APPENDIX 2

HMASC - DCCS HS - Detailed Report

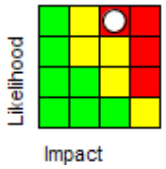
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 13 August 2026

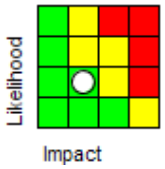
Rows are sorted by Risk Score

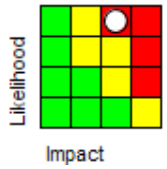
Risk Level Description Departmental

Risk Code	DCCS HS 007	Risk Title	***Blake Tower - Barbican Estate***

Description	**Cause:** The redevelopment of Blake Tower in 2013 by Redrow Homes Limited, has resulted in a building with multiple defects. **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.

Current Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	29-Jun-2029

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	24-Feb-2023

Latest Note	There is further extension to the remediation programme due to the new construction methodology and proposed logistics, which will impact the decant. There is a lack of visibility of design proposals. Detailed work is ongoing with Barratt to ensure that their approach is rigorous and appropriate to the Improvement notice and remediation of the building. Engagement and communication with residents are ongoing.	***17-Feb-2026***

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Reduce
Risk Owner	Judith Finlay

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 007a Legal Advice	Legal Advisors appointed to ensure appropriate legal action is taken to address the issues	A meeting took place with Fieldfisher in November to ensure that the advice is current.	12-Aug-2026	Judith Finlay	29-Jun-2029

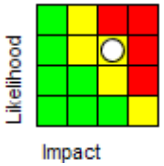
DCCS HS 007b Identification of fire safety deficiencies and measure to address them	Concerns about the deficiencies in fire stopping and compartmentation have been identified	• The Corporation has been liaising with the London Fire Brigade (LFB) on these issues, sharing its concerns about the deficiencies in fire stopping and compartmentation. • The City of London Environmental Team has carried out an inspection of Blake Tower under HHRS Housing Act Powers. Notices were served in November 2023.	12-Aug-2026	Judith Finlay	29-Jun-2029
DCCS HS 007c Liaison with Blake Tower Residents Association	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.	12-Aug-2026	Judith Finlay	29-Jun-2029
DCCS HS 007d Identify and where appropriate implement actions that could be taken under Local Authority statutory powers	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 in 2023	An enforcement notice is now in place in relation to fire safety. The actions against the Improvement notice will take time to complete. Regular meetings are taking place with Redrow and communications with residents is ensuring progress against issues in the improvement notice. These meetings will be ongoing for the next year at least.	12-Aug-2026	Judith Finlay; Rachel Pye	29-Jun-2029

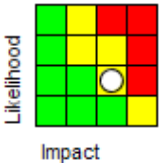
DCCS HS 007f Consideration of Variation of Improvement notice	Actions to comply with the improvement notice are underway. Some works will take longer to complete than permitted by existing notice. Discussions with Barratt/Redrow on variation to the improvement notice to occur regarding extent and duration of works. Regular liaison with residents continue.	• Actions to comply with the improvement notice are underway. • Some works will take longer to complete than permitted by existing notice. • Discussions with Barratt/Redrow on variation to the improvement notice to occur regarding extent and duration of works. • Regular liaison with residents continue.	12-Aug-2026		29-Jun-2029
DCCS HS 007g Continued engagement with Blake Tower RA and regular meetings with Barratt Redrow	Regular liaison with residents continue to promote communication and resolution of their issues with Barratt Redrow. Continued challenge to Barratt Redrow on to progress necessary works before transfer to Corporation. Ongoing to date of transfer, not yet specified.	• Regular liaison with residents continue to promote communication and resolution of their issues with Barratt Redrow. • Continued challenge to Barratt Redrow on to progress necessary works before transfer to Corporation. • Ongoing to date of transfer, not yet specified.	12-Aug-2026		29-Jun-2029
DCCS HS 007h Variation of Improvement Notice	Actions to comply with the improvement notice are underway. A varied Improvement Notice was served on 14th August. Regular liaison with residents continue.	• In response to the request to vary the Improvement Notice from Redrow Homes Ltd to increase timescales to do the works, citing ongoing litigation between the company and the residents and the protracted process of obtaining approval for any works with the new Building Safety Regulator (up to 18 months).	12-Aug-2026	Rachel Pye	29-Jun-2029

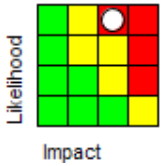
		• The City following a re-inspection, have agreed the extended timescales and strengthened requirements in the Notice for compartmentation, fire doors, sprinklers and the means of escape, etc. This inclusion of these additions means the varied Notice could be appealed. • The City consulted with resident representatives and representatives of Redrow prior to service on the 14 August 2025, which is hoped will mitigate the likelihood of an appeal.			
DCCS HS 007i Extension of Improvement Notice	Barratt Redrow submitted a further extension on 6 January 2026 to vary the improvement notice. Following discussions with the EHO this request was subsequently withdrawn with further detail being compiled via intrusive surveys and reports	• Environmental Health have appointed counsel to advise on additional enforcement options, opinion is expected 10th July. • A schedule of technical and engagement meetings is in place with Barratt Redrow.	12-Aug-2026	Rachel Pye	29-Jun-2029

Risk Code	DCCS HS 003	Risk Title	*Lone Working*

Description	**Cause:** Failure to conduct proper risk assessments, allocate lone working devices, provide necessary training, and ensure effective management supervision to support lone workers **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. **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.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	18-Jan-2016

Latest Note	DCCS continues to prioritise the safety and wellbeing of lone workers through a comprehensive set of procedures and controls. Staff are expected to maintain regular contact, and always carry a mobile phone or lone worker device. In the event of an emergency, staff can raise an alarm using the Peoplesafe device or app, which is routinely monitored, Managers are responsible for ensuring that risk assessments are completed for all lone working tasks. Additional measures include monthly monitoring of lone working device usage, clear emergency procedures, and the availability of guidance and support from Health & Safety representatives. Staff are encouraged to report any concerns or incidents promptly	***12-Aug-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

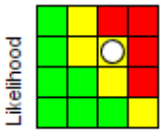
Associated Actions

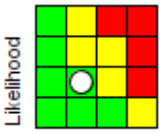
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 003d Management Monitoring of Skyguard	Monthly monitoring of Skyguard usage	• Monitoring continues on a monthly basis with information reported to relevant Assistant Directors • Lower risk lone workers (eg Project Managers) have been offered use of mobile app as an alternative to usage of the device (with line manager approval) • Usage reports being 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 • Lone working is discussed in management one-to-ones and team meetings. Device usage monitoring demonstrates increased compliance No significant lone-working incidents have been reported during the reporting period	13-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 003e Lone Working Risk Assessments	DCCS Lone working risk assessments to be reviewed	There is now a comprehensive set of DCCS risk assessments available on Safetynet. Managers to ensure that they are regularly reviewed	12-Aug-2026	Peta Caine	31-Dec-2026

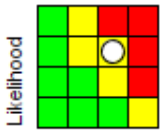
DCCS HS 003f Lone Working Training & Awareness	Team Managers will be asked to invite H&S Advisor to attend team meetings on an ad hoc basis to discuss lone working and provide guidance for lone workers on safety procedures, emergency protocols, and how to handle aggressive behaviour. Peoplesafe have been asked to provide refresher training for managers	Peoplesafe held a refresher training session for staff in July 26. 18 staff attended. A 3 week trial of new improved ID badge shaped devices is to be undertaken by 6 staff in late summer 26. It is hoped that improved robustness of devices and 90 hours battery life will prove to be a significant improvement for users.	12-Aug-2026	Peta Caine	31-Mar-2027

Risk Code	DCCS HS 004	Risk Title	*Housing Finance*

Description	**Cause:** Challenges to the financial sustainability of the Housing Revenue Account arising from increasing compliance, fire safety and capital investment costs **Event:** Insufficient funding is available to deliver approved expenditure commitments. **Effect:** Inability to deliver investment priorities, reduced service delivery, potential regulatory concerns and reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	30-Sep-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	15-Aug-2016

Latest Note	MHCLG Exceptional Financial Support (Capitalisation Directive) achieved for 26/27 only (to be re-applied for annually) secured funding of £2.65 million for the HRA for fire safety and other Health & Safety compliance issues. Additional staff are funded for 26/27. Permission given to recruit to Health and Fire Safety team permanently, as fixed term contracts would prove too costly and might not attract the right calibre. A CIPFA Efficiency Review is planned for 26/27 led by Finance to assess the medium and long term viability of the Housing Revenue Account A continuing pressure remains with the delay in handover and letting of the new homes at Black Raven Court, Bean Tree Court and York Way. With some of the Black Raven Court homes being held pending the MGO board removal.	***11-Aug-2026***

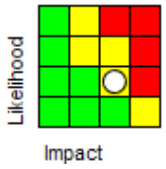
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

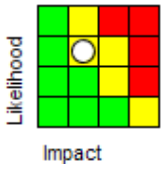
Associated Actions

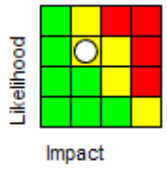
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 004d Housing 30 Year Business Plan	A further review and remodelling of the 30 year Business Plan is to be undertaken.	An Efficiency Review of the Housing Revenue Account (HRA) is planned to be carried out by CIPFA in 2026/27. This review will test the viability of COLC's HRA. Chamberlains are in the final stage of getting this up and running.	11-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 004e 10 year Major Repairs Plan Provision	A review of the 10-year Major Works Programme approved in December 2025 was presented to Community and Children's Services Committee and Finance Committee in June and July 2026 respectively to assess future funding requirements and mitigate the risk of underinvestment in housing assets, ensuring the continued delivery of safe, compliant homes for residents	A review of the financial forecast will take place this autumn and be reported to HMASC, CCS and Finance Committee thereafter. Work will also be done on leaseholder loans. The reorganisation of the major works team is almost complete and the procurement of the professional services teams needed to support delivery of the programme is underway.	12-Aug-2026	Peta Caine	31-Mar-2027

Risk Code	DCCS HS 005	Risk Title	*Major works programme*

Description	**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.

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Target Date**	31-Dec-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Creation Date**	07-Jan-2020

Latest Note	Currently the funding arrangements for the 10-year Housing Major Works Programme are under review, given that the Optimism bias (or programme contingency) is already under some limited pressure due to uplifts in anticipated expenditure. Any reduction in the scope of the programme will result in the potential for greater resident dissatisfaction and an increased likelihood of a breach of landlord responsibility.	***11-Aug-2026***

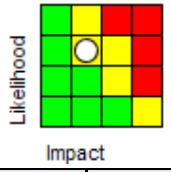
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Gregory Wade

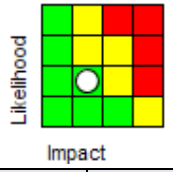
Associated Actions

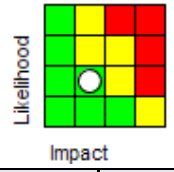
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 005a Review of major works programme	Review of major works programme alongside other works including fire safety improvements and planned maintenance	The launch of the new P3 project management framework has enabled better tracking, monitoring and reporting of projects. New DCCS Portfolio Board is operating well and delays in budgetary uplifts and allocations have finally been addressed by the Capital Team. The Major Works restructure is virtually complete and has already introduced greater efficiencies and improved performance.	11-Aug-2026	Gregory Wade	31-Mar-2027

Risk Code	DCCS HS 001	Risk Title	*Health and Safety procedures*

Description	**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.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Mar-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Creation Date**	13-Nov-2014

Latest Note	The DCCS Health and Safety Charter is scheduled for CCS Committee in June 2026. People Team have been audited by Safe 365 and ratification and implementation of the charter throughout DCCS was the main recommendation, particularly around risk ownership. The new Health and Safety structure was approved by Finance Committee in November 25. Final structure approved at CCS in May and on track to recruit the necessary resources. The new structure will spearhead full implementation of the Fire Safety (England) Regulations and other regulations on fire safety in Housing. A fire safe management audit of Housing (coordinated through Corporate Health and Safety) took place in Spring 26. Findings and recommendations are awaited	***10-Mar-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

Associated Actions

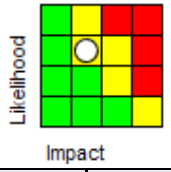
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 001i Health and Safety Risk tracker	Creation of a comprehensive DCCS Health and Safety risk tracker to capture and monitor strategic and operational risks. The tracker will provide a single, consistent mechanism for recording, reviewing, and escalating health and safety risks. It will be actively managed and maintained by the Interim Head of Health and Safety to ensure risks are accurately reflected, regularly updated, and effectively controlled	A health and safety risk tracker for strategic and operational matters within DCCS has been started. Progress at end of Q3 was shared with the Director of Housing. The tracker will be shared with all HRA and Barbican heads of service in due course. The tracker contains recommendations to eliminate or mitigate local or departmental safety risks at both operational and strategic level.	13-Aug-2026	Peta Caine	31-Oct-2026
DCCS HS 001j Training of staff in Health and Safety related areas	There is a risk that staff may not receive the required Health and Safety training, which could lead to gaps in competence, reduced compliance with statutory obligations, and an increased likelihood of incidents or unsafe working practices	All management and supervisor grades across DCCS attend the IIRSM programme: Core Safety Management; Safety Leadership; Accident Investigation. Sixty five staff attended at least one of the courses. A training matric for all DCCS staff is contained in the draft DCCS health, safety and wellbeing charter. The draft charter is at HMASC and	13-Aug-2026	Peta Caine	31-Oct-2026

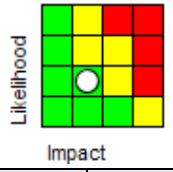
		DCCS committees in April for information and expected to be published within Q2 of 26/27.			
DCCS HS 001k Recruitment of interim staff	To ensure compliance with the corporate Health and Safety Framework and maintain service levels for high-complexity services within DCCS, interim health and safety resources will be implemented as a temporary measure. This approach mitigates the risk of non-compliance and service disruption while permanent solutions are pursued.	A business case for establishing permanent health and safety positions is scheduled for submission to CSC in April 2026. The completion of this action is outstanding and required to align the health and safety service provision in DCCS with the corporate health and safety framework. Current mitigation is achieved by two post holders : a head of service and an advisor.	12-Aug-2026	Peta Caine	31-Oct-2026

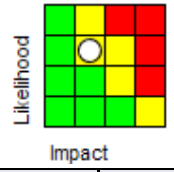
Risk Code	DCCS HS 0013

Risk Title	*Failure to deliver New Homes to programme*

Description	**Cause** Delays in the completion of the New Homes programme, including ongoing works at York Way. **Event** New homes are not delivered in line with the agreed programme. **Impact** Prospective tenants are required to remain in overcrowded and/or temporary accommodation for longer periods, resulting in continued pressure on temporary accommodation services and loss of rental income to the Housing Revenue Account.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Creation Date**	23-Mar-2026

Latest Note	*Progress on site at Yorkway has been further impacted by contractor delays, resulting in revised forecast completion dates between August and November 2026. The current anticipated completion programme is:* *Blocks A and B – August2026* *Block C – October/November2026* *Block D – October/November2026* *Landscaping and public realm works – November 2026*	***11-Aug-2026***

	Risks to these completion dates remain: adverse weather, contractor delays, timely building control sign off from LB Islington.	

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Reduce
Risk Owner	Peta Caine

Associated Actions

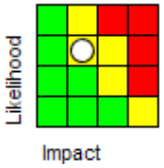
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 0013a Project oversight	The project remains subject to regular monitoring and oversight by officers, supported by the Client Monitoring Team, including Employer's Agent, Clerk of Works, Architect and Building Services Engineer, with particular focus on achieving the revised handover programme and maintaining programme control and quality.	The project remains subject to regular monitoring and oversight by officers, supported by the Client Monitoring Team, including Employer's Agent, Clerk of Works, Architect and Building Services Engineer, with particular focus on achieving the revised handover programme and maintaining programme control and quality.	11-Aug-2026	Peta Caine	31-Dec-2026
DCCS HS 0013b Consideration given to potential commercial settlement	Officers are giving consideration to a commercial settlement with the contractor which would be contingent on the timely delivery of blocks A & B by August 2026. Any such arrangement would be subject to appropriate governance & legal review	*Officers have agreed a commercial settlement / Deed of Variation with the contractor, which is contingent on the timely delivery of key milestones, including the handover of Blocks A and B by August 2026. Any such arrangement has been subject to appropriate governance and legal review.*	11-Aug-2026	Peta Caine	30-Sep-2026

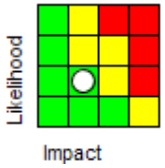
		Officers continue to actively manage the Corporation's contractual position and are taking legal and professional advice to ensure that its interests are protected and that appropriate remedies remain available should progress not be achieved in line with the agreed programme.			

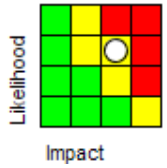
Risk Code	DCCS HS 008

Risk Title	***Delivery of Repairs & Maintenance services to City of London Housing residents***

Description	**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.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	20-Jun-2024

Latest Note	Chigwell suspended all services with the HRA on 15/05/26 due to a contractual dispute. As a result COL instigated an immediate service continuity plan with other support contractors, to ensure that emergency and urgent repairs could continue without interruption, with routine repairs on temporary pause. All Services with Chigwell remain suspended and emergency service provision remains in place with TDK. All paused Chigwell work in progress orders have now been reviewed and affected residents contacted. Where repairs are still deemed required, new works orders have been placed with alternative suppliers, along with other routine repairs paused since the 15/05/26. This action has been taken to reduce the backlog of repairs arising from this situation. An intermediate plan to provide a longer-term sustainable repairs & voids solution is being developed. Two new dedicated voids contractors have been procured and should be mobilised in September 2026 on 1+1-year	***11-Aug-2026***

	contract term. For responsive repairs an 18-month Direct Award contract is being considered to allow mobilisation ahead of winter months and peak demand and to ensure compliance with Awaab's Law phase 2 effective from November 2026.	

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Beverley Andrews

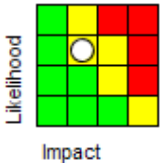
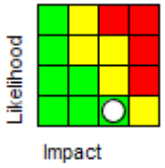
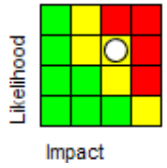
Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 008f Revision of core processes	Carry out a full review of core repair processes to identify gaps, inefficiencies, or inconsistencies and determine where service delivery improvements can be made	There are several service improvement plans in action for 26/27 which include: • streamlined repairs reporting and enquiry management • regular active monitoring of performance • exploration of online forms for digital repairs reporting • introduction of complex repairs case management • streamlined order variation and approval processes.	11-Aug-2026	Beverley Andrews	31-Dec-2026
DCCS HS 008g Improved monitoring	Implement strengthened active monitoring arrangements to track all repair "works in progress" and live inspection requests in real time	Weekly management review of work-in-progress activity is providing increased oversight of repair delivery and backlog management, reducing the likelihood of unidentified service delays.	13-Aug-2026	Beverley Andrews	31-Dec-2026

		The loss of IT integrations (due to the Chigwell Service suspension) means that all order completion updates must be conducted manually. This creates an additional burden on resources, and WIP information is not available in real-time. Partial integration or automated interfaces are being considered as part of the intermediate service delivery plan			
DCCS HS 008h Oversight of performance		Chigwell Services are currently suspended Operational and performance meetings have been set up with support contractors in the interim period and are conducted weekly.	11-Aug-2026	Beverley Andrews	31-Dec-2026
DCCS HS 008i Continuity plan to ensure targets are met		A short-term immediate service continuity plan had been developed and was implemented at the time of Chigwell Service suspension on 15/05/26. A more detailed and sustainable intermediate plan is being finalised that would allow full service continuity up to 18 months. A documented and approved service delivery plan is expected by 31st August 2026.	11-Aug-2026	Beverley Andrews	31-Dec-2026

Risk Code	DCCS HS 009	Risk Title	*Statutory Compliance Requirements*

Description	**Cause:** Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings. **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. **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

Current Risk			Target Risk			Original Risk		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
6	Possible	Serious	***4***	Rare	Major	***12***	Possible	Major
Amber	**Trend**	Constant	Green	**Target Date**	30-Sep-2026	Amber	**Creation Date**	12-Nov-2024

Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***11-Aug-2026***

Risk Level	Departmental	Risk Approach	Reduce

Department	Department of Community & Children's Services	**Risk Owner**	Beverley Andrews; Peta Caine

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 009 b Compliance	Identify resources required to maintain statutory compliance as business as usual.	Recruitment for the 2nd Compliance Performance Officer Post is ongoing with interviews conducted in August 2026. Successful recruitment to this role is now critical to ensure sufficient resources to manage ongoing and additional compliance requirements. The Compliance Manager continues to provide services to both the HRA and the Barbican which may not be sustainable if full compliance is to be met in both areas. Contractor resources to deliver the fire door inspection programme are still under review. Detailed programme requirements and 26/27 inspection volumes are being calculated to inform a suitable route to procurement. Phase 1 of an updated inspection programme will focus on HRB delivery, with phase 2 and 3 on communal doors and flat entrance doors. Interim Lift Service & Maintenance provision is transferring to Acute New Elevators Ltd from 11 August 2026 to ensure ongoing lift	11-Aug-2026	Beverley Andrews	31-Dec-2026

		safety and LOLER compliance whilst the new long term contract is procured. The new Gas and electrical safety contract is due for award in October 2026. This contract will provide continuity for gas servicing and EICR electrical testing.			
DCCS HS 009 d Compliance Processes and Metrics	Confirm and document compliance processes and required metrics and identify gaps in process and resource	Following the Penningtons Compliance Review outstanding compliance process maps are being finalised with a target to complete by end of Q2 26/27	11-Aug-2026	Beverley Andrews	30-Sep-2026
DCCS HS 009 e Compliance Dashboard	Create compliance ‘dashboard’ to provide single view of current compliance performance and to assist in managing compliance actions.	The existing Compliance Dashboard has been updated in format and content following a Penningtons recommendation. It should be noted that the information to populate the dashboard is still compiled manually by the Compliance Manager and is time consuming to maintain accurately.	11-Aug-2026	Beverley Andrews	31-Mar-2027
DCCS HS 009 f User IT Requirements for Compliance Delivery	Define user IT requirements for compliance delivery & determine Civica capability	A revised implementation timetable has been requested from the CX Management team. Civica capability is yet to be determined however this is expected during 26/27	11-Aug-2026	Beverley Andrews	31-Dec-2027

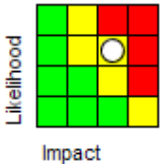
DCCS HS 009 g Compliance Skills within the Team	Identify compliance skills and knowledge gaps within the team and provide training	A department wide role-based training plan is being developed, which is expected to include any mandatory health and safety training. This is now expected to be finalised and delivered in 26/27	11-Aug-2026	Beverley Andrews	31-Dec-2026

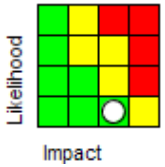
Risk Level Description Service

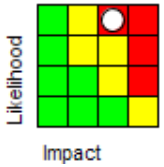
Risk Code	DCCS HS 0012

Risk Title	***Failure to maintain effective fire safety management across the housing portfolio***

Description	If fire safety controls fail or are not adequately managed, this could lead to a fire incident within a residential property or communal area where preventative and protective measures are incomplete or ineffective. The consequences could include serious injury or loss of life to residents, staff, or visitors; significant damage to property; disruption to housing services; enforcement action under fire and building safety legislation; reputational damage; increased financial liabilities; and heightened scrutiny from regulators and auditors.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	10-Mar-2026

Latest Note	There is a risk that fire safety measures across the housing stock—including communal areas, individual dwellings, and sheltered schemes—may not meet required regulatory requirements due to delays in completing fire risk assessment actions, inadequate fire management plans, lack of access for contractors, or insufficient resident engagement. A programme of works is now underway to mitigate a section of these risks, but continued management in the meantime is required – for example, compartmentation	***12-Aug-2026***

Risk Level	Service	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 0012a Provide suitable single page building plans in SIBs.	Bring all HRRBs and HRBs where relevant up to regulatory requirements.	Changed consultant, revised fee proposal received from new consultant and awaiting contract authorisation.	12-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 0012b Internal and external stakeholder cooperation and communicatio n.	Ensure the duty to cooperate where fire safety responsibilities are shared in a premises is taking place or is established through MOU. Ensure all arrangements with other departments and institutions within COLC premises where DCCS act as landlord or have staff stationed in other premises, including commercial premises.	Staff from Barbican Estate met with Nuffield re alarms review. No further actions were recommended at this stage.	12-Aug-2026		31-Mar-2027
DCCS HS 0012c Fire signage strengthened safety measures, including wayfinding review in	Provide signage enhancement across portfolio, e.g. visible in low lighting conditions, including wayfinding review and enhancement in HRRBs. Upgrade fire signage to comply with 2025 regulatory amendments as identified in FRA and other sources.	Fee proposal for survey of HRA received and currently awaiting contract authorisation. BRE on track for April 2027 commencement	12-Aug-2026		31-Mar-2027

HRBs and HRRBs.					
DCCS HS 0012d Resident engagement and provision of information.	Consolidate and produce resident engagement in line with statutory and provide information to residents as per regulation 9 FSER. Amend resident engagement strategy to cover all HRRB. and HRBs. Agree on format and plan of action. Ensure reg 9 information is shared annually etc.	Engagement strategy for Petticoat Tower drafted and submitted to BSR in July. Draft format on Commonplace for resident comment.	12-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 0012e PCFRAs and make amendments to the RPEEPs process.	Introduce and undertake a formalised PCFRA process and review RPEEPs process. Train all relevant staff and management.	PCFRAs offered to all residents. Estate staff are visiting those who have requested them and advising revision to RPEEPs. Online training nearly complete and assessments being finalised.	12-Aug-2026		31-Mar-2027
DCCS HS 0012f Structural information, including external wall design and information sharing with BSR and LFB.	Complete extant HRRB structural information, including external wall design, to current statutory requirements and share with BSR and LFB. Update on previous structural information to a standard acceptable by BSR and carry out FRAEWs on HRRBs to PAS 9980 (2022) guidance, where	Consultant change from original and new consultant has provided acceptable fee proposal. Awaiting contract authorisation. Petticoat Tower is a priority for BAC resubmission i	13-Aug-2026		31-Mar-2027

	indicated in FRA and other consultancy sources				
DCCS HS 0012g Monthly checks on firefighting equipment, including lifts used by firefighters and periodic HRRB inspections.	Introduce sufficient monthly checks on firefighting equipment, including lifts used by firefighters, plus commence periodic HRRB inspections (monthly is recommended) Establish an extended Health & Safety team within the Department of Community and Children's Services (DCCS), incorporating specialist roles dedicated to fire safety compliance and strategic oversight.	New health and fire safety team approved at CCS and CSC. Recruitment underway. Awaiting final approval for virement of budget to fund.	12-Aug-2026		31-Mar-2027
DCCS HS 0012h Management of sterile communal areas and relevant balconies.	Introduce a consistent and targeted approach to communal area management and relevant balcony management. Engage residents to clear all communal areas of combustible materials and trip / slip hazards on fire escape routes. Use Comms and resident 'surgeries' to spearhead. This will be a large education exercise for the residents.	Working with Head of Housing to amend tenancy agreement to include sign-up to sterile balcony. Letters to all residents of HJH instructing removal of all items from the wooden balconies until further notice.	12-Aug-2026		31-Mar-2027

DCCS HS 0012i Revised Key Building Information requirements.	Ensure KBI meets revised BSR requirement. Using and x-referencing ref 0012 06, expand to ensure KBI is now submitted or resubmitted t revised BSR requirements to progress BAC	Further liaison with BSR has provided improved guidance on submission requirements.	12-Aug-2026		31-Mar-2027
DCCS HS 0012j Management of compartmentation failures	Funding for major works has been granted, and FD replacement has reached start of lot 4, but other works are 5 years hence or further away. BSA requires management of compartmentation breaches in the short to mid-term. Short to mid term advised by H&S team from monthly HRB inspections (including flats where possible – all voids) and assigned to R&M competent contractors.	Exploring short and mid-term mitigations at local level. Works orders raised where breaches are found. R&M aiming to recruit project manager for works that fall between the current criteria – e.g. too big for standard R&M and too small for Major Works or Special Projects	12-Aug-2026		31-Mar-2027
DCCS HS 0012k Fire strategies, plus type 3 or 4 FRAs.	Prioritise retrospective strategies on buildings subject to extensions or material changes. (New builds to be commissioned by MGW's team). Arrange and conduct type 2,3 or 4 FRAs as recommended through type 1 or other necessity.	Pending on one block. Others to follow in quotation sequence prioritised by head of service.	12-Aug-2026		31-Mar-2027