

emh Strategic Risk & Assurance Dashboard (September 2026)

BP Ref	Risk	Risk appetite	Inherent Risk		Residual Risk		1 st line	2 nd line	3 rd line	Comments by exception (changes to risks, appetite, level of risk and assurance) since the last update to audit committee/ key mitigating actions
G1	Failure to deliver our development programme	Open	Primary (25)	↔	Contingency (12)	↔				
P1	Ineffective governance	Minimal	Primary (25)	↔	Contingency (12)	↔				
P2	Unable to achieve the organisation's strategic people objectives	Open	Primary (25)	↔	Operational (12)	↔				
H1	Assets that fail to meet future quality, performance and customer and lender expectations	Minimal	Primary (25)	↔	Contingency (12)	↔				
H2	Failure to provide affordable landlord and neighbourhood services that respond to the diverse needs of our customers and communities	Minimal	Primary (20)	↔	Contingency (12)	↔				
C1	Inability to provide effective, compliant and viable care and support services, while seeking opportunities to grow the business	Open	Primary (20)	↔	Operational (12)	↔				
B1	Insufficient liquidity and unstable financial viability	Minimal	Primary (20)	↔	Contingency (12)	↔				
B2	Non-compliance with Landlord health and safety and HSE requirements	Minimal	Primary (25)	↔	Contingency (15)	↔				
B3.1	Loss of data by Cyber attack or other Data Protection breaches	Minimal	Primary (20)		Operational (12)					
B3.2	Failure of key systems and failure to adopt new technology such as AI to improve services	Open	Primary (20)		Operational (12)					

Key:

Risk appetite

- **Averse** – avoidance of risk and uncertainty. To opt for very safe delivery options that have a low level of risk even if this gives limited potential reward
- **Minimal** – preference for options with as little risk as reasonably possible
- **Open** – Preference for options which offer greater potential rewards while accepting a slight increase in potential inherent risk.
- **Hungry** – eagerness to be innovative and choose options offering a higher potential reward despite greater risk. Challenge of conventional approaches.

Risk scoring

Impact	6 - Catastrophic	Contingency	Contingency	Contingency	Primary	Primary	Primary
	5 - Major	Contingency	Contingency	Contingency	Primary	Primary	Primary
	4 - Serious	Contingency	Contingency	Contingency	Primary	Primary	Primary
	3 - Moderate	Low	Low	Low	Operational	Operational	Operational
	2 - Minor	Low	Low	Low	Operational	Operational	Operational
	1 - Insignificant	Low	Low	Low	Operational	Operational	Operational
		1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Highly Likely	6 - Almost certain
Inherent Likelihood							