

AUDIT AND ASSURANCE COMMITTEE MEETING		MONDAY 10 <sup>TH</sup> AUGUST 2020		
<b>AGENDA ITEM:</b>	<b>11A</b>	<b>STRATEGIC RISK MANAGEMENT ACTION PLAN (MAP)</b>		
<b>Status:</b>	<b>Confidential:</b>		<b>Non-Confidential:</b>	<input checked="" type="checkbox"/>
<b>Author:</b>	David Mackenzie, Chief Executive Officer			
<b>For:</b>	Approval: <input checked="" type="checkbox"/>	Discussion	Noting	
<b>Purpose:</b>	Discuss and approve the updated Strategic Risk MAP.			
<b>Appendices:</b>	Strategic Risk MAP (Management Action Plan)			
<b>Risks:</b>	Low (likelihood/impact of unforeseen risks happening is low given the Association has a Risk Management Policy, Risk Register & Strategic Risk MAP)			
<b>Financial Impact:</b>	There will be a financial impact caused by COVID 19 and this will involve higher levels of rent arrears, lost rent, and additional unforeseen costs.  All costs are being collated and recorded for future budget re-alignment.			
<b>GDPR/FOI Impact:</b>	None at present.			
<b>Strategic Objective:</b>	<b>Deliver Excellent Services</b>	<b>Strengthen Community Engagement</b>	<b>Strengthen Governance</b>	<b>Strong Financial &amp; Risk Management</b>
	✓	✓	✓	✓
<b>Compliance with SHR Regulatory Standards &amp; Other Areas of Regulation</b>				
<b>Standard 1</b>	The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.			✓
<b>Standard 2</b>	The RSL is open and accountable about what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.			✓
<b>Standard 3</b>	The RSL manages its resources to ensure its financial well-being and economic effectiveness.			✓
<b>Standard 4</b>	The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.			✓
<b>Standard 5</b>	The RSL conducts its affairs with honesty and integrity.			✓
<b>Standard 6</b>	The governing body and senior officers have the skills and knowledge they need to be effective.			✓

<b>Standard 7</b>	The RSL ensures that any organisational changes or disposals it makes safeguard the interests of and benefit, current and future tenants.	✓
<b>Assurance &amp; Notification</b>		
<b>Scottish Social Housing Charter Performance</b>		
<b>Tenant &amp; Service User Redress</b>		
<b>Whistleblowing</b>		
<b>Equality &amp; Human Rights</b>		
<b>Statutory Guidance</b>		
<b>Organisational Details &amp; Constitution</b>		

## 1.0 **Purpose**

The purpose of this Report is to seek Committee approval on the Strategic Risk MAP. The previous updated Strategic Risk MAP was approved on 11 May 2020 by the Committee, however various issues have taken place since that date related to the COVID 19 outbreak, which present new risks for the Board to consider.

## 2.0 **Discussion**

- 2.1 The Risk MAP is an appendix to the Association's approved Business Plan for 2018-2021 and is revised each year /as part of our annual Business Planning process.
- 2.2 Given its strategic importance, the Risk MAP is now a standing agenda item for the Audit & Assurance Committee and is therefore revised on a quarterly basis. Updates to the Risk MAP from the previous Committee and Board meetings have been made.
- 2.3 Due to significant events in relation to the COVID 19 outbreak our Risk MAP may require to be reviewed and updated, out with the normal Audit and Assurance Board cycle.
- 2.4 The Chief Executive Officer is continuing to review the financial risks associated with the COVID 19 outbreak and costs, which are incurred due to the outbreak are being recorded separately. It is not known whether the Scottish Government may make funds available to RSLs related to unexpected COVID 19 expenditure, however it should be noted that no additional grants have been received outwith funding awards, which have been distributed direct to our tenants.

## 3.0 **Recommendation**

The Audit and Assurance Committee is asked to:

1. **APPROVE** the updated Risk MAP.



**Craigdale**  
HOUSING ASSOCIATION

**STRATEGIC RISK  
MANAGEMENT ACTION PLAN (MAP)**

Based on updated Risk Register Approved by Board: 03/12/18

Last updated: 11 May 2020

Impact	Table 1: Score Matrix					
	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	1	2	3	4	5	
Likelihood						

Result	Table 2: Score Assessment	
	Risk Score = Business impact x Likelihood	
	15 or more	Risk score is HIGH
	8-12	Risk score is SIGNIFICANT
	4-6	Risk score is MODERTE
	1-3	Risk score is LOW

**Table 3: Risk Key & scoring**

Score	Result	Area of impact	Impact
5	Extreme	Reputational	Sustained poor PR media coverage.   SHR statutory intervention – potential transfer of assets
		Financial	Loss in excess of £1m
		Service Delivery	Significant disruption to the whole Association
		Legislative	Legislation has significant impact on whole of the Association
4	Major	Reputational	Prolonged poor media exposure.   SHR statutory intervention
		Financial	Loss £250k - £1m
		Service Delivery	Significant disruption to large parts of the Association
		Legislative	Legislation has significant impact on one part of the Association
3	Moderate	Reputational	One-off national media exposure.   SHR engagement – regulation plan
		Financial	Financial loss of between £50k and £250k
		Service Delivery	Significant disruption to one part of the Association
		Legislative	Legislation has moderate impact on one part of the Association
2	Minor	Reputational	Prolonged local media exposure   SHR engagement
		Financial	Financial loss of less than £50k
		Service Delivery	Minimal disruption of the whole Association
		Legislative	Impact on small number of procedures
1	In-significant	Reputational	One-off local media exposure
		Financial	Loss – negligible financial impact
		Service Delivery	Minimal disruption to one part of the Association
		Legislative	Minimal legislative impact

## Risk MAP (Management Action Plan), 2020/21

Risk Ref	Area	Risk identified & areas*	Pre control score				Level	Controls	Post controls score				Level	Lead Officer(s)	Target Date & Update
			L	I	S				L	I	S				
<b>Strategic Objective 1: Deliver Excellent Services</b>															
1.1	<b>Asset Management</b>	<p>No strategy in place Unknown future costs Changes in legislation i.e. SHQS2, fire safety etc. Impact on cash flow LEG/SER/FIN/REP</p> <p>Coronavirus Update: Our capacity to complete our agreed asset strategy will be impacted since Contractors will have to follow Government advice. This may have a knock-on effect on our programme in terms of completing this in 2020/21.</p> <p>For internal improvements there is a risk that tenants may not allow access to be gained to complete works.</p>	4	4	16	High	<p>Asset Management Strategy approved by Board 24/2/20. 30-year programme from HUB</p> <p>SFHA membership to keep abreast of change</p> <p>Sensitivity modelling of projections</p> <p>Compliance with SHQS &amp; EESSH</p> <p>Employment of Maintenance Officer</p> <p>Annual independent stock condition surveys</p> <p>Coronavirus Update: We will monitor the impact of delays in delivering our programme and communicate expected delays to our customers only when we have confidence that a programme can be put in place</p> <p>We will ensure that safe working methods are in place to re-assure tenants when major internal works are ongoing. If this proved to be problematic, we could arrange for internal works to be moved to 2021/22</p>	4	4	16	High	CEO & Maintenance Service Officer (MSO)	<p><b>13/2/20: Achieved:</b> Revised 30-year financial projections &amp; costed maintenance plans approved by Board 29.05.19. Updated Asset Management Strategy was approved by the Board on 24/2/20</p> <p>10.8.20 – We are still unable to confirm our asset strategy for 2020/21, however we are progressing external works, since these do not involve gaining access to tenants' homes.</p>		
1.2	<b>Contracts &amp; Contract Management</b>	<p>Failure or properly manage contracts, delivery of same and associated costs SER/FIN</p>	4	4	16	High	<p>Procurement Policy</p> <p>Employment of Maintenance Officer</p> <p>Good relationship with maintenance contractors</p>	4	4	16	High	Senior Housing Services Officer	10.8.20 – We have had a total of 5 properties where the gas inspection was not completed within the		

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
		<p>Coronavirus Update: Our contracts have contingencies in place to ensure that life and limb obligations take place relating to emergency repairs and gas safety inspections. All other contracts will be reviewed to identify potential impacts on our business capacity</p> <p>Contractors will have to follow Government advice. Obligations take place relating to emergency repairs and gas safety inspections. All other contracts will be reviewed to identify potential impacts on our business capacity</p> <p>Contractors will have to follow Government advice.</p> <p>There is a risk that tenants do not allow access for gas safety inspections to take place</p>					<p>Use of external QS for procurement/technical support</p> <p>Work</p> <p><b>Coronavirus Update: We will assess all contracts and ensure that essential services, such as emergency repairs continue. We will also work together with contractors, taking into consideration Government advice.</b></p> <p>We will ensure that safe working methods are put in place and if access is refused for gas safety inspections, we will create letters to confirm that this is due to COVID 19. We will also continue to make every effort to engage with tenants to gain access.</p>					(SHSO) & MSO	12-month period. All cases were COVID 19 related and gas inspections have now all been completed.
1.3	Performance against peers	<p>If poor can lead to reputational issues and bad press</p> <p>Tenant dissatisfaction</p> <p><b>REP/SER</b></p>	2	5	10	Significant	<p>Quarterly monitoring to Board of KPIs, performance &amp; benchmarking</p> <p>Complaints monitoring &amp; learning</p> <p>Annual Review</p>	2	5	10	Significant	SHSO	10.8.20 – We have had an increase in rent arrears in June, however a reduction has taken place in July 2020, which will be

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
		<p>Coronavirus Update: All RSLs are being impacted by COVID 19 in relation to performance. This will impact on rent arrears, tenant satisfaction, lost rent, repairs, and investment.</p> <p>There is a risk that rent arrears accrue given that we cannot speak face to face to our tenants. All RSLs will be impacted by increases in rent arrears and lost rent.</p>					<p>Tenants' Annual Performance Report Card</p> <p><b>Coronavirus update:</b> Staff can work from home and offer advice and assistance to those customers who are struggling to pay rent. Other RSLs face similar issues to us therefore the risk that our performance will be worse than others remain low.</p> <p>We can use SHR COVID 19 monthly performance data to compare against other RSLs and can utilise local networks within Castlemilk to assess overall impact on performance.</p> <p>We can also use tenant satisfaction surveys, to assess tenants' perceptions of our services.</p> <p>Our staff are now working flexibly, and we can re-let properties safely.</p> <p>We are also awaiting confirmation that we can recommence our Welfare Benefit and Money advice Services, which up until now have been carried out over the telephone.</p> <p>We will also monitor the impact of lost rent, should we be unable to let our vacant properties.</p>						<p>reported to the August Operational Services Committee. All arrears cases are being managed appropriately and in line with our policy.</p> <p>We have incurred £602 lost rent in 2020/21 and we have been fortunate that we did not have more void properties during the past 5 months.</p> <p>We have compared well against our peers within the SHR monthly performance update and our tenant satisfaction results will be reported to the Board in August 2020.</p>

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
							We are continuing to offer as much advice and assistance and will carry out evening telephone call, where required to speak to tenants who are in rent arrears.						
1.4	<b>Staff Capacity</b>	<p>Service disruption Absence levels Employment disputes <b>SER</b></p> <p><b>Coronavirus Update:</b> Staff cannot manage to get to work or be able to deliver services due to Government advice.</p> <p>Staff may also be impacted through childcare/caring responsibilities and could also be unwell.</p> <p>At some point in the future we may also have an issue with holiday entitlement as staff have cancelled holidays and are not using TOIL balances at present.</p>	5	5	25	<b>High</b>	<p>EVH membership Annual Staff satisfaction surveys Low levels absenteeism</p> <p><b>Coronavirus Update:</b> Craigdale staff are working flexibly from home as well as in the office. Staff can access all our systems remotely from home and we are in regular contact via telephone/e mails.</p> <p>All staff are participating in daily calls with Line Managers and can work from home. Staff are able to work using own initiative and some tasks have been re-distributed within the team.</p> <p>More staff have been taking holidays since May 2020 and the Staffing Committee noted that holiday entitlement may be carried over into 2021</p>	3	5	15	<b>High</b>	CEO	10.8.20 – We are continuing to observe Government advice and staff have been working flexibly since June 2020. The SG have announced that non-essential offices should not re-open fully until at least September 2020.
<b>Strategic Objective 2: Strengthen Community Engagement</b>													
2.1	<b>Tenant Scrutiny</b>	<p>No objective scrutiny by tenants Tenant dissatisfaction <b>SER</b></p>	3	3	9	<b>Significant</b>	<p>Tenant Participation Strategy Set up a Scrutiny Panel Complaints monitoring</p> <p><b>Coronavirus Update:</b> We had commenced actions to</p>	2	3	6	<b>Moderate</b>	CEO & Senior Corporate Services Officer (SCSO)	10.8.20  Tenant panel established. We will agree a plan for the tenant's panel to approve draft policies



Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
							<p>establish a Scrutiny Panel in February 2020 with plan of areas of focus to be agreed with tenants.</p> <p>We have now established a core group of 8 tenants and have sent out information packs and a code of conduct.</p>						and carry out consultations
2.2	Customer Satisfaction	<p>Not responding to customer's needs Customer dissatisfaction Poor reputation. <b>SER/REP</b></p> <p><b>Coronavirus Update:</b> Customer satisfaction may be impacted if we cannot deliver our normal service or be able to keep tenants safe. Our reputation may be seriously impacted by not being able to meet the needs of our tenants.</p>	4	5	20	High	<p>Independent surveys: 3 yearly 2019 &amp; quarterly Surveys at point of service delivery Monitoring &amp; reporting to Board</p> <p><b>Coronavirus Update:</b> Our actions will be reviewed daily to ensure that we continue to deliver services that are possible to be delivered within Government guidelines.</p> <p>We carried out a pulse survey in July involving 71 of our tenants and asked specific questions relating to support during the pandemic</p>	3	5	15	High	CEO & Management Team	10.8.20 – Pulse tenant satisfaction results to be discussed with the Board on 31 August 2020
<b>Strategic Objective 3: Strengthen Governance</b>													
3.1	Board Capacity	<p>Overloading of work Operational instead of strategic priorities Number of meetings <b>FIN/SER</b></p> <p><b>Coronavirus Update:</b> Our Board meetings will not be able to take place in the normal fashion</p>	5	3	15	High	<p>Tailored training plan – reported to Board quarterly New reporting systems Strategic objectives – prioritising of workload Induction process for new members Succession Planning Policy &amp; implementation Annual external skills audit Annual Board member recruitment</p>	4	3	12	Significant	CEO & Chairperson	Ongoing – Meetings to continue via Zoom Video Conference calls

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
						Significant	<p><b>Coronavirus Update:</b></p> <p>Board meetings to continue using Zoom</p>				Significant		
3.2	<b>Policy Review</b>	<p>Policy timetable not being adhered to Key policies not meeting current legislation/practice <b>LEG/SER/FIN</b></p> <p><b>Coronavirus Update:</b> Our policy reviews will continue within our current Board cycles,</p>	4	3	12	Significant	<p>Policy timetable prioritised Board monitors adherence to timetable quarterly</p> <p><b>Coronavirus Update:</b></p> <p><b>Our policies are being updated as per our agreed policy schedule.</b></p> <p>Opportunity to place draft policies on our new website for consultation. Not everyone is aware of this area however we will also ensure that policies are discussed with our tenants' panel.</p>	4	3	12	Significant	CEO & Management Team	10.8.20 – New section of our website includes a section on policy consultation
3.3	<b>Failure to meet Strategic Objectives</b>	<p>Tenant dissatisfaction Poor press – reputation SHR involvement <b>REP/FIN/SER</b></p> <p><b>Coronavirus Update:</b> Risk that strategic objectives may be impacted by limitations on our services</p>	2	5	10	Significant	<p>Quarterly reporting to the Board against strategic objectives through Delivery Plans Progress reviews</p> <p><b>Coronavirus Update:</b></p> <p>We will assess all strategic objectives and amend timelines/milestones should they be impacted by current circumstances. Those objectives, which are affected will be updated and if required new timelines will be added</p>	2	5	10	Significant	CEO & Management Team	10.8.20 – Our strategic objectives will be reported to Board on 31/8/20

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
3.4	Failure to recognise a notifiable event	SHR intervention SHR increased risk assessment <b>REP</b>  <b>Coronavirus Update:</b> Risk that we do not recognise changes to our service as a notifiable event	3	5	15	High	Notifiable events policy Board meetings CEO monitoring Notifiable Events uploaded to SHR' portal  <b>Coronavirus Update:</b>  The SHR have confirmed that they will have a focus on the current situation and have re-affirmed guidance on notifiable events.  SHR have written to all RSLs with further guidance on notifiable events. The CEO has already lodged a notifiable event due to COVID 19 and will seek guidance should further events occur.	2	5	10	Significant	CEO & Chairperson	13/2/20: Achieved: NE register completed  10.8.20 – CEO has updated SHR on all notifiable events in 2020 caused by COVID 19
3.5	Regulatory Compliances	Currently low risk (were medium from March 2017 to March 2019) None-compliance with Regulatory requirements & legal duties  <b>REP</b>  <b>Coronavirus Update:</b> Risk that we do not comply due to service limitations	2	5	10	Significant	Completion of governance action plan Achieved "low" engagement March 2019 Positive working relationship Chair/CEO/SHR Assurance Statement Robust self-assessment process Implementation of policy review timetable Independent ARC compliance Internal & external audit  <b>Coronavirus Update:</b>  CEO to identify areas of potential non-compliance and report to Board	2	4	8	Moderate	CEO	10.8.20 - Ongoing actions with Board update on 31/8/20.

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
							Submission timeline for ARC return extended to allow more time for completion						
3.6	GDPR and FOISA	Risk that we do not have adequate controls in place to adhere to good practice in relation to Data Protection and Freedom of Information requests.	3	5	15	High	Data protection and Freedom of information policies in place.  Audit controls and mechanisms in place to ensure good practice is followed.  All staff fully trained in data protection and Freedom of information.  Data Protection Officer in place to ensure that good practice is shared through quarterly visits and workplan.	2	5	10	Significant	CEO	Ongoing actions reported to Board and Data Breaches reported to ICO and Board
<b>Strategic Objective 4: Strong Financial Management</b>													
4.1	Welfare Reform	Uncertainty around changes and impact on loss of income through direct payments and non-payment of rent Pressure on staff <b>FIN/SER</b>  <b>Coronavirus Update:</b> Risk that more tenants move onto UC caused by changes in circumstances. Risk also that tenants do not update new rent from 1/4/20	5	3	15	High	Welfare Advice service procured from Southside HA Staff training on Welfare Reform Detailed analysis of tenants' circumstances Partnership working Information leaflets issued Modelling of impact on cash flow Use of SFHA's rent affordability tool Impact Assessment VFM Policy  <b>Coronavirus update</b>	5	3	15	High	SHSO	10.8.20 – Appointments have picked up and more cases are now being referred to WBO and Money Advice services

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
		<p>Risk that tenants do not pay and ignore telephone contacts</p> <p>Risk that tenants do not take up the offer of Welfare Benefit and Money advice service as this will be done over the telephone</p>					<p>We will pro-actively contact tenants to provide the necessary support and assistance to assist tenants. The Welfare Benefit and Money Advice service will also be promoted during outbound calls and via our Facebook page.</p> <p>We also included more details on this in our Newsletter</p>						
4.2	<b>Pension Scheme Deficit</b>	<p>Historical underperformance results in increased deficit and increased contributions</p> <p><b>FIN</b></p>	3	3	9	<b>Significant</b>	<p>Model sensitivities in business plan</p> <p>Employers group involvement</p> <p>EVH membership</p> <p>CEO attends SHAPs meeting</p> <p>DC pension scheme</p>	2	3	6	<b>Moderate</b>	CEO	<p><b>13/2/20: Achieved:</b></p> <p>Year-end accounts reflected changes to reporting of pension deficits</p>
4.3	<b>IT systems failure</b>	<p>Failure leads to disruption of service (part or all). Bad press</p> <p><b>SER/FIN/REP</b></p> <p><b>Coronavirus Update:</b></p> <p>Risk that our systems fail as we are working remotely</p>	3	5	15	<b>High</b>	<p>IT Consultant employed</p> <p>Backup process – off site</p> <p>Manual processes to revert to for key service provision</p> <p>Internal Audit</p> <p>Ethical Hacking through Curious Frank</p> <p><b>Coronavirus update</b></p> <p>Controls put in place to allow staff to work remotely and contact IT support if required</p> <p>M2 also have business continuity plan in place should they be unable to deliver IT support services</p>	2	3	6	<b>Moderate</b>	CEO & SCSO	<p><b>10.8.20 Ongoing:</b></p> <p>Only one area of improvement outstanding from IT Internal Audit &amp; Curious Frank Report e.g. redevelopment of website.</p>
4.4	<b>IT security breach</b>	<p>Data accessed by 3<sup>rd</sup> parties</p>	3	5	15	<b>High</b>	<p>Resilience testing underway</p> <p>GDPR policy</p> <p>IT Consultant employed</p>	2	5	10	<b>Significant</b>	CEO & SCSO	<p><b>10.8.20 Ongoing:</b> Areas for improvement reported</p>

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
		SER/FIN/REP					Coronavirus update:  SHR wrote to RSLs in April 2020 to advise that there is a greater risk of cyber security due to COVID 19. CEO requested that all staff are aware of these risks and take appropriate actions if any issues occur						to A&A Committee. Only one area outstanding – redevelopment of website. Target completion December 2020
4.5	Loan Covenant Breach	Non-compliance Results in call in of loans Regulatory intervention  FIN/REP/SER  Coronavirus Update: Risk that covenants may be breached due to service disruption, capacity to collect rent	2	5	10	Significant	Monitored by Finance Agent Headroom projected Modelling of 30-year plan Sensitivity analysis Management accounts SHR annual return Good governance practices Ongoing reduction in management costs VFM Policy	1	5	5	Moderate	CEO & Finance Agent	10.8.20 Ongoing actions with Board update on 31/8/20.
4.6	Poor cost analysis	No proactive budget monitoring Cost drivers not known FIN/SER  Coronavirus Update: Risk that costs may change due to Coronavirus outbreak impacting on our agreed 2020/21 budget	3	3	9	Significant	Value for money policy approved 25.02.19 Management Team to discuss management accounts v budgets  Coronavirus update Financial impact will not be known however modelling to take place to consider potential for budgets to be re-aligned at halfway point of the year in September 2020.	3	3	9	Significant	CEO & Management Team	10.8.20 - Ongoing actions with Board update on 31/8/20.
4.7	Economic changes	Interest rates Inflation Government policies	3	5	15	High	Good budgeting Affordability reviews Business planning	3	5	5	High	CEO, Management	10.8.20 - Ongoing actions with Board update on 31/8/20.

Risk Ref	Area	Risk identified & areas*	Pre control score				Controls	Post controls score				Lead Officer(s)	Target Date & Update
			L	I	S	Level		L	I	S	Level		
		Reduced funding Brexit IndyRef2 <b>FIN/LEG</b>  <b>Coronavirus Update:</b> Risk that significant economic changes will be caused by Coronavirus outbreak					30 projections Scenario planning & impact analysis  <b>Coronavirus update</b> Economic impact will become clearer in time however we may not be able to put in place controls at this moment  CEO continuing to discuss economic changes with Finance team at FMD					Team & Finance Agent	
4.8	<b>Health &amp; Safety</b>	Landlord and employer risks Reputational risk Notifiable event SHR involvement <b>SER/FIN/LEG/REP</b>  <b>Coronavirus Update:</b> Risk that health and safety of tenants and staff is put at risk by the Coronavirus outbreak	3	5	15	<b>High</b>	EVH H&S procedures & manuals Gas safety policy Guidance/correspondence from SHR Compliance with legal duties  <b>Coronavirus update</b> Staff to comply with Government advice at all times and put in place measures that protect the health and safety of tenants Landlord safety manual to be refreshed  Risk assessments completed by CEO and shared with staff.  Risk assessment for all functions completed and shared with staff.	3	5	15	<b>High</b>	CEO, SCSSO & MSO	10.8.20 - Ongoing actions with Board update on 31/8/20.