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 self-rereferred to the regulator following concerns that compliance actions for FRA, WRA, Asbestos had been closed down without supporting evidence and subsequently received a C3 rating. In response to this Property Services have reviewed the structure of the compliance team and increased the number of managers to ensure effective oversight of compliance.	4	5	20	↔	The Council have initiated a Building Safety Compliance Project to ensure that identified remedial actions are completed, and have set a roadmap for full compliance. Timelines for recovery: Review of True Compliance by May 2026, Achieve 'C2' grade by September 2027 and 'C1' grade by September 2029.	Strategic Support Officer	Head of Property Services	May-26	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 reported to date	2	5	10
		3	i4B is non-compliant with requirements of 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, an income collection improvement plan was presented to Board in October and the work to implement this will be closely monitored by Officers. The team have recently lost a HCTSM and recruitment is underway to fill the vacant post with a temp being onboarded to support until the post can be filled permanently	4	4	16	↔	Implement plans to improve rent collection rates. Monitor arrears trends linked to welfare reform and council tax changes. Develop tailored support pathways for at-risk tenants	Strategic Support Officer	Head of Housing & Neighbourhoods	Apr-26	HMS are building a new dashboard to monitor performance. Proposals for former tenant arrears collection are still being explored following a report to the July Board. The Council are currently developing a FTA collection policy which will be extended to the Housing Companies	3	3	9
										Assess impact of BEAM partnership	Strategic Support Officer	Head of Housing & Neighbourhoods	Jan-26	The BEAM contract is due to end in January 2026. The recommendation from HMS is to not extend the contract further due to low engagement and success rates. HMS will provide an update to Board in December 2025, risk to be removed once contract ends			
		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 but improvements can be seen. Property Services recruited a new voids manager on a temporary basis who is supporting the delivery of the surveying function under the SLA. Property Services are still facing challenges with permanent recruitment and retention. Delays also persist at stage 3, linked to delays in receiving nominations from Housing Needs.	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, chaired by the Head of Housing Management Property. Turnaround times and void numbers are expected to improve and progress is already being seen. Further update on the progress of the improvement group will be provided at the December Board	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	A temporary surveying manager is now in post within Property Services and improvements have been seen to stage 2 void times. Further work still required to fill vacant posts with permanent staff	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	Apr-26	Officers are reviewing options for delivering the surveying function as part of SLA renewals for 26/27, 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	Subject to market fluctuations, governmental requirements, availability of grant, etc.	Asset management and decarbonisation strategy approved by Board in September 2025. Strategic decisions to be taken on approach to planned / capital works	3	5	15	↔	Implement asset management and decarbonisation strategy	Strategic Support Officer / Senior Finance Analyst	Head of Property Services	Apr-26	Officers will now work with Property Services to commission stock condition surveys and take any necessary works forward	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 2025 CPI (3.8%) will cap rent increases for 2026–27 at 4.8%, above the current CPI of 3.6%. Phase 3 loan negotiations are due to be finalised in December 2025, the interest rate will be based on the PWLB loan rate at the time the funding is drawn down, but significantly higher than the previous 3.7% funding.	3	4	12	↔	Regularly monitor economic environment and financial performance, including biannual stress testing of business plan	Senior Finance Analyst		Mar-26	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		Jan-26	Regular reviews are in place with. Full business plan review set for January 2026	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		Jan-26	Next stress test to take place in January 2026	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 and could cause disruption to council services which may impact residents.	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, regular improvements to Brent internal systems are made, and the council conducts regular phishing simulations to raise awareness of cyber risks.	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	Head of Change and Customer Insight		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 26	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 that 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	2	2
		14	i4B does not effectively manage its contract for the management of Home Counties properties, leading to poor performance and risk to tenant satisfaction	Reasonable control through contract	Pinnacle took over the Home Counties housing management contract in July. To support a smooth onboarding process, officers are holding weekly meetings with Pinnacle's Operational 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		Mar-26	Pinnacle to attend the March Board	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 consumer standards and Tenant Satisfaction Measures. Recent results suggest i4B and Brent more widely are below national and London standards, a Council-wide piece of work will be underway over the coming months including a new Housing and Tenant Satisfaction Improvement Programme	3	3	9	↔	Regularly measure tenant satisfaction against performance, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-26	Most recent results suggest there is significant work required to improve tenant satisfaction, including a focus on resolving long-standing issues at Lexington	2	3	6
		16	Poor complaints management procedures lead to low tenant satisfaction	Significant control through SLA	Also part of consumer standards. A separate complaints hierarchy has been set up on the system for the housing companies, with the next report to come to the December 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	Dec-25	Quarterly complaints reporting to board to take place throughout 2025/26	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	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 properties 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.	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	No recent developments	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	Phase 3 loan terms to be presented at December Board for approval	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