DCCS - All Risks - Detailed Report

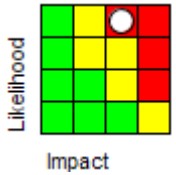
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 09 November 2026

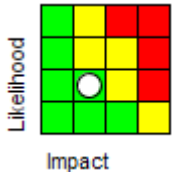
Rows are sorted by Risk Score

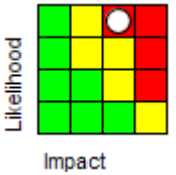
Risk Level Description Departmental

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**

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

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

16	Likely	Major	***4***	Unlikely	Serious	***16***	Likely	Major
Red	**Trend**	Constant	Green	**Target Date**	29-Jun-2029	Red	**Creation Date**	24-Feb-2023

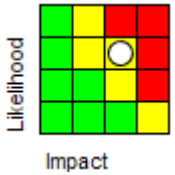
Latest Note	The primary focus is to ensure that Barratt London undertake the necessary work to address the Improvement Notice and that communication with residents is appropriate. There is an estimated date in 2029 for works to be completed. There is further extension to the remediation programme due 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. Waking watch is in place.	***21-Oct-2026***

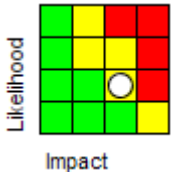
Risk Level	Departmental
Department	Department of Community & Children's Services

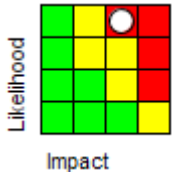
Risk Approach	Reduce
Risk Owner	Judith Finlay

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	***28-Oct-2026***

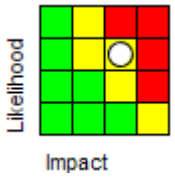
Risk Level	Departmental
Department	Department of Community & Children's Services

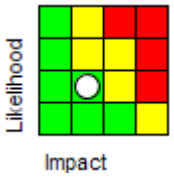
Risk Approach	Reduce
Risk Owner	Peta Caine

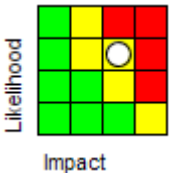
Risk Code	DCCS HS 004

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**	31-Mar-2027

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	***03-Nov-2026***

	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.	

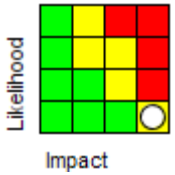
Risk Level	Departmental
Department	Department of Community & Children's Services

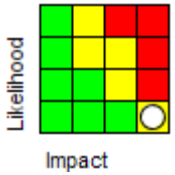
Risk Approach	Reduce
Risk Owner	Peta Caine

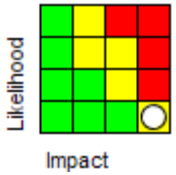
Risk Code	DCCS 001

Risk Title	***Departmental emergency response***

Description	**Cause:** Inadequate planning, training, partnering or resourcing in support of departmental humanitarian assistance role in response to an emergency/major incident **Event:** Failure to adequately meet the immediate or ongoing welfare needs of residents, workers and visitors who have been affected by a major incident **Effect:** negative impacts on health and wellbeing; harmed recovery prolonging impact; erosion of trust; reputational damage

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Creation Date**	11-Jun-2015

Latest Note	Membership of the Crisis Support Team has been successfully refreshed, with a record 94 volunteers currently registered to provide support in the event of an emergency. New members are being encouraged to attend British Red Cross training sessions, ensuring they are equipped with essential skills. In addition, a refresher training session was held for volunteers in the Mansion House in September 26. 25 volunteers attended.	***26-Oct-2026***

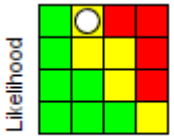
Risk Level	Departmental
Department	Department of Community & Children's Services

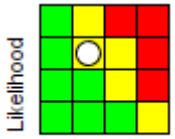
Risk Approach	Accept
Risk Owner	Judith Finlay

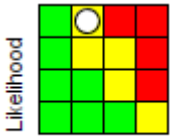
Risk Code	DCCS CP001

Risk Title	***Provider failure (targeted provision)***

Description	**Cause:** Financial failure or provider withdrawal causes significant service disruption **Event:** Delivery of targeted provision ceases or is significantly disrupted as a result of provider failure or withdrawal **Effect:** Negative service user impact; reputational impact; financial loss or additional cost

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Target Date**	25-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious
Amber	**Creation Date**	25-Mar-2026

Latest Note	Financial due diligence at contract award; provider diversification in social care; mutual aid arrangements with local authorities; DCCS Business Continuity Plan	***26-Oct-2026***

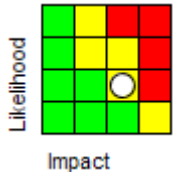
Risk Level	Departmental
Department	Department of Community & Children's Services

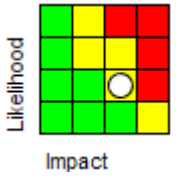
Risk Approach	Reduce
Risk Owner	Simon Cribbens

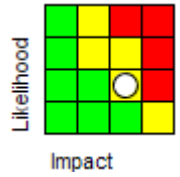
Risk Code	DCCS CP003

Risk Title	***Provider cost inflation***

Description	**Cause:** Inflationary pressures, workforce costs, supplier operating costs and wider market conditions increase the cost of commissioned services beyond planned budget assumptions **Event:** Provider costs increase beyond available budget or grant funding, resulting in increased contract costs and/or reduced affordability of existing provision **Effect:** Financial pressures may require services to be reduced, redesigned or reprioritised, potentially affecting service-user outcomes, statutory compliance, organisational reputation and workforce capacity

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Target Date**	25-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Creation Date**	25-Mar-2026

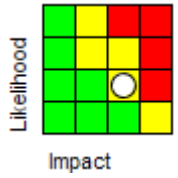
Latest Note	Continued competitive market procurement to secure best value in the context of rising costs Preventative focus to manage demand for some social care services	***26-Oct-2026***

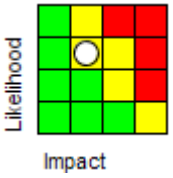
Risk Level	Departmental
Department	Department of Community & Children's Services

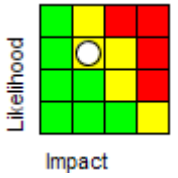
Risk Approach	Accept
Risk Owner	Simon Cribbens

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	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***

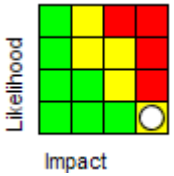
Risk Level	Departmental
Department	Department of Community &

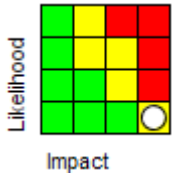
Risk Approach	Reduce
Risk Owner	Gregory Wade

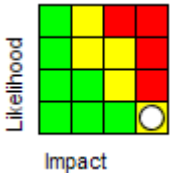
	Children's Services		

Risk Code	DCCS PE 003	**Risk Title**	***Safeguarding (previously DCCS PE, DCCS PE 001 and DCCS PE 002)***

Description	**Cause:** Not providing appropriate training to staff or Members; not providing effective leadership, management or supervision; poor case management, information sharing or follow-up actions; or insufficient resources to support safeguarding responsibilities across both Adult and Children's Services. **Event:** Failure to implement core safeguarding duties for children, young people, and adults with care and support needs. **Effect:** Physical or mental harm suffered by a child or vulnerable adult; reduced confidence in safeguarding arrangements; reputational damage to the City of London Corporation; potential legal challenge; investigation by CQC and/or Ofsted; and loss of assurance across departmental safeguarding practice.

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Target Date**	02-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Creation Date**	02-Mar-2026

Latest Note	Children Social Care and Early Help services were subject to an Ofsted Focus Visit Inspection in June 2026. The report provided detailed assurance of the safeguarding systems operating across Child protection and Child in Need support. CQC published their final report (Jul 2026) of their Assessment (Jul 2025). The Assessment judged the City of London Adult Social Care services with an overall judgement of Good. The report describes established	***26-Oct-2026***

	safeguarding systems, multi-agency governance, learning from reviews, staff confidence, provider engagement, improved practice and positive outcomes for people, but was identified as an area for development. A Service Development Plan is in place to address with independent monitoring for assurance. Completion of corporate safeguarding audit to enhance the consistency of governance documentation, policy review discipline, reporting on completion of corporate-level training, and to embed the reporting of safeguarding risk to Members and will be tracked via Departmental Leadership Governance arrangements	

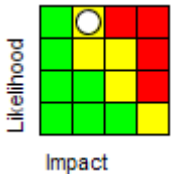
Risk Level	Departmental
Department	Department of Community & Children's Services

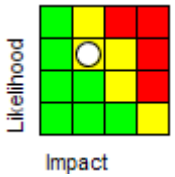
Risk Approach	Accept
Risk Owner	Chris Pelham

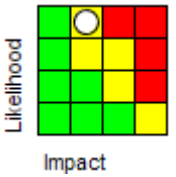
Risk Code	DCCS PE 004

Risk Title	***Demand pressure***

Description	**Cause:** Health events and external economic/social/political factors increase demand for services beyond planned capacity **Event:** Demand for services increases beyond planned capacity and budgets **Effect:** Delayed service delivery; budget overspend; client risk; reputational impact; compliance impact; staff fatigue and low morale

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious

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

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious

Amber	**Trend**	Constant	Amber	**Target Date**	25-Mar-2027	Amber	**Creation Date**	25-Mar-2026

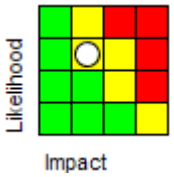
Latest Note	Q1 financial reporting continues to highlight demand pressures in Adult Social Care. Mitigating action is focused on robust oversight of high-cost care through the Complex Needs Panel, reviewing health funding and cost recovery, strengthening early intervention, reducing agency reliance, recovering outstanding provider funds, improving income from client contributions, and exploring other funding opportunities. Progress and the financial impact of these measures will continue to be monitored through future forecasts.	***30-Sep-2026***

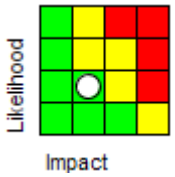
Risk Level	Departmental
Department	Department of Community & Children's Services

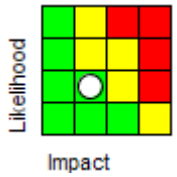
Risk Approach	Reduce
Risk Owner	Chris Pelham

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-2027

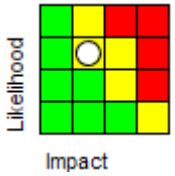
Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Creation Date**	13-Nov-2014

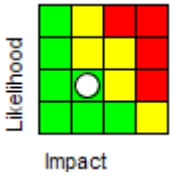
Latest Note	The DCCS Health and Safety Charter has been approved and a new Health and Fire Safety Team is being recruited by the end of Q4 2026/2027. Auditing in line with the Charter by the Health and Fire Safety Team is scheduled to commence across DCCS in Q1 2027/2028. Internal audit is currently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

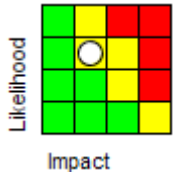
Risk Level	Departmental	Risk Approach	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

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. **Effect:** 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 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: adverse weather, contractor delays, timely building control sign off from LB Islington.	***26-Oct-2026***

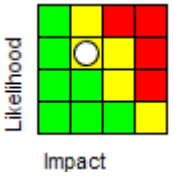
Risk Level	Departmental
Department	Department of Community & Children's Services

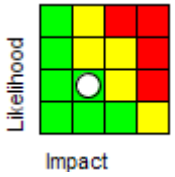
Risk Approach	Reduce
Risk Owner	Peta Caine

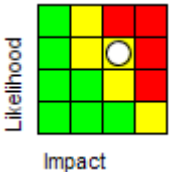
Risk Code	DCCS HS 008

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

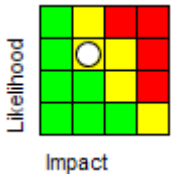
Latest Note	All Services with Chigwell remain suspended. Emergency & urgent service provision remains in place with TDK. The Chigwell backlog and routine repairs are allocated to Prestige and AD Group and Vale roofing are providing specialist repairs for door entry and roofing. Urgent Direct Award Notices 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***

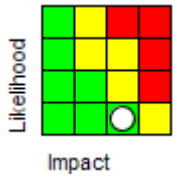
Risk Level	Departmental
Department	Department of Community & Children's Services

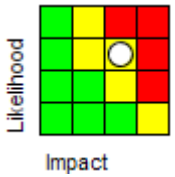
Risk Approach	Reduce
Risk Owner	Beverley Andrews

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**	31-Mar-2027

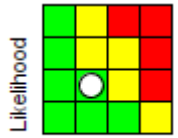
Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	12-Nov-2024

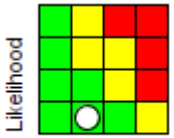
Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***26-Oct-2026***

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

Risk Code	DCCS PE 006	Risk Title	*Failure to implement Children's Social Care and Best Start Family Hubs reforms*

Description	**Cause:** The Children's Social Care and Best Start Family Hubs reforms require significant system-wide transformation, including changes to governance, service models, partnership working, performance oversight and supporting systems across child protection, early help and family support services. **Event:** If the Local Authority does not fully implement the statutory requirements of the Children's Social Care and Best Start Family Hubs reforms by 1 April 2027, including Family Help Services and Best Start Family Hubs, there is a risk of partial or delayed compliance. **Effect:** Failure to meet the implementation deadline could result in regulatory challenge, reduced assurance to Government and reputational risk, and may limit the effectiveness, consistency and sustainability of the reformed system, even where services continue to be delivered and families receive support.

Current Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
2	Rare	Serious
Green	**Target Date**	04-Apr-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Creation Date**	02-Apr-2026

Latest Note	Delivery of BSFH services are continuing via range of service delivered from several BSFH Network Sites and the Artizan Street Library Hub. There has been a steady increase in uptake of services and a range of communications with stakeholders on the BSFH offer. The next phase of the work is to secure longer term established roles across the Children Services system to meet the statutory deadline of 31 March 2027 for the implementation of the Children Social Reforms as set out in the Children's Wellbeing and Schools Act 2026. The Directors of Education and People will be progressing the proposals. An initial meeting with staff is taking place	***30-Sep-2026***

	September 2026. The current plan is to present proposals to Members in November and December and implement these proposals during January-March 2027.	

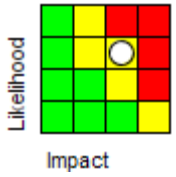
Risk Level	Departmental
Department	Department of Community & Children's Services

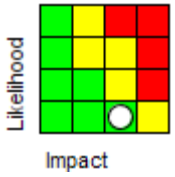
Risk Approach	Accept
Risk Owner	Chris Pelham

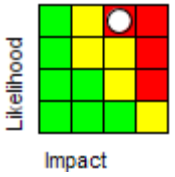
Risk Level Description Service

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major

Amber	**Trend**	Constant	Green	**Target Date**	31-Dec-2026	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***

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

Risk Approach	Reduce
Risk Owner	Peta Caine