

i4B Risk Register														Post-mitigation score			
Strategic objective	Strategic risk	Ref	Risk	Level of control	Recent developments	Pre-mitigation score			Trend	Mitigating action	Owner (i4B)	Owner (SLA)	Timescale	Action status and update	Likelihood	Impact	Score
						Likelihood	Impact	Score									
Delivering safe and sustainable homes	i4B does not meet health & safety requirements - risk of injury or death to tenants, damage to property, financial and reputational damage	1	Issues with health & safety compliance certification and data lead to i4B being non-compliant with regulatory and statutory obligations	Significant control through SLA	Positive trend - True Compliance is fully set up and reporting will be led by Brent Housing from September 2024, improved confidence in data and taking all necessary steps to address areas of non-compliance. Includes compliance with Building Safety Act	2	5	10	↓	Fully implement True Compliance and integrate into scorecard	Strategic Support Officer	Head of Property Services	Sep-24	To be marked as complete from September. Some unavoidable risk remains (for example due to non-access into properties) but from September actions will be to continue ongoing monitoring of H&S compliance and following up identified actions. Risk score reduced to reflect this	2	5	10
		2	Third party freeholders do not provide compliance information to i4B for communal areas in third party blocks, meaning i4B cannot verify that adequate compliance controls in place	Reliant on third party freeholders	Engagement continues to be challenging in this area and this is expected to continue to be the case. As agreed by Board, i4B will continue to only acquire freehold properties or leasehold properties in blocks owned by local authorities and housing associations	2	5	10	↓	Take forward strategy to delay payments for service charges etc. and engage with freeholders where information has not been provided	Strategy & Delivery Manager		Ongoing	Strategy to be taken forward, no positive engagement as a result so far. Risk score reduced following Board feedback due to low likelihood of an incident arising	2	5	10
Running a viable business	i4B does not manage its costs and performance well - risk of financial and reputational damage, or inability to trade as a going concern	3	Poor rent collection performance due to unaffordability of rent for tenants	Significant control through SLA	Rent collection rates for early 2024-25 are lower than expected, but are expected to increase once some outstanding benefits delays are resolved. Work by the Operational Team and organisations such as BEAM is hoping to drive appropriate nominations and good collection rates	4	4	16	↓	Implement plans to improve rent collection rates	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-25	Detailed rent report presented to July Board showing improvements to weekly collection performance in comparison to last year, despite challenges with benefits this year. Continuing to manage this closely including legal action where appropriate			
		3								Assess impact of work of BEAM	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-25	Two successful outcomes via BEAM which are positively affecting rent collection for those accounts; working on integrating referrals to BEAM as core part of service	3	3	9
		4	High void turnaround times, costs and rent loss lead to financial losses for i4B	Significant control through SLA	While turnaround times for some individual cases remain high, improvements in processes and collaboration are bringing down overall times	4	3	12	↓	Implement plans to reduce void turnaround times	Strategic Support Officer	Head of Property Services	Mar-25	A number of actions including changes to the nominations process, piloting a smaller contractor and close monitoring of voids through regular meetings are progressing. Risk score reduced to reflect initial performance improvements seen, although some individual void turnaround cases remain out of target	3	3	9
		5	High capital programme costs, including stock condition and energy efficiency expenditure, adversely affect the company business plan	Subject to market fluctuations, governmental requirements, availability of grant, etc.	Asset management and decarbonisation strategy in progress using stock condition and energy survey data. Strategic decisions to be taken on approach to planned / capital works	3	5	15	↓	Develop asset management and decarbonisation strategy	Strategy & Delivery Manager / Senior Finance Analyst	Head of Property Services	Sep-24	Costs have been imputed to the business plan. Strategy work will look at these costs over the life of the plan, account for missing data, and recommend strategic approach based on this. Scoring kept the same for the present	2	4	8
		6	i4B fails to repay loan funding to Council	Significant control through budget management	All i4B loans are on a fixed rate and long-term, with the first 30-year loans coming due in 2047/48. Recent loans are on 50-year terms. The risk is currently low as all repayment requirements are known, and the company needs to manage long-term rental income against operational costs and interest to ensure assumptions of financial acquisition appraisals are being met. An unexpected rent cap or freeze, or a long period of poor rent collection performance could lead to an increase in likelihood	1	5	5	↓	Regularly monitor financial performance, including biannual stress testing of business plan	Senior Finance Analyst		Sep-24	Regular reviews are in place with next full business plan review due for September	1	5	5
		7	Substantial variations in inflation and interest rates compared to the business plan adversely affect financial performance and viability	No control over external environment, can exercise caution through business planning	National inflation levels are now stabilising following a period of extremely high inflation due to a variety of external factors including Covid, the war in Ukraine, etc. CPI is now at around 2% with future rent increases expected to be back at CPI+1% levels. Long-term inflation forecasts are inherently uncertain but risk has been reduced due to current position	2	5	10	↓	Regularly monitor economic environment and financial performance, including biannual stress testing of business plan	Senior Finance Analyst		Sep-24	Regular reviews are in place with next full business plan review due for September	2	5	10
		8	Company cash flow (capital and revenue) is insufficient to manage expenditure	Significant control through budget management	Cash flow is predominantly dependent on income from rent collection, which is impacted by rate of new acquisitions. Regularly monitored by company via bimonthly monitoring reports, and the business plan provides assurance of long-term cash flow needs - approved for 2024/25	3	5	15	↓	Regularly monitor financial and rent collection performance, including biannual stress testing of business plan	Senior Finance Analyst		Sep-24	Regular reviews are in place with next full business plan review due for September	2	5	10
		9	Changing inflation or Government policy on rents and benefits means i4B cannot increase rents at business plan assumptions	None other than link to Council lobbying role, can exercise caution through business planning	Recent change in Government, rent policy to be determined later in year but no increases assumed for coming years in business plan	2	3	6	↓	Regularly monitor economic environment and Government policy, including biannual stress testing of business plan	Senior Finance Analyst		Sep-24	Next stress test to take place in September 2024	2	3	6
		10	Costs of remediation to the Granville and Princess Road blocks exceed business plan estimates	i4B is major leaseholder in works programme being commissioned by Brent Council; reasonable input into design and costings	Design, specification and procurement are being managed by the Council's Major Works and Refurbishment team. i4B will be liable for approx. 22% of the cost of preliminary work in 2024/25 and work on site in 2025/26	3	2	6	↓	Receive regular updates from council on procurement process	Strategy & Delivery Manager		Ongoing	Cost certainty will increase as the project moves along, and the business plan will be kept up-to-date accordingly. i4B representatives attend design workshops etc	1	2	2
		11	i4B does not effectively manage its contract for the remote management of Home Counties properties, leading to poor performance and risk to tenant satisfaction	Reasonable control through contract	Mears performing in line with Brent Housing. Contract due to be shortly handed over to Greystone, brings increased risk and requires close management. Procurement is underway but Procurement team are encountering staffing issues	3	4	12	↑	Closely monitor performance under the contract through regular meetings, performance reporting and Board attendance	Strategy & Delivery Manager		Mar-25	The team are preparing for the handover to Greystone and setting up similar meeting and reporting arrangements to Mears. This will also include communications to tenants. Risk score has increased due to uncertainty around new contractor and ongoing procurement, but will be closely managed	2	3	6
Providing a consistently good housing service	i4B's properties are not managed effectively - risk of tenant dissatisfaction, increase in complaints and reputational damage	12	Poor service delivery gives rise to low tenant satisfaction	Significant control through SLA	While not regulated, i4B aims to meet all regulatory standards including the newly introduced consumer standards. Initial results suggest i4B and Brent more widely are below national and London standards, so a Council-wide piece of work will be underway over the coming months	3	3	9	↑	Regularly measure tenant satisfaction against performance, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-25	New regulation now in force and likely to be greater focus for company, and initial results suggest significant work to be done in improving satisfaction. Risk score increased as a result	2	3	6
		13	Poor complaints management procedures lead to low tenant satisfaction	Significant control through SLA	Also part of consumer standards, and separate complaints hierarchies have been set up on the system for the housing companies - reporting to be agreed with Board	3	3	9	↑	Regularly measure complaints performance and tenant satisfaction, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-25	Complaints reporting to be introduced from September 2024, will go alongside tenant satisfaction work and has accordingly been increased as above	2	3	6
		14	Disrepair in properties leads to poor tenant satisfaction, reputational damage and an increase in costs through legal settlements	Reasonable control through SLA	Over the past 1-2 years a notable increase in disrepair cases has been seen. The amount of new cases coming through has settled, but instances of tenants being advised to not allow access for works and more general works and settlement costs create an ongoing risk for i4B. There is a clear legal framework for the management of disrepair cases	3	3	9	↓	Closely monitor, manage and report on disrepair cases	Strategic Support Officer		Ongoing	Monthly report has now been set up by Legal providing operational and financial updates on all i4B disrepair cases, which will be fed into performance reports and financial reports	2	3	6
		15	There is an insufficient volume of street property acquisition properties on the market that meet i4B's financial criteria	Subject to market conditions	i4B's pipeline remains healthy, and the company has agreed the full use of its remaining loan funding. The Company is now considering drawing down further loan funding for additional purchases	2	3	6	↓	Continue street property acquisitions	Strategy & Delivery Manager		Ongoing	Risk remains low here. i4B expects to exceed its target of 25 purchases during 2024-25, which will bring financial benefits to the company, and is exploring further funding as in Risk 10	2	3	6
		16	There is an insufficient amount of development opportunities that meet i4B's financial criteria	Subject to market conditions	i4B is in the final stages of acquiring a new build development of 9 units in Brent.	3	2	6	↓	Continue to review potential block acquisitions and new build purchases	Strategy & Delivery Manager		Ongoing	i4B has one opportunity in the pipeline. Risk score reduced as no developments are assumed in the business plan, so any progressed opportunities will represent an additional benefit to the company and Council. i4B team links with teams in Council such as Property, Development and Planning are improving	2	2	4
17	i4B has insufficient capital to fund new acquisitions	Subject to market conditions and strategic direction of Council	i4B is in conversation with the Council regarding potential further funding for street property acquisitions, using the £40m provision in the Council's budget	2	3	6	↓	Engage the Council on future investment in i4B	Strategy & Delivery Manager		Ongoing	Risk reduced as the Council has demonstrated willingness to provide further funding for i4B to continue its acquisition programme, including a specific opportunity for a purchase of 5 portfolio units - although a Government decision on the Local Authority Housing Fund is pending	2	2	4		