

Appendix 2

DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey

Generated on: 25 October 2024



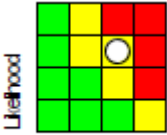
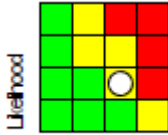
Rows are sorted by Risk Score

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 007 Blake Tower - Barbican Estate 24-Feb-2023 Judith Finlay	Cause: In 2013, as the freeholder of Blake Tower, the Corporation entered into an agreement with Redrow Homes Limited, for the redevelopment of the building into 74 residential units. Event: In accordance with the Deed of Surrender, the Corporation is obliged to take back the Redrow lease. This has not yet occurred due to issues relating to the quality of the construction works, (including issues relating to fire safety) outstanding defects and legal disputes between Redrow and leaseholders in Blake Tower. Effect: Reputational, safety and financial risk due to inheriting a building that is not fit for purpose. Without due caution, the Corporation could inherit a building that contains many structural defects including, serious fire safety related deficiencies. The cost of the remedial works to deal with these defects could be several millions of pounds.		16	An improvement notice was issued in December 2023. Redrow are implementing the required changes. We anticipate the risk reducing if this progress is maintained. Redrow have undertaken a range of survey work to identify the issues. Sharing the information and demonstrating a plan for implementation against the issues will reduce the risk as appropriately managed.		4	31-Mar-2025	
							Reduce	

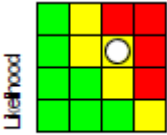
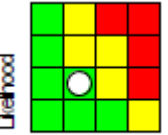

Action no	Action description	Latest Note	Action	Latest Note	Due Date
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			owner	Date	
DCCS HS 007e	A range of cross corporation coordinated work is underway to engage with Redrow and work to a resolution of H&S issues.	<ol style="list-style-type: none"> 1. Enforcement notice in place 2. Sequence of separate regular weekly meetings with Officers, Redrow, residents and Members to agree actions and monitor progress. 3. Appointment of Savills to oversee Redrow's survey work and plans for remediation 4. Detailed survey work underway – outcome in Autumn to understand scale of work to be undertaken and Redrow's commitment & timescale to complete the work. 5. Documents requested from Redrow to ensure readiness for transfer to Corporation. <p>An update to Committee following outcome of above work</p>	Judith Finlay	23-Aug-2024	31-Dec-2025
DCCS HS 007a	Legal Advisors appointed to ensure appropriate legal action is taken to address the issues	<p>The Corporation has engaged legal advisers, Fieldfisher, to serve various legal documents on Redrow notifying of the defects and requesting that they be dealt with as quickly as possible. The Corporation remains in discussion with Redrow on this matter and, is awaiting a response from Redrow as to how these defects will be put right.</p> <p>Our legal team has been pressing Redrow on this matter but, we are still waiting for Redrow to respond. The Town Clerk has written to Redrow to express concern at the lack of response</p> <p>Depending on the response from Redrow, the Corporation is considering its statutory powers as a Local Authority under the Housing Act and, possibly, the new Building Safety Act that comes into force this year.</p> <p>Further advise sought from Fieldfisher on next steps.</p>	Judith Finlay	22-Oct-2024	24-Mar-2025
DCCS HS 007b	Concerns about the deficiencies in fire stopping and compartmentation have been identified	<p>The Corporation has been liaising with the London Fire Brigade (LFB) on these issues, sharing its concerns about the deficiencies in fire stopping and compartmentation.</p> <p>The City of London Environmental Team has carried out an inspection of Blake Tower under HHRS Housing Act Powers. Notices had been served in November 2023.</p>	Judith Finlay	22-Oct-2024	28-Mar-2025
DCCS HS 007c	Liaison with Blake Tower Residents Association	The Corporation has been working closely with residents in Blake Tower through the Blake Tower Residents Association BTRA, to help them progress these matters with Redrow. This includes funding and co-ordinating an independent, intrusive survey on the level of fire stopping within the building	Judith Finlay	22-Oct-2024	28-Mar-2025
DCCS HS 007d	The Corporation is considering its statutory powers as a Local Authority under the Housing Act and possibly, the	An enforcement notice is now in place in relation to fire safety.	Judith Finlay;	22-Oct-2024	28-Mar-2025

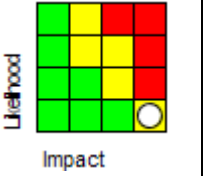
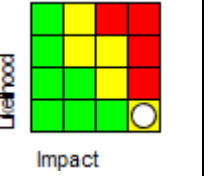
	new Building Safety Act that comes into force in 2023	The actions against the Improvement notice will take time to complete. Regular meetings with Redrow and communications with residents is ensuring progress against issues in the improvement notice.	Rachel Pye		
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Risk 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 14-Jan-2016 Peta Caine	<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 was to occur.</p> <p>Effect: Physical or mental harmed to staff can result to investigation and legal action, damaging the reputation of the City of London.</p>	 <p>12</p>	<p>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 on a monthly basis - reports are being sent to team managers to encourage them to take ownership of device usage.</p> <p>25 Oct 2024</p>	 <p>8</p>	31-Dec-2025	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 on a monthly basis with information reported to relevant Assistant Directors Lower risk lone workers (eg 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 ADs. Team managers are asked to have lone working as a set agenda items for team meetings (where appropriate)	Liane Coopey	25-Oct-2024	31-Dec-2024

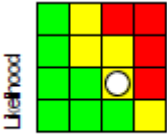
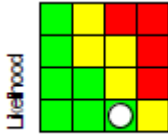

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DCCS HS 008 Delivery of Repairs & Maintenance services to City of London Housing residents 20-Jun-2024 Beverley Andrews	Cause: Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner Event: Failure to deliver 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.	 Likelihood Impact	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 25 Oct 2024	 Likelihood Impact	4	31-Mar-2026	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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	Peta Caine	27-Sep-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.	Peta Caine	27-Sep-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	Peta Caine	27-Sep-2024	27-Dec-2024

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DCCS 001 Departmental emergency response 22-Jan-2016 Judith Finlay	Cause Residents and/ or city workers being unsupported in a major emergency Event A major emergency being declared Effect Evacuated residents or city workers have nowhere to go following an incident, adverse media coverage.		8	A new emergency centre Standard Operating Procedure (SOP) has been agreed and new registers, logs, forms and signage have been circulated, grab boxes updated. New training dates for Red Cross have been circulated to Crisis Support Team volunteers. 25 Oct 2024		8		Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS 001i	A number of changes such as the use of Teams and whatsapp have been implemented but not yet been reflected in the Humanitarian Assistance Plan. A separate section will be included for the role of Crisis Support Team Co-ordinator.	Work has taken place and is waiting for pan-London work on aspects of the Humanitarian Assistance (HA) Liaison Officer and Humanitarian Assistance Group members plan to be completed. A Standard Operating Procedure (SOP) is being finalised in respect to the Portsoken Community Centre. The HA plan will be updated to reflect the new SOP.	Liane Coopey; Despo Evangelou	25-Oct-2024	31-Dec-2024
DCCS 001k	A visit has been undertaken to the new Portsoken Community Centre to assess suitability for use as a Humanitarian Assistance Centre. The plan will be updated to reflect the results of the assessment by end of June 2024.	<p>The new Portsoken Community Centre has been visited and an assessment carried out for use as a Humanitarian Assistance Centre. A procedure needs to be developed to include the following issues.</p> <ul style="list-style-type: none"> • Keypad has been installed for access. Code has been shared with staff responsible for Emergency response • Protocol regarding lift usage which also serves basement car park and current void area. Staff are implementing procedures to ensure lift access given via key access. • To be included with photos in the Humanitarian Assistance Plan • A grab box for use in emergencies is to be provided to the centre. 	Liane Coopey; Despo Evangelou; Rumina Sultana	25-Oct-2024	31-Dec-2024
DCCS 001m	Dates for British Red Cross emergency centre worker and manager are being circulated to the Crisis Support	A project plan has been developed to refresh Crisis Support volunteering to recruit new members from across the City of London.	Liane Coopey;	25-Oct-2024	31-Mar-2025

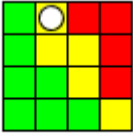
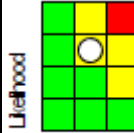
	<p>Volunteers when notified. More targeted local training will be offered to the volunteers to familiarise the team with the new emergency centre Standard Operating Procedure and the new emergency register, logs, forms and signage. Training will take place at the Portsoken Community Centre so that the team can familiarise themselves with the new potential emergency centre and the local procedure for using the location.</p>		Despo Evangelou		
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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 14-Jan-2016 Peta Caine	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	 Likelihood Impact	8	A programme of Fire Risk Assessments has now been completed by Turner 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 25 Oct 2024	 Likelihood Impact	4	31-Dec-2025	 Constant
							Reduce	

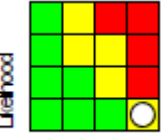
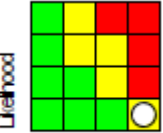
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	<ul style="list-style-type: none"> Avondale Point blocks: In flat installations complete. Previously anticipated date of completion was November 2023 but delay has been incurred to support in answering outstanding queries raised by Building Control linked to firestopping. Sign-off cannot be received until these points are confirmed. EOT dispute is ongoing with United Living. Contractor has now vacated site till further arrangement is made. <p>Petticoat Tower: Works on site commenced 16th October 2023. Pipework across common parts is complete, reserve tank and central evacuation unit and alarm panel installed. 17 out of</p>	Peta Caine	25-Oct-2024	31-Dec-2024

		<p>88 flats complete system. Original date of project completion August 2024, EOT request has been submitted for additional 9 months with suspension of further works until progress is made with resident bookings. Other major works programmes remain to be present across Middlesex Street estate, requiring regular monitoring by project officers and CDM principal.</p> <p>Great Arthur House programme suspended until further notice. Development of fire strategy document being explored to support ongoing proposals for compartmentation and sprinkler projects.</p> <p>Next report: GW5 Issues Report for Avondale and Petticoat Tower programmes due 11th November 2024 (CCS), 9th December 2024 (P&P sub)</p> <p>Reporting as red for 24 months.</p>			
DCCS HS 002d	<p>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 minutes and up to 60 minutes of fire resistance.</p>	<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 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. Our contractor Gerda have begun to mobilise in Petticoat Tower as the retrofit sprinkler contractor has now vacated site.</p> <p>LOT 4 is in the design phase with planning applications in preparation for the replacement of external opening fire doors.</p>	Peta Caine	25-Oct-2024	31-Dec-2026

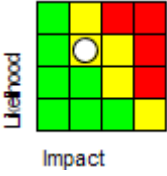
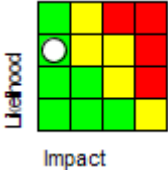
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DCCS HS 006 Failure to deliver new homes programme 07-Jan-2020 Michael Gwyther-Jones	Cause: Funding and planning constraints, market volatility and development cost inflation Event: Failure on commitment to deliver 700 new homes by 2025 Effect: Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage	 Likelihood Impact	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 - ISG is now in Administration and consideration is being given to outstanding works and the provision of a building warranty. Earliest occupation is anticipated to be March 2025. and will provide 66 new social housing units and 3 commercial units. Sydenham Hill: This project will provide 110 new homes for social rent is now on site and will complete by February 2026. The York Way Development will deliver 91 new homes for social rent, new community centre, and a new housing estates office. The contract with Higgins Partnership at York Way will complete by February 2026. 25 Oct 2024	 Likelihood Impact	6	31-Mar-2025	Constant
							Reduce	

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	A report will be submitted in January 2025 to formulate a policy on Joint Ventures and Development Agreements. This will also consider where there are opportunities for new developments on our estates	Peta Caine	25-Oct-2024	31-Dec-2024

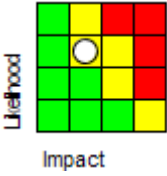
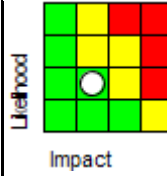
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<p>DCCS PE 001 Safeguarding</p> <p>18-Mar-2024 Chris Pelham</p>	<p>Cause: Not providing appropriate training to staff or members; not providing effective leadership, management or supervision; poor case management, information sharing or actions. Lack of resources.</p> <p>Event: Failure to implement core safeguarding duties.</p> <p>Effect: Physical or mental harm suffered by a child or vulnerable adult, damage to the City of London's reputation, possible legal action, investigation by CQC and / or Ofsted.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>The People's Workforce Strategy was launched in 2022 and is now being updated with a draft being prepared for review in October.</p> <p>There is a comprehensive training and learning programme in place across the service and use is monitored by the Workforce Development Board on a bi-monthly basis. The People's staff survey rated the training offer available on average as 8 out of 10.</p> <p>There is also a clear outline of safeguarding training available throughout the Corporation which is shared with other departments.</p> <p>A round of 14 Practice Reviews was completed in July and continued to find evidence of strong practice across the service. A 6 month follow up to the PAR has been completed to check progress against recommendations made and found that strengths have been maintained and there has been development in relation to areas for improvement.</p> <p>25 Sep 2024</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>31-Mar-2025</p> <p>Accept</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
PE 001A	The People Directorate have a workforce development plan to ensure staff access appropriate training and continuing professional development. (CPD)	<p>The People's Workforce Strategy was launched in 2022 and is now being updated with a draft being prepared for review in October.</p> <p>There is a comprehensive training and learning programme in place across the service and use in monitored by the Workforce Development Board on a bi-monthly basis. The People's staff survey rated the training offer available on average as 8 out of 10.</p> <p>There is also a clear outline of safeguarding training available throughout the Corporation which is shared with other departments.</p> <p>A round of 14 Practice Reviews was completed in July and continued to find evidence of strong practice across the service. A 6 month follow up to the PAR has been completed to check progress against recommendations made and found that strengths have been maintained and there has been development in relation to areas for improvement.</p>	Chris Pelham	25-Sep-2024	31-Mar-2025
PE 001B	Performance and Quality oversight of practice across the People Directorate.	<p>Children Social Care (CSC) and Early Help (EH) performance data is mature and used effectively as a tool to monitor performance monthly. Quality Assurance plans are in place across Children and Adult Services which are reviewed quarterly as a minimum. The new QA strategy / work plan for 2024 is signed off . A round of 14 Practice Reviews was completed in July and continued to find evidence of strong practice across the service. A 6 month follow up to the PAR has been completed to check progress against recommendations made and found that strengths have been maintained and there has been development in relation to areas for improvement.</p> <p>The CSC/EH Annual Survey of all service users will be completed end of September. The CSC Performance team undertook a peer review our performance system with another London LA in July 2024. Findings from this will inform development of new Performance Dashboards by January 2025.</p> <p>The 2024 CSC SEF will be signed off by October 2024.</p>	Chris Pelham	25-Sep-2024	31-Mar-2025

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DCCS CP 001 Commissioned Contracts 08-Mar-2023 Greg Knight	<p>Cause: Inflationary pressures and cost of living</p> <p>Event: Providers fail to deliver on committed contract prices, experience challenges within operations, become increasingly stretched, or are unable to meet service specifications within available budgets.</p> <p>Effect: Supplier and contract failings, the need to renegotiate contract spend, or increase budgets. This may impact service continuity, safeguarding and service user outcomes</p>		6	<p>Risks to the delivery of commissioned services will be proactively monitored and reviewed at contract monitoring meetings as a standing agenda item. Any issues identified will be reported to Commissioning team meetings to identify any mitigation or control actions.</p> <p>The Commissioning Service will work with providers on action plans to proactively to support and overcome issues</p> <p>In the event of provider failure, contract default, or where a contract needs to be exited, mitigations will include exploring alternative providers, other local authorities, framework or consortium arrangements to sustain service provision.</p> <p>20 Sep 2024</p>		3	31-Mar-2025	Constant
							Reduce	

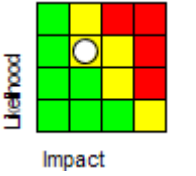
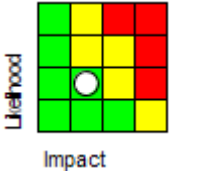
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DCCS CP 001a	Risks to be proactively monitored and reviewed at contract monitoring meetings as a standing agenda item. Any issues identified will be reported to Commissioning team meetings to identify any mitigation or control actions	<p>Risks to be monitored at contract monitoring meetings, as a standard agenda item, and to be reported on at the commissioning team meetings.</p> <p>Further assurance to be gained from providers business continuity plans at contract monitoring meetings</p>	Greg Knight	25-Sep-2024	31-Mar-2025

		<p>Any risks to be reported to Commissioning Manager, Head of Commissioning, and service area manager. Work with providers on action plans to proactively to support and overcome issues</p> <p>In the event of provider failure, contract default, or where a contract needs to be exited, mitigations will include exploring alternative providers, other local authorities, framework or consortium arrangements to sustain service provision.</p>			
DCCS CP 001b	In line with business as usual, continue to complete financial checks prior to large scale contract extensions and awards	<p>Any risks that arise to be monitored and inform decisions whether to award/ extend a service contract.</p> <p>Commissioning to work with colleagues from commercial and legal services in making decisions, in line with the appropriate governance</p> <p>If risks are deemed too high, alternative providers and/ or procurement strategies can be explored.</p>	Greg Knight	25-Sep-2024	31-Mar-2025
DCCS CP 001c	Conduct premarket engagement to assess viability of services prior to issuing tenders, reporting trends and exploring contingencies.	<p>Issues identified to be reported to Commissioning Manager, Head of Commissioning and service area manager.</p> <p>Finance and budget constraints to be explored with service area and budget holder</p> <p>Procurement strategy and/ or scope of service delivery to be explored, to procure a viable and sustainable service. Explore uplift mechanisms within future procurements to safeguard against inflationary pressures.</p>	Greg Knight	25-Sep-2024	31-Mar-2025

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DCCS ED003 Falling School Rolls 06-Jun-2024 Deborah Bell	Cause – Falling birth rates, outward migration of families from the centre of London meaning fewer children requiring school places in Inner London. Event – Reduced income and suboptimal use of resources for and by schools. Impact – Adverse implications for budgets, existing schools may be forced to merge or to close. New academies may not open or have to reduce in size (reduced PAN, Published Admissions Number)		6	City of London Academy Highbury Grove from 210 to 180. City of London Academy Islington from 165 to 140. Both proposed for 2025-26 as PAN reductions with the approval of CoLAT Trustees. Inner London school closures, mergers and PAN reductions being tracked. 05 Sep 2024		4	31-Mar-2025	Constant
							Reduce	

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ED 003a	Falling school rolls may lead to merging or closing of some schools or academies negatively affecting parent's choice of schools and potentially leading to a fall in income. Monitoring the falling numbers will enable mitigating actions to be identified and implemented such as active marketing of our Family of Schools to be the school of preference for parents. If there is a reduction in pupil numbers this will affect funding which may lead to reduction in teachers, potentially leading to merging of classes. Measured PAN	City of London Academy Highbury Grove from 210 to 180. City of London Academy Islington from 165 to 140. Both proposed for 2025-26 as PAN reductions with the approval of CoLAT Trustees. Inner London school closures, mergers and PAN reductions being tracked.	Deborah Bell	05-Sep-2024	25-Mar-2025

	reductions in consultation with relevant Local Authorities				
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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 Peta Caine	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 Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor 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.		6	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 25 Oct 2024		4	31-Dec-2024	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. Typically, safety manager roles at a level of competency mandated by IOSH will sit at the Grades E-G (job evaluation will dictate final outcome). With Job Evaluation now not being undertaken until October 24 due to Ambition 25, this will now be delayed	Peta Caine	25-Oct-2024	31-Dec-2024

		likely that a further reviews of the HRA and the 30-year Business Plan is required to help manage this risk.			
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