

GOLDING HOMES KEY RISK RECORD

THEME A: MACRO ECONOMIC AND FINANCIAL ENVIRONMENT RISK NAME: Financial resilience [A1]				DESCRIPTION: Failure to deliver to required financial parameters																																																		
RISK OWNER: Chief Executive			BUSINESS AREA: All			RISK MANAGER: Exec Finance Director																																																
CAUSES <ul style="list-style-type: none"> • Inflation and costs tracking at higher than budgeted. • Sales and disposals forecast not met due to changing market conditions. • Financial downgrade because of economic conditions/performance 					EFFECTS <ul style="list-style-type: none"> • Lender intervention • Regulatory intervention • Inability to meet contractual financial obligations. • Inability to meet service obligations. • LTFP viability breach 																																																	
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="text-align: center;"> Outlook </div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00; color: black;">T</td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: black;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 15</p>					Impact	4						P	3					R		2				T			1			LT						1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • March 2024 financial statements deliver interest cover of 117% (after impairment charge) • 2024 LTFP approved by Board – reflects weakened (medium term) key metrics due to asset investment • [REDACTED] 				
Impact	4							P																																														
	3						R																																															
	2					T																																																
	1			LT																																																		
		1	2	3	4	5	6																																															
		Likelihood																																																				
PLANNED ACTIONS <ul style="list-style-type: none"> • Maintain forecast monitoring through FY25 • Deliver objectives of Financial Strategy in FY25, prep later activities • [REDACTED] 					INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Independent review of LTFP • Internal audit of key financial controls 																																																	
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Board approved budget • Purchase approval controls • [REDACTED] • Strong & stable income streams • Treasury management controls 					MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Monthly financial reporting • [REDACTED] • Treasury & Finance Committee oversight of forecast 																																																	
DATE OF RECORD: June 2024					MEETING: Audit and Assurance Committee – July 2024																																																	

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME A: MACRO ECONOMIC AND FINANCIAL ENVIRONMENT RISK NAME: Operational complexity risk [A2]				DESCRIPTION: Assets, liabilities and obligations from diverse activities not fully understood																																														
RISK OWNER: Exec Finance Director		BUSINESS AREA: Finance, Ops, Development		RISK MANAGER: Financial Controller																																														
CAUSES <ul style="list-style-type: none"> • Lack of Product level accounting obscuring relative contribution • Lack of understanding of commercial contractual obligations • Incorrect treatment of supported housing financial requirements • Incorrect rent and service charge treatments – commercial • Lack of understanding of customer expectations of diverse products • Inadequate assets and liabilities register 				EFFECTS <ul style="list-style-type: none"> • Social housing margin undermined by non-core products, creating business plan delivery risk • Reputational risk • Breach of legislation • Unplanned / unknown financial, compliance and legal risks impacting covenant compliance 																																														
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="text-align: center;"> Outlook <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px auto;"></div> <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px auto;"></div> </div> </div> <table border="1" style="margin-top: 10px; text-align: center; border-collapse: collapse;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: white;">R</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6" style="text-align: center;">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 20</p>				Impact	4						P	3				R			2		T					1		LT							1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • FY2025 service charge estimates issued, [REDACTED] • Improved annual rent & service charge notifications in place [REDACTED] • New finance system live from 20 May 2024 • Project Accountant role approved and recruitment underway 	
Impact	4							P																																										
	3					R																																												
	2		T																																															
	1		LT																																															
		1	2	3	4	5	6																																											
		Likelihood																																																
PLANNED ACTIONS <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • [REDACTED] 				INDEPENDENT ASSURANCE (3rd line) <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • [REDACTED] 																																														
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Procurement process • Contract management training • Asset & Liabilities Register • Rent & Service Charge Policy and Framework 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Financial reporting by tenure (currently annual only) • Procurement reporting 																																														
DATE OF RECORD: June 2024				MEETING Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME A: MACRO ECONOMIC AND FINANCIAL ENVIRONMENT RISK NAME: Skills and labour [A3]r				DESCRIPTION: Inability to recruit and retain high quality colleagues																																																
RISK OWNER: ED of Business Change		BUSINESS AREA: Business Change		RISK MANAGER: Head of People & Culture																																																
CAUSES <ul style="list-style-type: none"> • Lack of succession planning • Local market competition • Core skills and capability gaps not addressed. • High sickness absence • Poor organisational culture • Professionalisation agenda leads to vacancies in key roles • Changing political agenda restricts skills availability 				EFFECTS <ul style="list-style-type: none"> • Inability to meet service demands • Compliance, regulatory and reputational risk • High cost • Demotivated remaining workforce. • High demands on small number of skilled and experienced team members • H&S wellbeing risk 																																																
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="text-align: center;"> Outlook <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px auto;"></div> <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px auto;"></div> </div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: red;">P</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90; color: red;">RT</td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6; color: blue;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;"><i>Previous Residual score: 9</i></p>				Impact	4							3				P			2			RT				1	LT								1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • Professionalisation Agenda consultation concluded, and consultation responses submitted <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • End of year reviews completed • <div style="background-color: black; height: 20px; width: 100%;"></div> 			
Impact	4																																																			
	3					P																																														
	2				RT																																															
	1	LT																																																		
		1	2	3	4	5	6																																													
		Likelihood																																																		
PLANNED ACTIONS <div style="background-color: black; height: 40px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • Management master classes to be run to upskill management technical competencies throughout 2024 • Engagement survey to provide baseline & key insights into 'hot spots' <div style="background-color: black; height: 20px; width: 100%;"></div> • EDI analysis to be completed <div style="background-color: black; height: 20px; width: 100%;"></div> • Mapping of technical competencies to enable skills gap analysis & drive success <div style="background-color: black; height: 20px; width: 100%;"></div> • People PowerBI dashboard in development <div style="background-color: black; height: 20px; width: 100%;"></div> 																																																				
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> • 'People and Culture Matters' Strategy • Colleague engagement (Pulse) surveys • Tracking sickness and turnover metrics • Sponsorship for professional quals • Salary benchmarking • Robust sickness management • Dedicated post for recruitment 		MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> • Quarterly People Report to ET and G&R Committee • Exit interview data collated and reported • Mid and end-year colleague reviews • Power BI People Dashboard • <div style="background-color: black; height: 20px; width: 100%;"></div> 		INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> • Housemark benchmarking for sickness and turnover • RSM Internal Audit Plan • BeHeard Survey 																																																
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME A: MACRO ECONOMIC AND FINANCIAL ENVIRONMENT RISK NAME: Counterparty risk [A4]				DESCRIPTION: Failure to manage third party risk																																																	
RISK OWNER: ED of Development and Strategic Asset Management			BUSINESS AREA: Finance, Ops, Development & Strategic Asset Management			RISK MANAGER: Lenka Muir / Steve Stratford / Geoff Davies																																															
CAUSES <ul style="list-style-type: none"> • Failure to understand or manage counter party risk. • Lack of third-party due diligence • Poor contract liability management / definition • Lack of supplier diversification • Economic pressures (skills, inflation & costs) = contractor failure 					EFFECTS <ul style="list-style-type: none"> • Financial business plan delivery risk / covenant compliance risk • Legal risk • Health and safety legislative risk/ risk to life • Governance compliance risk • Significant reputational risk 																																																
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="border: 1px solid black; width: 30px; height: 20px; display: flex; align-items: center; justify-content: center;"> <div style="width: 10px; height: 10px; background-color: white; margin: 0 2px;"></div> <div style="width: 10px; height: 10px; background-color: white; margin: 0 2px;"></div> </div> </div> <div style="margin-top: 10px;"> <table border="1" style="border-collapse: collapse; text-align: center; width: 150px;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000; color: white;">P</td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #FFA500;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90; color: white;">LT</td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td></td> <td></td><td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;"><i>Previous Residual score: 20</i></p> </div>				Impact	4					R	P	3			T				2			LT				1									1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 100px; width: 100%; margin-top: 5px;"></div>				
Impact	4						R	P																																													
	3				T																																																
	2				LT																																																
	1																																																				
		1	2	3	4	5	6																																														
		Likelihood																																																			
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> • Monitor credit reports of key contractors/suppliers. • Process to monitor activity on sites to identify any early warning signs. • Insolvency action checklist in place in the event of insolvency. 				MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> • Supplier credit scores continuously monitored, and analyses reported to ET and AAC. • Development performance reporting to ET and Development Appraisal Panel. • Long-Term Financial Plan includes a sensitivity test to apply 10% increase to uncommitted development schemes 			INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> • Internal audit of contract management and controls scheduled [REDACTED] • Homes England Audit annually [REDACTED] 																																														
DATE OF RECORD: June 2024					MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Stock Quality [B1]		DESCRIPTION: Poor quality stock leads to financial, regulatory, and reputational risk																																														
RISK OWNER: ED of Development and Strategic Asset Management	BUSINESS AREA: Strategic Asset Management & repairs	RISK MANAGER: AD of Strategic Asset Management																																														
CAUSES <ul style="list-style-type: none"> • Low historic investment • Continued high levels of damp and mould cases • High demand for repairs and ineffective repairs service • Inadequate future investment plans • New stock improvement expectations (Building regs, H&S, Decent Homes Plus, EICR, EPC and Net Zero) 		EFFECTS <ul style="list-style-type: none"> • Breach of home standard • Breach of consumer standards • High customer dissatisfaction • Increased pressure on repairs teams and budgets • Disrepair risk (legal and cost) • HOS maladministration determinations 																																														
<div style="display: flex; justify-content: space-between;"> <div> RISK SCORES P Primary R Residual T Target </div> <div> Outlook <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px;"></div> </div> </div> <table border="1" style="margin-top: 10px; text-align: center; border-collapse: collapse;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: white;">R</td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 12</p>		Impact	4					P		3				R			2		T					1		LT							1	2	3	4	5	6	Likelihood								UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Asset Management Strategy approved by Board (07/12/2023) with increased investment in existing homes across next 3 year (2024-2027). • Our Decent Homes compliance continues to remain stable month on month. • Key investment programs are procured and on-site delivering component replacement works continuously from 2023/24 through 2024/25. Initial completions are in line with delivery numbers for the year. This consistency will aid delivering the increased spend in 24/25. 	
Impact	4						P																																									
	3					R																																										
	2			T																																												
	1		LT																																													
		1	2	3	4	5	6																																									
Likelihood																																																

GOLDING HOMES KEY RISK RECORD

	PLANNED ACTIONS [REDACTED] <ul style="list-style-type: none">• Continue to undertake stock condition surveys (annual 20%), EPCs, block inspections.• Continue planned works programs. [REDACTED] Progress 24/25 Asset Management Plan Actions [REDACTED] <ul style="list-style-type: none">• Conduct Repairs Review, [REDACTED]• [REDACTED]	
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none">• Damp and mould policy, process and tracker• Disrepair Tracker robust and processes in D&M policy followed• Age and quality of Stock data• Keystone works forecasting for Long Term Financial Plan• Contract Management in Keystone Project Management Module• Works completions updated in stock condition database.• Customer Info on fire safety online	MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none">• KPI dashboard and commentary to monitor suite of stock information data at monthly ET/SLG meetings, including Decent Homes progress.• KPI dashboards reported to Health and Safety Committee, Customer Committee and Board.	INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none">• External consultant audit results on stock condition data• External consultant audit results on Landlord Compliance areas• Contract Management Audit
DATE OF RECORD: June 2024		MEETING: Audit and Assurance Committee – July 2024

GOLDING HOMES KEY RISK RECORD

THEME B: EXISTING STOCK & SERVICE DELIVERY				DESCRIPTION: Services do not meet critical to quality requirements for regulatory compliance and customer satisfaction																																																
RISK NAME: Quality of services [B2]																																																				
RISK OWNER: ED of Customer Experience		BUSINESS AREA: Customer Experience / Assets		RISK MANAGER: ED of Customer Experience																																																
CAUSES <ul style="list-style-type: none">• Inadequate staffing to meet service expectations - capability capacity or short-term resource gaps as a result of sickness (covid).• Demand exceeds service capacity.• Inadequate policy, process and procedures• Inadequate understanding of performance / CtQ Requirements• Inadequate budget management				EFFECTS <ul style="list-style-type: none">• Non delivery of corporate plan objectives• Regulatory noncompliance• Reputational risk• Financial risk• Customer dissatisfaction																																																
<div><div><div>RISK SCORES</div><div>Outlook</div><div>P Primary</div><div>R Residual</div><div>T Target</div></div><div><table><tr><td rowspan="4">Impact</td><td>4</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td>R</td><td>P</td><td></td></tr><tr><td>2</td><td></td><td>T</td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td>LT</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td></td><td></td><td colspan="6">Likelihood</td></tr></table></div><div>Previous Residual score: 12</div></div> <td colspan="6">UPDATES SINCE LAST ASSESSMENT<div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></td>		Impact	4							3				R	P		2		T					1	LT								1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>					
			Impact	4																																																
				3				R	P																																											
				2		T																																														
1	LT																																																			
		1	2	3	4	5	6																																													
		Likelihood																																																		

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Health and Safety [B3]				DESCRIPTION: Inadequate health & safety systems and culture lead to high organisation/personal risk																																																
RISK OWNER: Chief Executive		BUSINESS AREA: All areas		RISK MANAGER: ED of Devt and SAM / AD Governance and Compliance																																																
CAUSES <ul style="list-style-type: none"> Inadequate H&S mgt systems (predictive AND responsive) Inadequate risk assessments, training and uptake Individual breach of required process resulting in high-risk event Lack of updating of requirements under legislative framework Counter party health and safety risk Lack of business continuity / crisis management 				EFFECTS <ul style="list-style-type: none"> Potential loss of life or serious injury Personal and organisational liability HSE determination HOS determination – serious detriment Significant financial liability Significant personal and organisational reputational risk 																																																
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> Outlook P Primary R Residual T Target </div> <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto;"></div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #FFD700;">T</td> <td style="background-color: #FFA500;"> </td> <td style="background-color: #FF0000;">R</td> <td style="background-color: #FF0000;">P</td> <td style="background-color: #FF0000;"> </td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;">LT</td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #FFD700;"> </td> <td style="background-color: #FFA500;"> </td> <td style="background-color: #FFA500;"> </td> <td style="background-color: #FF0000;"> </td> </tr> <tr> <td>2</td> <td style="background-color: #ADD8E6;"> </td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #FFD700;"> </td> <td style="background-color: #FFD700;"> </td> <td style="background-color: #FFA500;"> </td> </tr> <tr> <td>1</td> <td style="background-color: #ADD8E6;"> </td> <td style="background-color: #ADD8E6;"> </td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #90EE90;"> </td> <td style="background-color: #90EE90;"> </td> </tr> <tr> <td colspan="2"></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 16</p>				Impact	4		T		R	P		3	LT						2							1									1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> New governance system implemented, four meetings of the new Strategic Health and Safety Committee held – impact provided assurance to H&S committee from testing of controls Annual review of Health and Safety policy and statement of intent. The Policy includes the new requirements within the Consumer Standards. The Policy was reviewed and approved by the Board at its meeting in May. Personal safety review completed and transitioned to the new system. Roll out includes training and personal safety awareness. Compliance is being overseen by the Strategic H&S Committee <div style="background-color: black; height: 20px; width: 100%; margin-top: 5px;"></div>			
Impact	4		T			R	P																																													
	3	LT																																																		
	2																																																			
	1																																																			
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> H&S manager (starting August 24) HSEQ advisor - site inspections and risk assessment reviews Policy & procedure library Risk assessments completed H&S training programme Attendance at team talks and meetings 				MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> Strategic H&S Committee oversight: Action Plans, KPI reports, Operational H&S Committee reports, training, H&S risks, accident and near-miss reporting, deep-dive risk reviews Executive Director with lead responsibility for reporting to the Board and if needed to the AAC Quarterly reporting to ET 		INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> Internal audit of corporate/employer H&S as per AAC internal audit plan and specialist internal audit reviews of landlord compliance. <div style="background-color: black; height: 20px; width: 100%; margin-top: 5px;"></div>																																														
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Costs and Inflation [B4]				DESCRIPTION: Inflationary pressure undermines service delivery																																																
RISK OWNER: ED of Customer Experience		BUSINESS AREA: Finance, Operations		RISK MANAGER: ED of Customer Experience																																																
CAUSES <ul style="list-style-type: none"> • Unrecoverable utility cost inflation for communal areas • Low service productivity for in house services resulting in higher costs • Smaller contractors unable to continue to deliver to due cost inflation • Material cost inflation continues at higher level • Labour inflation continues at higher level • Cost of living crisis results in more residents falling into arrears 				EFFECTS <ul style="list-style-type: none"> • Lower service delivery capacity due to inflated costs • Inflationary pressures impact material supply chain, also constricting supply of materials and services • Potential contractor losses 																																																
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="text-align: center;"> Outlook </div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">LT</td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 12</p>				Impact	4					P		3					R		2							1			LT	T					1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • D&M forecast to real costs and programme of works [REDACTED] • R&M budget additional scrutiny [REDACTED] • Better oversight of non-contract spend [REDACTED] • Regular meetings with key contractors [REDACTED] • Cost monitored for all new contracts as part of new procurement procedures [REDACTED] • [REDACTED] • Headline inflation reducing 			
Impact	4						P																																													
	3						R																																													
	2																																																			
	1			LT	T																																															
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Contracts in place for supplies to achieve value for money where possible • Cost of living support to customers through Customer Success Team 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Contract Register • Reporting by Head of Procurement to ET 		INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • [REDACTED] 																																														
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Operational controls [B5]				DESCRIPTION: Lack of operational controls lead to unforeseen risk																																																
RISK OWNER: ED of Customer Experience		BUSINESS AREA: Customer Experience		RISK MANAGER: ED of Customer Experience																																																
CAUSES <ul style="list-style-type: none"> • Policies, procedures and processes inadequate and ineffective. • Inadequate risk planning • Lack of operational focus on critical to quality factor delivery • Unfocused performance KPIs result in incorrect strategic focus. • Lack of data discipline and governance of calculation methodologies • Lack of systematic approach to exception reporting and internal audit 				EFFECTS <ul style="list-style-type: none"> • Poor performance with inadequate improvement plans • Unmonitored regulatory and legislative noncompliance • Lack of Value for Money 																																																
RISK SCORES P Primary R Residual T Target <div style="text-align: center; margin-top: 10px;"> Outlook </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6; color: white;">LT</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;"><i>Previous Residual score: 9</i></p>		Impact	4							3			R	P			2			T				1	LT								1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Revised KPI dashboard in place from April based on operational critical to quality indicators • New Customer Experience Dashboard in place from April • Changes to KPI methodologies collated and reported to ET (March 2024) • [REDACTED] 					
Impact	4																																																			
	3				R	P																																														
	2				T																																															
	1	LT																																																		
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Policies register with timescales for policy reviews • Programme agreed to data quality improvement (counting rules etc) 		MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • KPI reporting to senior management, CEC and Board • Regular update of consumer regs gap analysis to CEC 		INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Internal audit of data quality • [REDACTED] 																																																
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Income Recovery [B6]				DESCRIPTION: Income under recovery																																														
RISK OWNER: ED of Customer Experience		BUSINESS AREA: Customer Experience		RISK MANAGER: AD of Tenancy																																														
CAUSES <ul style="list-style-type: none"> • Rent & SC repayment required due to rent standard breach. • Incorrect application of service charges leading to under recovery • Inadequate rent strategy leads to under recovery. • Cost of living crisis leads to higher arrears. • Lack of effective income collection processes lead to under recovery. • Lack of transparency of different types of arrears leads to lack of focus on overall financial effectiveness (write off, FTA, sundry, commercial) 				EFFECTS <ul style="list-style-type: none"> • Loss of income • Impact of forecast repayments on budget • Unsustainable tenancies • Higher unit costs of recovery • Regulatory noncompliance • Legislative noncompliance • High reputational risk • Service unviability 																																														
RISK SCORES P Primary R Residual T Target		Outlook <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px; float: right;"></div> <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px; float: right;"></div>		UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • UC rent verification completed c3,000 for live claimants following annual rent increases • [REDACTED] 																																														
<table border="1" style="border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td></tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: red;">R</td><td style="background-color: #FFD700; color: red;">P</td><td style="background-color: #FF0000;"></td></tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: green;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td></tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: blue;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td></tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td></tr> </table> <p><i>Previous Residual score: 12</i></p>		Impact	4							3				R	P		2		T					1		LT							1	2	3	4	5	6			Likelihood						PLANNED ACTIONS <ul style="list-style-type: none"> • Income collection dashboard and revised method being developed [REDACTED] • [REDACTED] • Review of FTA arrear process (Q1 2024) • [REDACTED] 			
Impact	4																																																	
	3					R	P																																											
	2			T																																														
	1		LT																																															
		1	2	3	4	5	6																																											
		Likelihood																																																
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • New rent and service charge policy • Rentsense software predictive analytics • Predictive data project with MBC to target families at risk of homelessness 		MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • KPI reporting on income recovery to ET and Board 		INDEPENDENT ASSURANCE (3rd line) <div style="background-color: black; width: 100%; height: 20px; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • Additional annual audits built into new Rent and Service Charge Policy 																																														
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Data Security [B7]			DESCRIPTION: Inadequate data security leads to significant organisational risk																																															
RISK OWNER: ED of Business Change		BUSINESS AREA: Business Change		RISK MANAGER: AD of Technology & Systems Transformation																																														
CAUSES <ul style="list-style-type: none"> Insufficient IT infrastructure such as outdated hardware/software that is vulnerable to attacks Lack of advanced security tools such as firewalls, intrusion detection systems, and encryption technologies Inadequate staff training Weak access controls such as ineffective password policies and lack of multi-factor authentication Poor data management practices Lack of regular audits and assessments Non-compliance with regulations (such as GDPR) Third-party risks, including weak security practices and lack of proper vetting and monitoring of third parties Ineffective incident response and disaster recovery plan 			EFFECTS <ul style="list-style-type: none"> Data breaches, giving attackers access to sensitive data Service interruptions, including failures and downtimes Human error, with colleagues inadvertently disclosing sensitive information or fall victim to phishing attacks Policy non-compliance Unauthorised access to or modification of sensitive data Data theft Data loss and/or misuse Unidentified vulnerabilities and security gaps Regulatory penalties Loss of trust from stakeholders, customers, and the public Delayed response to security incidents, or uncoordinated efforts, exacerbating the impact of a breach 																																															
RISK SCORES P Primary R Residual T Target <table border="1" style="border-collapse: collapse; text-align: center; margin-top: 10px;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00; color: white;">T</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td colspan="2"></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 12</p>		Impact	4					P		3					R		2				T			1			LT						1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> SOC implementation started and on track <div style="background-color: black; width: 100px; height: 15px; display: inline-block;"></div> <div style="background-color: black; width: 600px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 450px; height: 15px; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> Supplier cyber audits completed for MRI and Advanced (Cloud Financials) successfully with no issues raised. Supplier cyber audit issued to ROCC 			
Impact	4						P																																											
	3						R																																											
	2					T																																												
	1			LT																																														
		1	2	3	4	5	6																																											
		Likelihood																																																
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> Firewalls Mock phishing tests & follow-up training IT Disaster Recovery Plan Cyber awareness training 		MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> Report to ET and Audit & Assurance Committee Internal Controls Assurance Monthly test of backups Annual DR test 		INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> <div style="background-color: black; width: 30px; height: 15px; display: inline-block;"></div> Internal Audit Penetration testing <div style="background-color: black; width: 30px; height: 15px; display: inline-block;"></div> Cyber audit carried out <div style="background-color: black; width: 100px; height: 15px; display: inline-block;"></div> <div style="background-color: black; width: 30px; height: 15px; display: inline-block;"></div> 																																														

GOLDING HOMES KEY RISK RECORD

<ul style="list-style-type: none">• Verified Cyber Incident Response Plan (CIPR) covering: phishing/whaling/vishing, unauthorised disclosure of PII, hate speech / cyber bullying, ransomware• Endpoint Detection & Response (EDR) software in place	<ul style="list-style-type: none">• Supply chain cyber audits carried out on an annual rolling basis for key suppliers.• IT Change Board	<ul style="list-style-type: none">• Cyber Incident Response Plan ratified by Insurers.• Cyber Essentials accreditation
DATE OF RECORD: June 2024		MEETING: Audit and Assurance Committee – July 2024

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Data Integrity [B8]			DESCRIPTION: Data held does not comply with regulatory code and/or is not exploited as a primary decision-making tool																																										
RISK OWNER: Executive Team		BUSINESS AREA: All areas		RISK MANAGER: AD of Strategic Planning & Information Management																																									
CAUSES <ul style="list-style-type: none"> • Lack of GDPR compliance systems • Inadequate data entry controls and system security • Lack of systematic data cleansing and updating • Human Error • Lack of secondary data assurance • Inadequate system interfaces • Duplicate data across multiple systems 			EFFECTS <ul style="list-style-type: none"> • Regulatory non-compliance (ICO) • Health and safety risk • Safeguarding risk • Inability to plan and deliver services effectively. • Regulatory data breach • Complaints 																																										
RISK SCORES P Primary R Residual T Target		UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Internal data quality audit of a selected number of KPIs completed in March 2024 • [REDACTED] • Recommendations from the independent data review have been incorporated within Corporate Plan projects for 24/25 • [REDACTED] • Updated the customer privacy notice and the ROPA has been completed 																																											
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">Impact</div> <table border="1" style="border-collapse: collapse; text-align: center;"> <tr><td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td></tr> <tr><td>3</td><td style="background-color: #90EE90; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFD700; color: white;">T</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000; color: white;">R</td><td style="background-color: #FF0000;"></td></tr> <tr><td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td></tr> <tr><td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td></tr> </table> </div> <table border="1" style="border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="6">Likelihood</td> </tr> </table> <p><i>Previous Residual score: 15</i></p>		4					P		3	LT		T		R		2							1							1	2	3	4	5	6	Likelihood						PLANNED ACTIONS <ul style="list-style-type: none"> • Customer compass project has reviewed minimum data standards for customers. MRI is being enhanced to capture all customer data requirements; customer records will be updated, and services are being advised of the minimum data we need to collect at first point of contact e.g. onboarding • Scope data transformation programme and the Data Strategy is being refreshed • Counting rules for the Corporate delivery plan 24/25 'new' measures [REDACTED] • Colleagues are currently applying the Excel Assurance Framework [REDACTED] 			
4					P																																								
3	LT		T		R																																								
2																																													
1																																													
1	2	3	4	5	6																																								
Likelihood																																													
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> • Data Steering Committee • Data Protection & Privacy Programme • Technical and data literacy training • Data quality pages are included in all new PowerBI reports 		MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> • Regular audits on compliance data • Data quality assurance sheets & kitemarks • Counting rules for all KPIs 		INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> • Internal audit data quality Mar 23 • [REDACTED] • Independent review of SDR Feb 24 • Independent validation on TSM methodology and calculations Feb/Mar 24 																																									
DATE OF RECORD: June 2024			MEETING: Audit and Assurance Committee – July 2024																																										

GOLDING HOMES KEY RISK RECORD

THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Business Continuity [B9]				DESCRIPTION: Lack of business continuity planning creates significant organisational risk																																																
RISK OWNER: Chief Executive			BUSINESS AREA: All areas			RISK MANAGER: Exec Finance Director																																														
CAUSES <ul style="list-style-type: none"> • Major event leading to service disruptions or personal / property risk • Systems failure • Terrorist event • Cyber security event • Health and safety event • Public safety event (pandemic, civil contingency) 				EFFECTS <ul style="list-style-type: none"> • Significant Service disruption/ Inability to meet organisational requirements • Health and safety risk/liability • Reputational risk • Financial recovery risk 																																																
RISK SCORES P Primary R Residual T Target				UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • SLG confirmed quarterly review of BCP content 																																																
<table border="1" style="border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: white;">R</td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td> </tr> </table> <p><i>Previous Residual score: 12</i></p>				Impact	4					P		3				R			2		T					1		LT							1	2	3	4	5	6			Likelihood						PLANNED ACTIONS <ul style="list-style-type: none"> • Recommended actions from BCP test exercise to be implemented per action plan • Revised and updated BCP suite to be presented to AAC in September 2024 			
Impact	4						P																																													
	3					R																																														
	2		T																																																	
	1		LT																																																	
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Directorate business continuity plans • IT backup cycles • Remote working practices • Insurance 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Quarterly internal controls sign-off (includes confirmation of review of directorate BCP • Internal desktop test exercise June 2022 				INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Internal audit of response to Covid-19 pandemic (2021/22) 																																												
DATE OF RECORD: June 2024						MEETING: Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME B: EXISTING STOCK & SERVICE DELIVERY RISK NAME: Safeguarding [B10]			DESCRIPTION: Safeguarding failure leads to significant organisational impact																																															
RISK OWNER: ED of Customer Experience		BUSINESS AREA: Customer Experience		RISK MANAGER: AD of Tenancy & Housing Change																																														
CAUSES <ul style="list-style-type: none"> • Lack of safeguarding management systems to track and identify risk • Poor systems flagging process leading to employee safeguarding risk • Poor housing policy leads to inadequate protections for vulnerable people in GN and Sheltered Housing • Ineffective multi-agency working leads to significant safeguarding incident • Inadequate staffing ratios to meet safeguarding obligations 			EFFECTS <ul style="list-style-type: none"> • Risk of serious detriment to residents • Reputational damage • Legal challenge based on a failure of a duty of care • Legal / staffing costs of defending challenge from coroners inquiries / serious case reviews 																																															
RISK SCORES P Primary R Residual T Target <table border="1" style="border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFA500; color: red;">R</td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000; color: red;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6; color: blue;">LT</td><td style="background-color: #ADD8E6; color: blue;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td> </tr> </table> <p><i>Previous Residual score: 9</i></p>			Impact	4							3			R		P		2	LT	T					1									1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Fair Access Policy communication to colleagues • New safeguarding and domestic abuse case manager now live, and training rolled out • Safeguarding Adult Policy review and approved (May 2024) <div style="background-color: black; height: 20px; width: 100%;"></div> PLANNED ACTIONS <ul style="list-style-type: none"> • Safeguarding Child policy under review <div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> • Continued focus of completions of annual mandatory e-training • Continue actions aligned to DAHA programme • Tenancy audits for customers over 80 years of age to gain insight into needs and vulnerabilities to shape older persons offer 		
Impact	4																																																	
	3				R		P																																											
	2	LT		T																																														
	1																																																	
		1	2	3	4	5	6																																											
		Likelihood																																																
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Safeguarding Policy (being reviewed) 		MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Reporting to ET and onward to Board 		INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • <div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> 																																														
DATE OF RECORD: June 2024			MEETING: Audit and Assurance Committee – July 2024																																															

GOLDING HOMES KEY RISK RECORD

THEME C: DEVELOPMENT RISK NAME: Shared ownership and market sales [C1]				DESCRIPTION: Financial exposure due to changing housing market conditions																																																
RISK OWNER: ED of Development & Strategic Asset Management			BUSINESS AREA: Development and Finance		RISK MANAGER: ED of Development & Strategic Asset Management																																															
CAUSES <ul style="list-style-type: none"> • Inflation and interest rates impact mortgage affordability • Cost of living crisis reduces consumer confidence. • Suppressed market drives down pricing and valuations • Low contractor confidence and constraints lead to project delays and overrun • Build price drives up cost and reduces profit margins • Lower consumer confidence reduces ability to staircase SO 				EFFECTS <ul style="list-style-type: none"> • LTFP assumptions impacted. • In year budget impact through lower profit due to suppressed pricing and fewer sales • Property valuation impact • Higher costs to build 																																																
RISK SCORES P Primary R Residual T Target				UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Strong demand maintained for shared ownership. Year-end (March 2024) performance of 67 sales completed, income ahead of target and 0 unsold homes. • [REDACTED] 																																																
Outlook <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin-right: 5px;"></div> </div>				PLANNED ACTIONS <ul style="list-style-type: none"> • Regular monitoring of plot sales • Escalation of delays to delivery programme. • Stress testing in LTFP to demonstrate falls in sales values/delays. • All new business schemes including 'sale' homes to be supported by detailed marketing report and stress testing to demonstrate impact of falls in sales values/delays. • [REDACTED] 																																																
<table border="1" style="border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700; color: black;">P</td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td></tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFD700; color: black;">R</td><td style="background-color: #FFA500;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td></tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: black;">T/LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td></tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td></tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td></tr> </table> <p><i>Previous Residual score: 9</i></p>				Impact	4			P				3			R				2		T/LT					1									1	2	3	4	5	6			Likelihood									
Impact	4				P																																															
	3				R																																															
	2		T/LT																																																	
	1																																																			
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Use of specialist sales agents to support marketing. Sales progression and forecasting reviewed by Sales Manager • Scheme marketing launched 9 months prior to anticipated handover. 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Weekly plot sales review by Sales Manager and Director. • Reported monthly to ET and DAP 		INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Independent Internal Audit 																																														
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																


GOLDING HOMES KEY RISK RECORD

THEME C: DEVELOPMENT RISK NAME: Construction quality [C2]				DESCRIPTION: Failure to oversee construction process effectively leads to significant quality issues and cost exposure																																																
RISK OWNER: ED of Development & Strategic Asset Management			BUSINESS AREA: Development		RISK MANAGER: AD of Development																																															
CAUSES <ul style="list-style-type: none"> • Lack of construction phase reviews to ensure H&S and Building regs compliance and quality throughout the build process. • Inadequate insurance protection /contract/warranty protection • Lack of knowledge of construction materials leading to inability to understand long term maintenance and H&S risk. • Major health and safety breach during construction 				EFFECTS <ul style="list-style-type: none"> • Defects leading to poor customer satisfaction and reputational damage • Remediation costs • Legal challenge • Health and safety risk • LTFP undermined by unforeseen financial liabilities 																																																
RISK SCORES P Primary R Residual T Target <div style="text-align: center; margin-top: 10px;"> Outlook </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FF0000; color: white;">P</td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90; color: white;">R</td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #90EE90; color: white;">T</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>1</td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #ADD8E6; color: white;">LT</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score 6</p>				Impact	4				P			3		R					2		T					1		LT							1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • Clerk of Work and H&S visits in place on all live sites. Specialist items such as AOV and solar panels are checked by consultants in addition to building control. • All colleagues attending site have the appropriate PPE and risk assessments in place. • Close working across professional team to ensure any concerns are addressed as soon as they arise. • [REDACTED] • [REDACTED] 			
Impact	4					P																																														
	3		R																																																	
	2		T																																																	
	1		LT																																																	
		1	2	3	4	5	6																																													
		Likelihood																																																		
PLANNED ACTIONS <ul style="list-style-type: none"> • Please see update on risk Theme A Counterparty risk for latest position on fire stopping remediation work in high rise buildings. • All Development Managers to complete SMSTS site manager health & safety course [REDACTED] 				INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Independent internal audit 																																																
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Specialist Clerk of Works employed for each construction project. Weekly site visits, with supporting reports saved to file. • Specialist quality control appointed for M&E and fire safety at key stages of construction process • Key docs filing includes appointment letters and inspection reports. 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Monthly site meetings for all construction projects with H&S as a standing agenda item. • Suite of KPI information reported monthly to ET. • Fire remedial projects reported to ET, Health and Safety Committee and Board. • By-exception reporting for latent defect. 																																																
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																																

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME D: FINANCE AND TREASURY MANAGEMENT RISK NAME: Existing Debt Facilities [D1]				DESCRIPTION: Existing debt pricing impact																																											
RISK OWNER: Exec Finance Director			BUSINESS AREA: Treasury			RISK MANAGER: AD of Treasury & Planning																																									
CAUSES <ul style="list-style-type: none"> Financial visibility assessment of business affects pricing of debt Availability of security Investor appetite affected by sector (or Golding) reputation Banking crisis 				EFFECTS <ul style="list-style-type: none"> Unable to draw funding as required Increased cost of debt Wider covenant breach Business failure 																																											
<div style="display: flex; align-items: center;"> <div style="flex: 1;"> RISK SCORES P Primary R Residual T Target </div> <div style="flex: 1; text-align: center;"> Outlook </div> </div> <table border="1" style="margin-top: 10px; width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500; color: red;">R</td><td style="background-color: #FF0000; color: red;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6; color: blue;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90; color: blue;">T</td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="7" style="text-align: center;">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 15</p>				Impact	4			R	P		3						2	LT		T			1								1	2	3	4	5	6	Likelihood							UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 40px; width: 100%;"></div> <div style="background-color: black; height: 20px; width: 100%;"></div>			
Impact	4				R	P																																									
	3																																														
	2	LT			T																																										
	1																																														
		1	2	3	4	5	6																																								
Likelihood																																															
PLANNED ACTIONS <ul style="list-style-type: none"> Continued improvement of cash forecasting Maintain monthly forecast of interest budget for FY25 Exploration of future finance opportunities in line with Financial Strategy (overseen by Treasury & Finance Ctee) 																																															
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> Treasury Management Policy Headroom above financial covenants Interest rate risk management 			MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> Financial reporting Covenant performance and forecast performance Treasury performance reporting Treasury Committee oversight 			INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> Retained treasury advisors Internal Audit of treasury (Jun'23) 																																									
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee – July 2024																																											

GOLDING HOMES KEY RISK RECORD

THEME D: FINANCE AND TREASURY MANAGEMENT RISK NAME: Financial Controls [D2]				DESCRIPTION: Poor financial controls lead to inadequate forecasting and financial risk management																																																
RISK OWNER: Exec Finance Director			BUSINESS AREA: Finance			RISK MANAGER: Financial Controller																																														
CAUSES <ul style="list-style-type: none"> • Poor controls design • Poor controls implementation and monitoring • Inadequate systems to track financial parameters. • Lack of financial analysis skills 				EFFECTS <ul style="list-style-type: none"> • Inadequate forecasting, resulting in potential viability and service delivery challenges. • LTFP assumptions not updated correctly. • Analysis and advice to non-financial colleagues incorrect • Lack of tracking and risk management of potentially significant impairments 																																																
<div style="display: flex; justify-content: space-between;"> <div> RISK SCORES P Primary R Residual T Target </div> <div> Outlook  </div> </div> <table border="1" style="margin-top: 10px; width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000; color: white;">P</td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFA500; color: white;">R</td><td style="background-color: #FFA500;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90; color: white;">T</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6; color: white;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 9</p>				Impact	4					P		3			R				2		T					1		LT							1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • The new finance system live on 20 May 2024 (on-time& on-budget) • [REDACTED] financial controls audit recommendations all implemented, final PO requirement live in new finance system • In-year forecasting process embedded to be continuously improved through FY25 • Clean internal audit annual opinion – to be reported to AAC 11 July 2024 • Clean external audit process – to be reported to AAC 11 July 2024 			
Impact	4						P																																													
	3				R																																															
	2		T																																																	
	1		LT																																																	
		1	2	3	4	5	6																																													
		Likelihood																																																		
PLANNED ACTIONS <ul style="list-style-type: none"> • Implement enhanced system controls capabilities of new finance system through FY25 • New Risk & Business Assurance Lead role to review controls environment 																																																				
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Financial Regulations • Segregation of duties • Budget • Delegated Authorities • Balance sheet reconciliations • Revamped annual budgeting and monthly performance review process 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Financial reporting – variances to budget explained • FY2024 forecast reported monthly • Forecast triggers added to monitoring 			INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Key Financial Controls internal audit 																																													
DATE OF RECORD: June 2024						MEETING: Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME D: FINANCE AND TREASURY MANAGEMENT RISK NAME: Future Debt Requirements [D3]			DESCRIPTION: Market conditions and/or corporate financial metrics restrict access to new funding to support objectives																																															
RISK OWNER: Exec Finance Director		BUSINESS AREA: Treasury		RISK MANAGER: AD of Treasury & Planning																																														
CAUSES <ul style="list-style-type: none"> • Poor financial performance • Banking crisis • Sector deterioration affects investor appetite • Poor planning reduces scope for funder competition 			EFFECTS <ul style="list-style-type: none"> • Increased cost of debt • Breach of existing financial covenants • Inability to fund development/investment programme • Deterioration • Business failure 																																															
<div style="display: flex; align-items: center;"> <div style="flex: 1;"> RISK SCORES P Primary R Residual T Target </div> <div style="flex: 1; text-align: center;"> Outlook </div> </div> <table border="1" style="margin-top: 10px; width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90; color: blue;">T</td> <td style="background-color: #FFD700; color: blue;">R</td> <td style="background-color: #FF0000; color: blue;">P</td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #ADD8E6; color: blue;">LT</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6" style="background-color: #FFFFFF;">Likelihood</td> </tr> </table> <p><i>Previous Residual score: 9</i></p>			Impact	4							3		T	R	P			2	LT						1									1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • Continuing our engagement with potential funders (from existing funder pool) showing positive options • bLend product from THFC has evolved <div style="background-color: black; width: 200px; height: 1.2em; display: inline-block;"></div> 		
Impact	4																																																	
	3			T	R	P																																												
	2	LT																																																
	1																																																	
		1	2	3	4	5	6																																											
		Likelihood																																																
PLANNED ACTIONS <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> • <div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> 			CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> • Treasury Management Policy • Refinancing risk management • Liquidity risk management 																																															
MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none"> • Treasury performance reporting • Treasury Committee oversight 			INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> • G1/V2 regulatory rating 																																															
DATE OF RECORD: June 2024			MEETING: Audit and Assurance Committee – July 2024																																															

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME D: FINANCE AND TREASURY MANAGEMENT RISK NAME: Pensions [D4]				DESCRIPTION: Unable to fund pension liabilities																																																
RISK OWNER: Exec Finance Director			BUSINESS AREA: Finance			RISK MANAGER: Financial Controller																																														
CAUSES <ul style="list-style-type: none"> Failure to monitor investment pots and fund performance. Volatility in legacy LGPS valuation 				EFFECTS <ul style="list-style-type: none"> Pension fund failure Reputational damage Increased financial liability 																																																
<div style="display: flex; justify-content: space-between;"> <div> RISK SCORES P Primary R Residual T Target </div> <div> Outlook <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 15px; margin: 2px;"></div> </div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;">R/T</td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;">P</td><td style="background-color: #FFD700;"></td><td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFFF00;"></td><td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td><td style="background-color: #ADD8E6;"></td><td style="background-color: #ADD8E6;">LT</td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td><td style="background-color: #90EE90;"></td> </tr> <tr> <td colspan="2"></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6">Likelihood</td> </tr> </table> <p style="margin-top: 10px;"><i>Previous Residual score: 6</i></p>				Impact	4							3		R/T		P			2							1		LT							1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 60%;"></div>			
Impact	4																																																			
	3		R/T			P																																														
	2																																																			
	1		LT																																																	
		1	2	3	4	5	6																																													
		Likelihood																																																		
PLANNED ACTIONS <ul style="list-style-type: none"> <div style="background-color: black; height: 20px; width: 100%;"></div> 																																																				
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> Budget provision for legacy LGSP DB contributions Legal & General DC scheme 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> Financial reporting (confirms obligations paid according to budget) 				INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> LGPS tri-ennial valuation 																																												
DATE OF RECORD: June 2024						MEETING: Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

<b style="color: red;">THEME D: FINANCE AND TREASURY MANAGEMENT RISK NAME: Fraud [D5]				DESCRIPTION: Significant financial loss resulting from undetected fraud																																																
RISK OWNER: Chief Executive			BUSINESS AREA: All areas			RISK MANAGER: Exec Finance Director																																														
CAUSES <ul style="list-style-type: none"> • Lack of tenancy auditing leading to undiscovered tenancy fraud • Lack of material controls / colleague monitoring leading to fraud in service delivery • Lack of controls in income management result in hardship fund / arrears fraud • Credit balances not managed resulting in potential for money laundering 				EFFECTS <ul style="list-style-type: none"> • Financial impact • Reputational risk • Legal risk 																																																
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> RISK SCORES P Primary R Residual T Target </div> <div style="width: 45%;"> Outlook <div style="border: 1px solid black; width: 30px; height: 15px; margin: 2px;"></div> <div style="border: 1px solid black; width: 30px; height: 15px; margin: 2px;"></div> </div> </div> <table border="1" style="border-collapse: collapse; text-align: center; width: 100%;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90; text-align: center;">T</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFD700; text-align: center;">R</td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000; text-align: center;">P</td> </tr> <tr> <td>2</td> <td style="background-color: #ADD8E6; text-align: center;">LT</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFFF00;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #ADD8E6;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td colspan="2"></td> <td colspan="6" style="text-align: center;">Likelihood</td> </tr> </table> <p><i>Previous Residual score: 12</i></p>				Impact	4							3	T			R		P	2	LT						1									1	2	3	4	5	6			Likelihood						UPDATES SINCE LAST ASSESSMENT <ul style="list-style-type: none"> • No new fraud cases reported PLANNED ACTIONS <ul style="list-style-type: none"> • Action Plan from [REDACTED] fraud & bribery assessment to be implemented (overseen by AAC) • Annual fraud report to Regulator due 30 September 2024 			
Impact	4																																																			
	3	T				R		P																																												
	2	LT																																																		
	1																																																			
		1	2	3	4	5	6																																													
		Likelihood																																																		
CONTROLS AND MITIGATIONS (1st line) <ul style="list-style-type: none"> • Financial Regulations • Delegated Authorities • Segregation of duties • Anti-Fraud Policy 				MANAGEMENT ASSURANCE (2nd line) <ul style="list-style-type: none"> • Fraud Register (reported to AAC) • Annual Fraud Report to Regulator • Quarterly SLG internal controls sign off 				INDEPENDENT ASSURANCE (3rd line) <ul style="list-style-type: none"> • Fraud audit (Q2 2023/24) 																																												
DATE OF RECORD: June 2024						MEETING: Audit and Assurance Committee – July 2024																																														

GOLDING HOMES KEY RISK RECORD

[illegible]

GOLDING HOMES KEY RISK RECORD

THEME F: REPUTATIONAL DAMAGE RISK NAME: Reputational damage [F1]				DESCRIPTION: Failures lead to significant reputational damage																																																												
RISK OWNER: Chief Executive			BUSINESS AREA: All areas		RISK MANAGER: Executive Team																																																											
CAUSES <ul style="list-style-type: none"> Regulatory noncompliance HOS maladministration determinations Media coverage of key complaints TSM performance Operational Performance levels Business continuity challenges eg cyber attack 				EFFECTS <ul style="list-style-type: none"> Reputational damage to the organisation Reputational damage to individuals Cost of managing enquiries Regulatory intervention Loss of trust from stakeholders 																																																												
RISK SCORES <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="margin-right: 20px;"> P Primary R Residual T Target </div> <div style="text-align: center;"> Outlook </div> </div> <table border="1" style="margin-top: 10px; border-collapse: collapse; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</td> <td>4</td><td style="background-color: #d4edda;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #ffcdd2;"></td><td style="background-color: #f8d7da;"></td><td style="background-color: #f4cccc;"></td><td style="background-color: #f4cccc;"></td><td style="background-color: #f4cccc;"></td><td style="background-color: #f4cccc;"></td> </tr> <tr> <td>3</td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #fff3cd;"></td><td style="background-color: #fff3cd;"></td> </tr> <tr> <td>2</td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td> </tr> <tr> <td>1</td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td><td style="background-color: #d4edda;"></td> </tr> <tr> <td></td> <td></td> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td colspan="2"></td> </tr> <tr> <td colspan="2"></td> <td colspan="8" style="text-align: center;">Likelihood</td> </tr> </table> <p style="margin-top: 10px;">Previous Residual score: 12</p>				Impact	4									3									2									1											1	2	3	4	5	6					Likelihood								UPDATES SINCE LAST ASSESSMENT <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 40%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> TSMs published online in line with regulatory requirement and communications plan Review of website completed by consumer regs consultant – all recommendations completed <div style="background-color: black; height: 20px; width: 40%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 60%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 60%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> Total repairs review project commenced <div style="background-color: black; height: 20px; width: 100px; display: inline-block;"></div> 			
Impact	4																																																															
	3																																																															
	2																																																															
	1																																																															
		1	2	3	4	5	6																																																									
		Likelihood																																																														
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none"> Crisis Communications Plan Media Training BCP Self-assessment against regulatory standards Complaints case management and reporting 				MANAGEMENT ASSURANCE (2 nd line) <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: black; height: 20px; width: 100%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> Monthly meetings CEO and Head of Comms Quarterly Communications report to ET CEC overseeing rapid improvement plans 		INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none"> External PR support External test of BCP 																																																										
DATE OF RECORD: June 2024				MEETING: Audit and Assurance Committee - July 2024																																																												

GOLDING HOMES KEY RISK RECORD

THEME G: FUTURE READINESS					DESCRIPTION: Organisation is not designed to meet the future requirements of a housing association																																																												
RISK NAME: Future Readiness [G1]																																																																	
RISK OWNER: Chief Executive			BUSINESS AREA: All areas			RISK MANAGER: Executive Team																																																											
CAUSES <ul style="list-style-type: none">• Lack of clear strategy• Poor organisational design• Low organisational productivity• Low technical and leadership skills• Lack of effective processes• Lack of effective systems• Low change capability• Lack of investment to support the change process					EFFECTS <ul style="list-style-type: none">• Organisation unable to meet its financial, customer, regulatory and legal expectations• Financial unviability• Reputational risk• Potential regulatory intervention																																																												
<div><div><div>RISK SCORES</div><div><div>P Primary R Residual T Target</div><div></div></div><div><table><tr><td rowspan="4">Impact</td><td>4</td><td></td><td></td><td></td><td></td><td>P</td><td></td></tr><tr><td>3</td><td></td><td></td><td>R</td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td>LT</td><td>T</td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td colspan="7"></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td colspan="7"></td><td colspan="7">Likelihood</td></tr></table></div><div><div>Previous Residual score: 9</div></div></div></div>					Impact	4					P		3			R				2		LT	T				1														1	2	3	4	5	6								Likelihood							<div><div>UPDATES SINCE LAST ASSESSMENT</div><div><div>Corporate plan year 2 delivery plan approved by Board</div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div>PLANNED ACTIONS</div><div><div></div><div></div></div></div>				
Impact	4						P																																																										
	3			R																																																													
	2		LT	T																																																													
	1																																																																
							1	2	3	4	5	6																																																					
							Likelihood																																																										
CONTROLS AND MITIGATIONS (1 st line) <ul style="list-style-type: none">• Programme team• External programme director support pending arrival of new exec director			MANAGEMENT ASSURANCE (2 nd line) <ul style="list-style-type: none">• Programme Board meets every 4 weeks			INDEPENDENT ASSURANCE (3 rd line) <ul style="list-style-type: none">• Independent consultants supporting service design process																																																											
DATE OF RECORD: June 2024					MEETING: Audit and Assurance Committee - July 2024																																																												