APPENDIX 1

HMASC - DCCS HS - Detailed Report

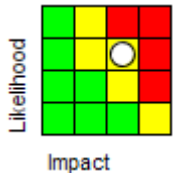
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 29 October 2026

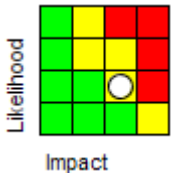
Rows are sorted by Risk Score

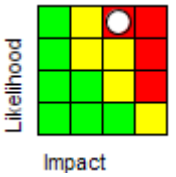
Risk Level Description Departmental

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**

Target Risk		
Risk Score	**Likelihood**	**Impact**

Original Risk		
Risk Score	**Likelihood**	**Impact**

12	Possible	Major
Amber	**Trend**	Constant

8	Unlikely	Major
Amber	**Target Date**	31-Mar-2027

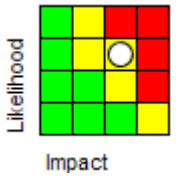
16	Likely	Major
Red	**Creation Date**	18-Jan-2016

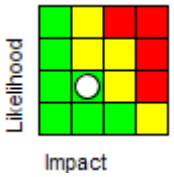
Latest Note	DCCS continues to prioritise the safety and wellbeing of lone workers through a comprehensive set of procedures and controls. Staff are expected to maintain regular contact and always carry a mobile phone or lone worker device. In the event of an emergency, staff can raise an alarm using 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	***28-Oct-2026***

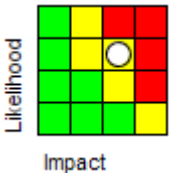
Risk Code	DCCS HS 004

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**

Target Risk		
Risk Score	**Likelihood**	**Impact**

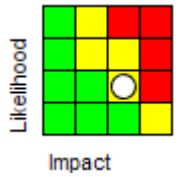
Original Risk		
Risk Score	**Likelihood**	**Impact**

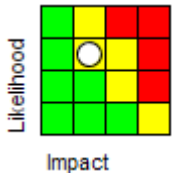
12	Possible	Major	***4***	Unlikely	Serious	***12***	Possible	Major
Amber	**Trend**	Constant	Green	**Target Date**	31 March 2027	Amber	**Creation Date**	15-Aug-2016

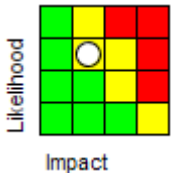
Latest Note	MHCLG Exceptional Financial Support (Capitalisation Directive) achieved for 26/27 only (to be re-applied for annually) secured funding of £2.65 million for the HRA for fire safety and other Health & Safety compliance issues. Additional staff are funded for 26/27. Permission given to recruit to Health and Fire Safety team permanently, as fixed term contracts would prove too costly and might not attract the right calibre. Discussions regarding further support are in progress. A CIPFA review carried out on behalf of MHCLG is being reviewed by them. A Transformation Strategy is being developed to encompass all the work required to get the HRA to financial sustainability. A continuing pressure remains with the delay in handover and letting of the new homes at York Way. With some of the Black Raven Court homes being held pending the MGO board removal.	***2 Nov 2026***

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

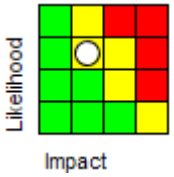
Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

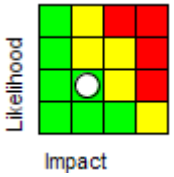
Amber	**Trend**	Constant	Amber	**Target Date**	31-Dec-2027	Amber	**Creation Date**	07-Jan-2020

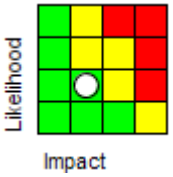
Latest Note	The funding arrangements for the 10-year Housing Major Works Programme are still under review, given that the Optimism bias (or programme contingency) is already under some limited pressure due to uplifts in anticipated expenditure – particularly in respect of the Golden Lane Estate major Works Renewal Programme. Any reduction in the scope of the overall programme will result in the potential for greater resident dissatisfaction and an increased likelihood of a breach of landlord responsibility. Currently the Major Works Team is engaged in significant procurement activity, with the aim of onboarding multiple external consultants to support delivery of the programme over the coming years. The intention is to have all consultant appointments in place by the end of April 2027.	***26-Oct-2026***

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

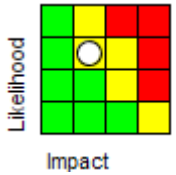
Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

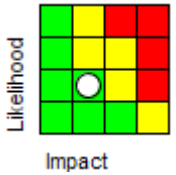
Amber	**Trend**	Constant	Green	**Target Date**	31-Mar-2026	Green	**Creation Date**	13-Nov-2014

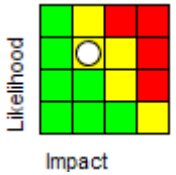
Latest Note	The DCCS Health and Safety Charter has been approved and a new Health and Fire Safety Team is being recruited by the end of Q4 2026/2027. Auditing in line with the Charter by the Health and Fire Safety Team is scheduled to commence across DCCS in Q1 2027/2028. Internal audit is currently auditing fire safety in Housing and will audit Barbican Resident Estate for same in due course.	***27-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

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

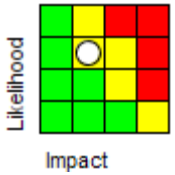
Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

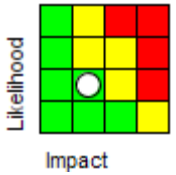
Amber	**Trend**	Constant	Green	**Target Date**	31-Dec-2026	Amber	**Creation Date**	23-Mar-2026

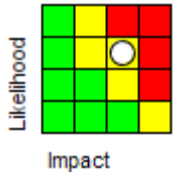
Latest Note	*Progress on site at York Way has been further impacted by contractor delays, resulting in revised forecast completion dates between November 2026 and January 2027. The current anticipated completion programme is:* *Blocks A and B – November 2026* *Block C – January 2027* *Block D – January 2027* *Landscaping and public realm works –January 2027* *Risks to these completion dates remain: contractor delays, timely building control sign off from LB Islington.*	***26-Oct-2026***

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

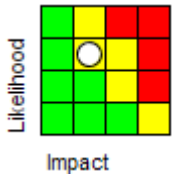
Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

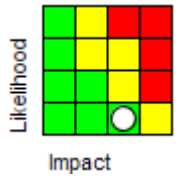
Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	20-Jun-2024

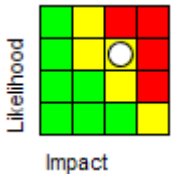
Latest Note	All Services with Chigwell remain suspended. Emergency & urgent service provision remains in place with TDK. The Chigwell backlog and routine repairs are allocated to Prestige and AD Group and Vale roofing are providing specialist repairs for door entry and roofing. Urgent Direct Award Notices are required via Procurement team to formalise current arrangements which are now expected to remain until June 2027. Prestige and MNM have now been mobilised for voids delivery with a temporary dedicated voids surveyor supporting the process. Risks remain around the current volume of R&M suppliers and increased contract management requirements along with team clarity on correct repairs order allocation and priorities. Team feedback and improved guidance is ongoing. In October, House Mark completed a review of repairs data and performance reporting for TSM REP002 – Repairs completed on time. This has revealed several areas for improvement including gaps in data, accuracy of performance reports and data in inputting errors. A 6-month action plan to implement recommendations will commence from November 2026, which will require engagement and input from main contractors including TSG for gas repairs.	***26-Oct-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		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

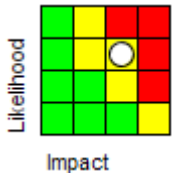
Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major
Green	**Target Date**	30-Sep-2026

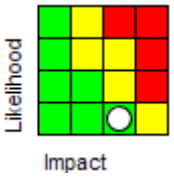
Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	12-Nov-2024

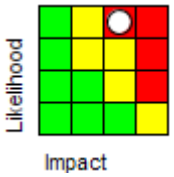
Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***26-Oct-2026***

Risk Code	DCCS HS 0012	Risk Title	***Failure to maintain effective fire safety management across the housing portfolio***

Description	**Cause:** Fire safety controls, preventative measures or protective systems are inadequately implemented, maintained, monitored or managed. **Event:** A fire occurs within a residential property or communal area where fire safety measures are incomplete, ineffective or fail to operate as intended. **Effect:** Serious injury or loss of life to residents, staff or visitors; significant property damage; disruption to housing services; regulatory or enforcement action; financial liabilities; reputational damage; and increased 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	***27-Oct-2026***