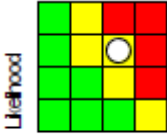
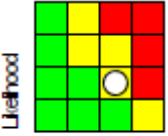



DCCS - HOUSING RISK- detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey
Generated on: 18 September 2024

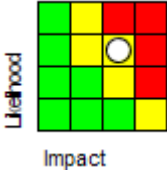
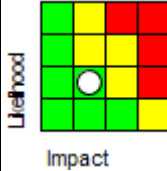



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 003 Lone Working	<p>Cause: Not implementing appropriate risk assessment and lone working device to mitigate the risk, not providing training nor effective management supervision to support lone workers.</p> <p>Event: Fail to enforce corporate policy and guidance followed by legislation. Lone working staff not taking adequate control measures if an event were to occur.</p> <p>Effect: Physical or mental harmed to staff can result to investigation and legal action,</p>	 <p>Likelihood Impact</p>	12	Audit of users has been undertaken & front-line teams have been supplied with new devices on request. Staff have also been given the opportunity to access the mobile app instead of the device. Monitoring is continuing monthly - reports are being sent to team managers to	 <p>Likelihood Impact</p>	8	31-Dec-2025	

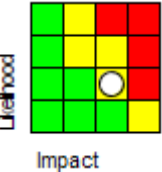
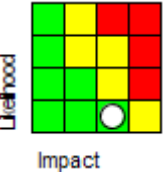

14-Jan-2016 AD-Housing	damaging the reputation of the City of London.			encourage them to take ownership of device usage. 02 Jul 2024				Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 003d	Monthly monitoring of Skyguard usage	Monitoring continues monthly with information reported to relevant Managers and Assistant Directors. Lower risk lone workers (e.g. Project Managers) have been offered use of mobile app as an alternative to usage of the device (with line manager approval) Monthly reports of usage are sent to relevant Managers and ADs. Relevant managers are asked to have lone working as a set agenda items for team meetings (where appropriate)	Liane Coopey	20-Aug-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 008 Delivery of Repairs & Maintenance services to City of London Housing residents 20-Jun-2024 Head of Repairs and Maintenance	Cause: Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner Event: Failure to deliver a high-quality Repairs & Maintenance service to City of London Housing Service tenants and leaseholders Effect: Poor quality homes for tenants and leaseholders can impact on health, safety, and wellbeing. There also an impact on the property portfolio and the potential for reputational damage.		12 Delivery of R&M service to Housing tenants and leaseholders has declined due to aging housing stock, lack of planned maintenance and a challenging repairs and maintenance contract, leading to poor service delivery, A procurement process is being undertaken to secure a new contractor from April 2025 20 Aug 2024		4 31-Mar-2026	 Constant
		Reduce				

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date

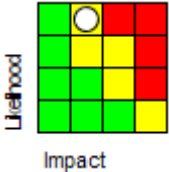
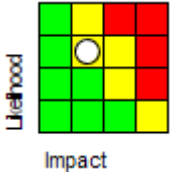

DCCS HS 008A	Recruitment of New Head of R&M	New head of R&M is being onboarded and started 19 September 2024. Service Improvement Plan in place with repairs and maintenance contractor, monthly contract monitoring meetings being held.	Head of Repairs and Maintenance	20-Aug-2024	30 Sep2024
DCCS HS 008B	Improvement in delivery of service delivery under current R&M contract	Contract with Wates has been extended to March 2025. Service Improvement Plan in place with monthly contract monitoring meetings. New Head of Operations and Transformation has been recruited in August on a 6-month contract to support improvements.	Head of Repairs and Maintenance	20-Aug-2024	31-Mar-2025
DCCS HS 008C	Procurement of a new repairs and maintenance contract Contractor Selection - Failure to achieve the procurement timetable.	The re procurement of the repairs and maintenance contracts are on programme to execute new contracts by the end of the calendar year. The second stage tenders will be returned on 25th September.	AD - Housing	20-Aug-2024	26-Dec-2024
DCCS HS 008D	Failure to obtain competitive tenders from credible R&M contractors.	Independent commercial advice has informed the approach to contract requirements and strategy for procurement. Programme has been developed with tolerance and agility to adapt to changing circumstances.	AD - Housing	20-Aug-2024	27-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator	
<p>DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units</p> <p>14-Jan-2016</p>	<p>Cause Fire Risk Assessments for managed properties not carried out effectively. Event Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced. Effect Fires can lead to significant property damage and potential loss of life</p>		<p>8</p>	<p>A programme of Fire Risk Assessments has now been completed by Turner and Townsend. All HRA and Barbican Estate inspections have been completed and reports received. Action plans have been completed with monthly monitoring meetings taking place and reported to the Housing Fire Task Group. Works have been identified and are being carried out over a period of 18 months to 2 years. These works include the retrofitting of sprinkler systems in 5 high rise blocks, works to improve compartmentalisation and the replacement of entrance doors to meet current fire safety standards</p> <p>20 Aug 2024</p>	 <p>4</p>	<p>31-Dec-2025</p> <p>Reduce</p>	

Peta Caine							Consta nt
------------	--	--	--	--	--	--	--------------

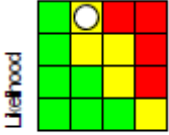
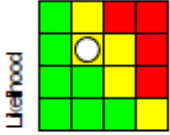

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	<ul style="list-style-type: none"> • Retrofit Sprinkler programme across the Avondale Point Blocks is nearing completion. Previously anticipated date for completion was October/November 2023, but significant delays have been incurred responding to concerns raised by Building Control relating to final sign-off/commissioning. Projected date for completion is now September 2024. • Petticoat Tower programme commenced 16th October 2023. Work across common parts is progressing as planned, with in-flat surveys and installations underway. However, most residents are refusing access for our contractor to carry out the in-flat installations, and this is impacting on the scope of work being delivered. Contract date of completion is August 2024. • Great Arthur House programme for retrofit sprinklers is on hold until further notice. • Next report: G6 closure Report Q4 2025 • Reporting as red for 2 years. 	AD-Housing	20-Aug-2024	31-Dec-2024
DCCS HS 002d	Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30	<p>Members approved the recommendation to direct award the further fire door lots via the Framework recommended by colleagues in procurement.</p> <p>LOT 1 is complete, LOT 2 is in delivery with works to the communal doors Point Blocks pending completion of the retrofit sprinkler</p>	Head of Major Works	20-Aug-2024	31-Dec-2024

	<p>minutes and up to 60 minutes of fire resistance.</p>	<p>project, and communal doors in Harman Close pending renewal of the warden call and fire alarm systems.</p> <p>LOT 3 is also in delivery with works to the communal doors in Petticoat Tower also pending completion of the retrofit sprinkler project.</p> <p>LOT 4 is in the design phase with planning applications in preparation for the replacement of external opening fire doors.</p>			
--	---	---	--	--	--

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 005 Major works programme 07-Jan-2020	<p>Cause: Shortfall in funding/increase in costs of current major works programme</p> <p>Event: Inability of the City of London to fund current and planned major works improvements and fire safety works</p> <p>Effect: Detrimental to property conditions and living standards, reputational damage.</p>		<p>8</p> <p>Completion of the current Major Works Programme has been delayed due to financial and external factors such as labour and material shortages and the complexity of the buildings. Due to increase in labour and material costs we are seeing the cost of many projects increase by more than 30%. The Capital Review has added a further six-month delay to some projects. The resultant significant increase in capital funding from the HRA major repairs reserve for the effected projects will mean other planned projects may need to be delayed or stopped to compensate. A full review of existing and future projects will be undertaken when the 5 Year Plan is updated which will be informed by the forthcoming Asset Management Strategy.</p> <p>20 Aug 2024</p>		<p>6</p> <p>31-Dec-2025</p>	

Peta Caine						Reduce	Constant
------------	--	--	--	--	--	--------	----------

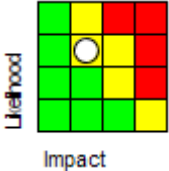
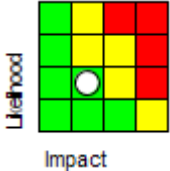

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 005a	Review of major works programme alongside other works including fire safety improvements and planned maintenance	Future Major works programme delayed because there is currently no funding to match it. This will be reviewed once the HRA has had chance to recover in line with the outcomes of the forthcoming Asset Management Strategy which is expected in Autumn 2024	Head of Major Works	20-Aug-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 006 Failure to deliver new homes programme	<p>Cause: Funding and planning constraints, market volatility and development cost inflation</p> <p>Event: Failure on commitment to deliver 700 new homes by 2025</p> <p>Effect: Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage</p>	 <p>Likelihood</p> <p>Impact</p>	8	Priority is being given to progress the new developments for COLPAI, Sydenham Hill, and York Way Estate. These schemes will deliver 267 new homes for social rent by 2026. COLPAI project - dispute between the contractor ISG & the City, has been through adjudication and a detailed	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2025	

<p>07-Jan-2020 Head of New Developmen ts and</p>				<p>response from ISG is expected by September. ISG have gone into administration and the impact of this on practical completion and handover is yet to be determined. Occupation is subject to the outcome of this process. This project will provide 66 new social housing homes and 3 commercial units. Sydenham Hill: This project will provide 110 new homes for social rent and will complete by February 2026. The York Way Development will deliver 91 new homes for social rent, a new community centre, and a new housing estates office. The contract with Higgins Partnership will complete by February 2026.</p>				<p>Reduce Consta nt</p>
--	--	--	--	--	--	--	--	---------------------------------

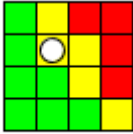
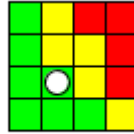
Special Projects							
------------------	--	--	--	--	--	--	--

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 006a	Review of remaining projects for new development programme to finalise costs and dates	The May DCCS Committee resolved that a further report should be submitted so that a policy on Joint Ventures and Development Agreements can be agreed. A paper is being prepared for November 24 DCCS Committee. This could potentially deliver new homes at Sumner Buildings and the Avondale Square Estate	Head of New Developments and Special Projects	30-Aug-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 001 Health and Safety procedures 13-Nov-2014 AD - Housing	<p>Cause: Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division</p> <p>Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident, or visitor</p> <p>Effect: Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.</p>		6	<p>A new DCCS H&S Business Plan is being co-ordinated for introduction across the department that will ensure a co-ordinated approach to H&S across all business areas. DLT have been consulted. Risk elements need to be updated to finalise the plan</p> <p>20 Aug 2024</p>		4		 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001h	Failure to recruit new health & safety advisor - either on a temporary or permanent basis.	Review of Housing H&S provision has been commissioned by Executive Director of DCCS. Outcome of review will influence recruitment and job evaluation. Head of Profession (Health & Safety) has asked that consideration is given to the recommendation of the Quadriga Audits on resourcing safety roles. With Job Evaluation now	Peta Caine	20-Aug-2024	31-Mar-2025

		not being undertaken until October 2024 due to Ambition 25, this will now be delayed.			
--	--	---	--	--	--

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
<p>DCCS HS 004 Housing Finance Changes</p> <p>15-Aug-2016</p>	<p>Cause Changes to housing financing. Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30-year expenditure plans regarding the City of London’s Social Housing</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>A further review and remodel the Housing Revenue Account 30-year Business Plan is being undertaken. This is a complex task looking at assets and finances across this period. Significant pressures remain in terms of escalating construction costs and uncertainty in the market. It is still intended that a further independent review of the HRA and the 30-year Business Plan is required to help manage this risk. The update of the HRA was presented to members for discussion and debate at a meeting in September 24. It is planned to have an independent review carried out of the financial model and its assumptions in due course.</p> <p>29 Aug 2024</p>	 <p>Likelihood</p> <p>Impact</p> <p>4</p>	<p>30-Jun-2025</p> <p>Reduce</p> <p>Constant</p>

AD - Housing						
--------------	--	--	--	--	--	--

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004d	A further review and remodelling of the 30-year Business Plan is to be undertaken.	A further review of the Housing Revenue Account (HRA) and the Housing Major Works Programme has recently been undertaken by Chamberlains and shortly by Savilles. This is part of the Corporations' Capital Review 2022. This has resulted in a detailed report being submitted to the Resource & Allocations Sub-Committee at its meeting on 20th October 2022. The report was agreed, with the Resource & Allocations Sub-Committee and Chamberlain committing to the Major Works Programme., This will go part way to mitigating the potential risks to the HRA and allow some more critical projects to proceed, significant pressures still remain in terms of seriously escalating construction costs and uncertainty in the market. It is likely that a further reviews of the HRA and the 30-year Business Plan is required to help manage this risk.	AD - Housing	20-Aug-2024	31-Mar-2025