

I4B Risk Register					Pre-mitigation score								Post-mitigation score				
Strategic objective	Strategic risk	Ref	Risk	Level of control	Recent developments	Likelihood	Impact	Score	Trend	Mitigating action	Owner (I4B)	Owner (SLA)	Timescale	Action status and update	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	Non-compliance with statutory obligations due to incomplete or inaccurate H&S certification and data	Significant control through SLA	In May 2025 the Council referred to the regulator following concerns that compliance actions for FRA, WRA, Asbestos had been closed down without supporting evidence	4	5	20	↑	Commission a full compliance review of Brent managed properties	Strategic Support Officer	Head of Property Services	Dec-25	Some unavoidable risk remains (for example due to non-access into properties) but as of next review actions will be to continue ongoing monitoring of H&S compliance via scorecards; following up on identified actions, and presenting a bi-annual report from the I4B/FWH team.	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	n/a	Ongoing	Strategy is being progressed, but no significant outcomes rep	2	5	10
		3	I4B is non-compliant with requirements of 3 building safety regulations	Significant control both directly and through SLA	I4B has one block, Lexington, requiring registration with the Building Safety Regulator. Registration has been completed, all relevant information including an up-to-date Fire Risk Assessment is in place, and the Building Safety Case has been submitted	1	5	5	↔	Continue compliance with requirements of Building Safety Act and other relevant legislation	Strategy & Delivery Manager	n/a	Ongoing	Following the submission of the Building Safety Case there are no outstanding actions for I4B here	1	5	5
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	4	Poor rent collection performance due to unaffordability of rent for tenants, exacerbated by welfare reform and changes to the council tax support scheme	Significant control through SLA	Income collection continues to be challenging this financial year, in part due to reduced team capacity following staff turnover and long-term absence. Recruitment has been completed, including a newly created third officer post, with onboarding underway	4	4	16	↔	Assess impact of BEAM partnership	Strategic Support Officer	Head of Housing & Neighbourhoods	Sep-25	HMS have implemented a new dashboard to monitor performance. Proposals for former tenant areas collection will be presented to the July Board.	3	3	9
		5	High void turnaround times, costs and rent loss lead to financial losses for I4B	Significant control through SLA	Void turnaround times remain above target. Property Services are significantly under-resourced and currently unable to deliver the surveying function under the SLA due to recruitment and retention challenges. Delays also persist at the lettings stage, linked to limited Housing Management capacity and delays in receiving nominations.	5	4	20	↑	Implement plans to reduce void turnaround times	Strategic Support Officer	Head of Property Services	Dec-25	A voids improvement group is in place. Turnaround times and void numbers are expected to improve. Housing Management has recruited two new officers and a temporary resource to support lettings.	3	3	9
		6	Limited availability of surveyors within HMS contributes to delays in void turnaround times and increased rent loss	Significant control through SLA	New risk following Board feedback at April review. Directors asked to provide feedback	5	4	20	↔	Review and implement alternative delivery models for surveying services, including potential internal restructuring and external support options, to improve capacity and reduce delays.	Strategy & Delivery Manager	Head of Property Services	Oct-25	Officers are reviewing options for delivering the surveying function, including the potential to move the role under the Strategy and Delivery Manager to improve oversight	3	3	9
		7	High capital programme costs, including stock condition and energy efficiency expenditure, adversely affect the company business plan		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	Strategic Support Officer / Senior Finance Analyst	Head of Property Services	Sep-25	Circa 75% of the stock has been surveyed, and costs have been inputted 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. Draft strategy presented at the December 2025 meeting, further work with finance underway to finalise costing.	2	4	8
		8	Substantial variations in inflation and interest rates compared to the business plan adversely affect financial performance and viability, with additional pressure from international economic trends such as US monetary policy	No control over external environment, can exercise caution through business planning	September 2024 CPI capped rent increases for 2025–26 at 2.7%, below the current CPI of 3.6%. Existing loan funding at 3.7% has been fully drawn. Any new borrowing will be at significantly higher rates, which may impact the financial viability of future acquisitions and overall business plan assumptions. Score increased following Board feedback at April review	3	4	12	↑	Regularly monitor economic environment and financial performance, including biannual stress testing of business plan	Senior Finance Analyst		Oct-25	Regular reviews are in place	2	5	10
		9	Company cash flow (capital and revenue) is insufficient to manage expenditure	Significant control through budget management	No major developments to report	3	5	15	↔	Regularly monitor financial and rent collection performance, including biannual stress testing of business plan	Senior Finance Analyst		Jun-25	Regular reviews are in place with. Last full business plan review took place in December 2024	2	5	10
		10	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; rent increase policy looks to remain the same under the current Government	2	3	6	↔	Regularly monitor economic environment and Government policy, including biannual stress testing of business plan	Senior Finance Analyst		Oct-25	Next stress test to take place in October 2025	2	3	6
		11	A cybersecurity incident results in in a loss of income, data and/or reputational damage to the company and the Council.	Reasonable internal control	Score increased to reflect Council position	3	4	12	↑	All staff and directors to follow guidelines on cybersecurity and GDPR. The Council have implemented a centralised alerting platform which supports greater security logging	All		Ongoing	All staff carry out annual awareness courses, and regular improvements to Brent internal systems are made	3	4	12
		12	Fraud results in a loss of income and/or reputational damage to the company and the Council.	Significant internal control	Internal colleagues are supporting the companies in developing a tailored fraud risk assessment to strengthen controls and identify specific vulnerabilities	2	3	6	↔	Develop and implement tailored fraud risk assessment. Carry out annual review of governance and internal control	Strategic Support Officer		Completed	Scheme of delegation approved by Board; annual review of governance standards, including National Housing Federation Code of Governance, takes place with the next review due in July 25	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	13	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 work, the latest update received is these works are unlikely to commence during 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
14				Reasonable control through contract	Pinnacle took over the Home Counties management contract in July, following a delay from the originally scheduled April start date. To support a smooth onboarding process, officers are holding weekly meetings with Pinnacle's Operational and Mobilisation teams. These sessions are focused on closely monitoring the implementation of the contract and fostering strong working relationships.	4	4	16	↑	Closely monitor performance under the contract through regular meetings, performance reporting and Board attendance	Strategy & Delivery Manager		May-25	Pinnacle will attend the July Board meeting for an introductory session. Thereafter, biannual attendance will be scheduled to ensure ongoing engagement and oversight.	2	3	6
15	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 and Tenant Satisfaction Measures. 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	May-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, in line with Council-wide action plan	2	3	6
Increasing the supply of affordable housing	I4B is unable to acquire properties and cannot contribute to increasing affordable housing supply in the borough	16	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, with the next report to come to the November Board meeting	3	3	9	↔	Regularly measure complaints performance and tenant satisfaction, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Nov-25	Quarterly complaints reporting to board to take place throughout 2025/26	2	3	6
		17	Disrepair in properties leads to poor tenant satisfaction, reputational damage and an increase in costs through legal settlements.	Reasonable control through SLA	Disrepair cases have stabilised following a notable increase over the past 1–2 years. While the volume of new cases has levelled off, ongoing risks remain for I4B. These include tenants being advised not to allow access for remedial works, delays in general repairs, and the financial impact of settlement costs. A clear legal framework exists for managing disrepair cases, which continues to guide our approach	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
		18	There is an insufficient volume of street property acquisition opportunities on the market that meet I4B's financial criteria	Subject to market conditions	I4B has set a target of 15 street property acquisitions for 2025-26. Whilst price caps remain challenging, the momentum of properties bought for review is positive. Finance are currently looking at whether flexibility can be applied to current price caps.	2	3	6	↔	Continue street property acquisitions	Strategy & Delivery Manager		Ongoing	Risk remains low here; I4B has set a target of 15 street property acquisitions for 2025/26 and initial indications show that this is achievable	2	3	6
19	There is an insufficient amount of development opportunities that meet I4B's financial criteria	Subject to market conditions	I4B have assessed the viability of 3 blocks in 2025/26, unfortunately none of these have progressed. I4B continues to seek and remains available for similar opportunities going forward	3	2	6	↔	Continue to review potential block acquisitions and new build purchases	Strategy & Delivery Manager		Ongoing	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 continue to be good with regular conversations held and I4B representatives on internal boards	2	2	4		

20	i4B has insufficient capital to fund new acquisitions, and therefore meet its goals of reducing homelessness	Subject to market conditions and strategic direction of Council	No recent developments	2	3	6	↔	Engage the Council on future investment in i4B	Strategy & Delivery Manager		Ongoing	The Council has agreed to provide further funding for i4B to continue its acquisition programme	2	2	4