

DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey
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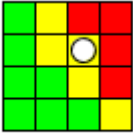
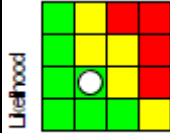


Rows are sorted by Risk Score

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 14-Jan-2016 Peta Caine	<p>Cause: Failure to conduct proper risk assessments, allocate lone working devices, provide necessary training, and ensure 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: Lone working staff at risk of physical or mental harm, which could result in investigation and legal action, damaging the reputation of the City of London.</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 on a monthly basis - reports will be sent to team managers to support them to monitor use of the devices by their teams. 13 Dec 2024		8	31-Dec-2025	 Constant
							Reduce	

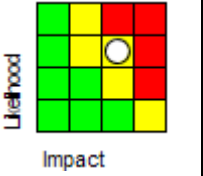
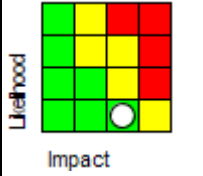
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 003d	Monthly monitoring of Skyguard usage	<ul style="list-style-type: none"> Monitoring continues on a monthly basis with information reported to relevant Assistant 	Liane Coopey	17-Dec-2024	31-Dec-2025

		<p>Directors</p> <ul style="list-style-type: none"> • 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 stats of usage are being sent to ADs Housing & People for them to discuss with their management teams • Usage reports will be sent to relevant Team Managers to identify staff that are not using their devices in order that they can address non usage of devices with staff • Team managers to be asked to have lone working as a set agenda items for team meetings (where appropriate) • Team managers are asked to discuss lone working in regular one to one meetings to ensure staff wellbeing and address any concerns they might have 			
DCCS HS 003e	DCCS Lone working risk assessments to be reviewed	<p>New H&S Lead will be tasked with working with team managers to review lone working risk assessments to identify potential hazards specific to job roles. This will include evaluating the work environment, tasks, and any potential threats from clients or the public</p> <p>New interim H&S Lead to start in post 6 January 2025</p>	Liane Coopey	17-Dec-2024	30-Jun-2025
DCCS HS 003f	Team Managers will be asked to invite H&S Lead to attend team meetings on an ad hoc basis to discuss lone working and provide guidance for lone workers on safety procedures, emergency protocols, and how to handle aggressive behaviour. Peoplesafe have been asked to provide refresher training for managers	Previous H&S Advisor attended staff forum in November 24 to provide advice and guidance on using lone working devices	Liane Coopey	02-Dec-2024	30-Jun-2025

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DCCS HS 008 Delivery of Repairs & Maintenance services to City of London Housing residents 20-Jun-2024 Bev Andrews	Cause: Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner due to poor contractor performance and contract management 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	<p>The procurement process for a new repairs and maintenance contractor from April 2025, remains on target and contract documents are due to be issued and signed once the Section 20 consultation and standstill period ends.</p> <p>Mobilisation commences in January 2025, and we will work in partnership with the new contractor to improve processes, service delivery and performance.</p> <p>We are also procuring a new full stock condition survey for 2025 to improve the quality of our property data and better inform future planned investment programmes.</p>	 Likelihood Impact	4	31-Mar-2026	Constant
							Reduce	

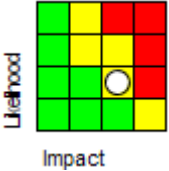
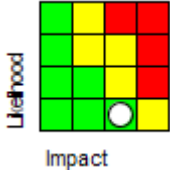

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DCCS HS 008B	Improvement in service delivery under current R&M contract	<p>We continue to hold and minute monthly contract monitoring meetings, and the existing service improvement plan was reviewed and updated in November, to reflect the current needs of the service.</p> <p>We will demobilise the Wates contract between January 2025 and March 25, focusing on maintaining acceptable service provision and standards until the contract end. The Head of Operations will lead the demobilisation.</p>	Bev Andrews	13-Dec-2024	31-Mar-2025

DCCS HS 008C	Procurement of a new repairs and maintenance contract Contractor Selection - Failure to achieve the procurement timetable.	The procurement of the new R&M contract remains on target, and we expect to commence mobilisation of the new contract from 6 January 2025.	Bev Andrews	13-Dec-2024	31-Mar-2025
DCCS HS 008D	Failure to obtain competitive tenders from credible R&M contractors.	Tenders were submitted by 6 contractors and evaluated by a group of COL staff and residents. Tenders were also commercially reviewed by COLs Procurement Team and an independent consultant.	Bev Andrews	13-Dec-2024	31-Mar-2025

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DCCS HS 009 Statutory Compliance Requirements 12-Nov-2024 Peta Caine	<p>Cause: Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings.</p> <p>Event: Lack of designated, competent resources to effectively manage compliance delivery within statutory timescales and provide assurance across all areas. Missing, inaccurate or inaccessible compliance data, stored in multiple third-party systems.</p> <p>Effect: Potential for serious harm to residents, visitors and contractors. Potential for legal enforcement action and reputational damage along with significant unforeseen costs to remedy</p>		12	COL Housing stock equipment has been reconciled against the COL Building Compliance Standards, to ensure that statutory inspection requirements are defined for all current equipment types. 17 Dec 2024		4	31-Mar-2026	Constant

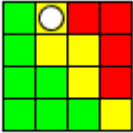
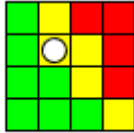

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 009 b	Identify resources required to maintain statutory compliance as business as usual.	Specific resource requirements to support the delivery of compliance work and the management of compliance contracts is currently under review.	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 c	Undertake compliance gap analysis to identify the current volume of buildings and equipment requiring statutory inspections, and current performance based on available data.	The compliance gap analysis is still in progress and expected to be completed by 31/01/25	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 d	Confirm and document compliance processes and required metrics and identify gaps in process and resource	<p>The current and future process for the service, maintenance and inspection of lifting equipment and fire equipment is still being reviewed.</p> <p>Compliance certification is being collated and reconciled against inspection programmes to identify any gaps in compliance evidence</p>	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 e	Create compliance 'dashboard' to provide single view of current compliance performance and to assist in managing compliance actions.	An additional licence for Keystone has been provided however Keystone may not have sufficient capability to display dashboards to manage compliance programmes and remedial works.	Bev Andrews	17-Dec-2024	31-Dec-2025

		Until a suitable solution is identified we continue to access compliance information via third party systems			
DCCS HS 009 f	Define user IT requirements for compliance delivery & determine Civica capability	<p>A demonstration of the Civica Asset Management and Compliance module took place in November 2024; however, implementation is not expected until 2026.</p> <p>The Concerto FM system used for corporate compliance management is being reviewed as a short to medium term management solution.</p>	Bev Andrews	17-Dec-2024	30-Apr-2025
DCCS HS 009 g	Identify compliance skills and knowledge gaps within the team and provide training	Further training requirements for the Compliance Manager and supporting team have been identified and a training plan is being developed	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 h	Reprocure or extend compliance contracts due for expiry in 2025, ensuring current and future delivery requirements are clearly specified	<p>The fire equipment contract has been formally tendered and returned submissions are under evaluation in December 2024. Any additional fire equipment identified will be added to the new contract.</p> <p>The TSG contract for Gas servicing will be extended until September 2026. The contract extension process with procurement will commence in January 2025.</p> <p>Periodic domestic and Landlords electrical testing is within the scope of the new repairs and maintenance contract commencing in April 2025. A programme of delivery will be reviewed during contract mobilisation.</p> <p>Contracts for Lift service and maintenance, water safety and asbestos management are tabled for re- procurement in Q4 24/25.</p>	Bev Andrews	17-Dec-2024	01-May-2025

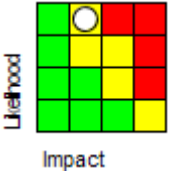
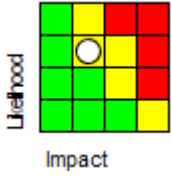
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DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units 14-Jan-2016 Peta Caine	Cause Fire Risk Assessments for managed properties not carried 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		8	A programme of Fire Risk Assessments has now been completed by Turner & Townsend. All HRA 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 planned. These works include the retrofitting of sprinkler systems in 5 high rise blocks, works to improve compartmentation and the replacement of flat entrance doors to meet current fire safety standards 13 Dec 2024		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.	<p>Petticoat Tower -18 flats completed out of 88 properties. This includes fitting of sprinkler heads, LD1 fire alarm devices and evacuation system modules within households. Installation of central alarm panel, communal risers and control valve across 23 floors within the tower completed. Water reserve tank has been built ready for commissioning.</p> <p>Access into occupied flats continues to be a challenge and is anticipated to remain difficult for the foreseeable future following contact from the local resident's association</p> <p>The project team remain optimistic that further engagement sessions will compel more residents to accept the installation works, there is also ability for legal escalation with tenants who continue to refuse access for proposed fire safety works.</p>	Michael Gwyther-Jones	17-Dec-2024	30-Jun-2025

		<p>As agreed within the last report, it is intended to deliver the boxing encasement for all pipework recently installed (retrofit sprinklers and communal heating). Variations have been encountered increasing the scope of work in the contract.</p> <p>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. Building control sign-off cannot be achieved until these points are confirmed. United Living remains on site</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 16th January 2025 (CCS), 4th February 2025 (P&P sub)</p>			
DCCS HS 002d	Community and Children's Services Committee has approved a programme to replace all flat entrance and communal 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.	<ul style="list-style-type: none"> • Lot 1 (Holloway and York Way Estate) - completed • Lot 2 (Avondale Square Estate) - completed • Lot 3 (Sumner Buildings, William Blake, Dron House, Petticoat Tower communal doors) - all but completed, apart from Petticoat Tower • Lot 4 (Southwark Estate, Windsor House, Isleden House, Sydenham Hill, Spitalfields) - currently in design • Lot 5 (Golden Lane Estate) - currently at Feasibility stage 	Greg Wade	13-Dec-2024	31-Dec-2026

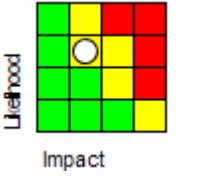
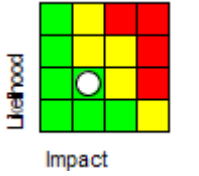
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<p>DCCS HS 005 Major works programme</p> <p>07-Jan-2020 Greg Wade</p>	<p>Cause: Shortfall in funding/increase in costs of current major works programme Event: Inability of the City of London to fund current and planned major works improvements and fire safety works Effect: Detrimental to property conditions and living standards, reputational damage.</p>	 <p>Lifehood</p> <p>Impact</p>	<p>8</p>	<p>Completion of the current Major Works Programme has been re-forecast from March 2027 to March 2031 and has an estimated shortfall of £60m, due to the following reasons (both legacy and current):</p> <ul style="list-style-type: none"> • Addition of high priority unplanned projects • Staff resourcing issues • Size and complexity of the Golden Lane Estate programme • Macro-economic factors such as Covid, Brexit and the war in Ukraine which have led to market volatility • Rampant construction cost inflation, which has disproportionately affected the cost of labour and materials • Competing (and often conflicting) demands of legislative changes such as the Building Safety Act 2022, Awaab's Law and Net Zero Targets/Decarbonisation <p>A full review of the existing programme is currently underway, with a view to redeveloping a 10-year programme</p> <p>13 Dec 2024</p>	 <p>Lifehood</p> <p>Impact</p>	<p>6</p>	<p>31-Dec-2025</p> <p>Reduce</p>	<p></p> <p>Constant</p>

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DCCS HS 005a	Review of major works programme alongside other works including fire safety improvements and planned maintenance	Future Major Works programme has an estimated shortfall of £60m, although £40m has been committed to live projects which are either in stages of active delivery or in design development. An initial roundtable discussion was held with the Policy Chairman, Town Clerk and Senior Financial Officers on 5 December 2024 and work will commence in the New Year to actively lobby for the additional required funds. The delivery programme for 2025/26 will be finalised by the end of January 2025, which will include a review of priority pipeline projects.	Greg Wade	13-Dec-2024	30-Jun-2025

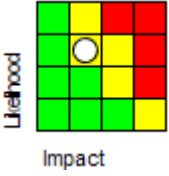
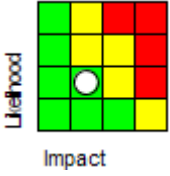
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DCCS HS 006 Failure to deliver new homes programme 07-Jan-2020 Michael Gwyther-Jones	Cause: Funding and planning constraints, market volatility and development cost inflation Event: Failure on commitment to deliver 700 new homes by 2025 Effect: Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage		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 June/July 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.		6	31-Mar-2025	Constant
							Reduce	

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DCCS HS 006a	Review of remaining projects for new development programme to finalise costs and dates	A report will be submitted in June/July 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	17-Dec-2024	30-Jun-2025

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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 lead - 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). AD of Housing to review requirements for H&S and fire safety within department to develop new structure	Peta Caine	02-Dec-2024	30-Jun-2025

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DCCS HS 004 Housing Finance Changes 15-Aug-2016 Peta Caine	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		6	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 still 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 will be presented to members for discussion and debate at a meeting due to take place in September 24. It is planned to have an independent review carried out of the financial model and its assumptions in due course. 29 Aug 2024		4	30-Jun-2025	Constant
							Reduce	

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DCCS HS 004d	A further review and remodelling of the 30 year Business Plan with finance colleagues 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. 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	Peta Caine	09-Dec-2024	31-Mar-2025

		the HRA and the 30-year Business Plan is required to help manage this risk.			
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