be offset against tax labilities	4	5	10	3	5	15	Ļ	Carry out a tax planning review of the i4b business plan	Carry out a tax planning review of the i48 business plan	Senior Finance Analyst		Completed	EY advice and conclusions presented to October Board; regular ta planning reviews to be introduced from June 2024, and risk score reduced to reflect improved monitoring
10	ncreasing Supply of Alfordable Housing	affordable housing supply	There is an insufficient volume of properties on the market that meet i48's financial criteria.	Change in market conditions	3	3 5		3	3	9		Regular review of market and financial viability model.	Regularly review street property market throughout 2023/24 with a view to re-enter the market. Review feasibility of a block acquisition or new build purchases during			Completed	Acquisition programme is proceeding to plan following decision to resume purchasing, with charges to modelling and new LHA rates increasing IAB's purchasing power Strategy session with Red Loft held in May 2023, and Board
11	Housing	affordable housing supply	There is an insufficient amount of development opportunities that meet i4B's development criteria.		4	3 1	z.	3	3	9	Ļ		2023/24.			Completed	agreed to explore s106 and bulk purchase opportunities where appropriate. Risk score reduced to relect orgoing expoloration of viable opportunities.
12	ncreasing Supply of Affordable Housing	HB cannot increase affordable housing supply	I4B has insufficient capital to fund new acquisitions.	Change in market interest rates or a failure to negotiate new funding	5	3 1	5	3	3	9	Ţ	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		Completed	The Council has indicated that future ban finance would be available to the housing compariso following the use of remaining laan funding: the affordability of acquisitions at this point will be dependent on the interest rate environment. Risk score reduced to relact ongoing expoloration of Viable coponulties and Council willingness to provide further funding for these.