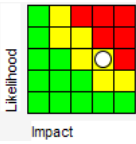

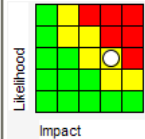



Neighbourhoods & Housing Directorate Risk Register – December 2017

Report Type: Risks Report

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DR 002 Workforce INTERNAL RISK CURRENT RISK</p>	<p>Unprecedented changes in the public sector require numerous restructures, new ways of working and a change in culture at all levels.</p> <p>This leads to the risk of the workforce becoming demotivated resulting in a negative atmosphere amongst workers, impacting upon service delivery and leading to dissatisfied stakeholders.</p> <p>Also restructures may cause a temporary loss in efficiency as knowledge could be lost with experienced staff taking redundancies.</p> <p>Additionally, services across the directorate may struggle to effectively and successfully recruit for certain positions leading to a negative impact on service delivery.</p>	<p>Neighbourhoods & Housing</p>		<p style="text-align: center;"></p> <p>December 2017 -</p> <p>There are multiple causes which may contribute to staff lacking the skills set required to keep up with the needs of the required changes. These could be:</p> <ul style="list-style-type: none"> - A mismatch in training requirements - Training not fit for purpose - Inability to have the right number of staff with the adequate skills - Management resources are significantly diverted to deal with staff issues as opposed to strategic planning. <p>Consequences of this Risk occurring might include:</p> <ul style="list-style-type: none"> • Lack of strategic thinking • Lack of skill set results in failure in service provision • Opportunities missed • Inability to recruit to key positions • Retention of staff impacted • Staff morale impacted • Failure to deliver new ways of working which may impact on savings delivery. <p>Regarding recruitment problems, this is a risk which has already materialised to an extent but has the potential to become more problematic.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 002a Workforce	Directors consider workforce issues as part of business planning and HR provides a framework of processes and procedures which will support both the Directorate and its staff through a significant period of transition.	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 002b Workforce	Established a resilient system of identifying workforce training needs using Business Partnering arrangements (whereby each Head of Service links with the Organisational Development Team) across the Directorate	All Directors	Heads of Service	Ongoing	December 2017 - Risk reviewed and updated.
HCS DR 002c Workforce	There are detailed HR procedures and processes to deal with problems/instability created by restructures and these are carefully adhered to by the teams involved. All communication is regular and carefully considered	Dan Paul	All Directors	Ongoing	December 2017 - Risk reviewed and updated. Reference to these procedures may seem an obvious control, but adherence to them is crucial to provide assurance that all processes are followed correctly.
NH DR 004d Workforce	Clear policy framework for managing employment issues along with HR standards training and support for managers on key decision making helps ensure appropriate and correct decisions are made.	Dan Paul	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
HCS DR 002e Workforce	Services will work with HR/OD on the following <ul style="list-style-type: none"> - Recruitment strategy review to identify other measures which can be taken into to promote Hackney as a great place to work - Review salary supplements in key professions to ensure they are providing market competitive salaries - Review career development paths within the services and also ensure that apprenticeships/trainee opportunities are being used to develop internal talents 	All Directors	All Heads of Service	Ongoing	December 2017 - Risk reviewed and updated.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 003 Service Management – Reputation INTERNAL RISK POTENTIAL RISK	The Directorate fails to manage its services and as such an event (eg - service failure, serious human error) occurs which results in a large reputational impact for the Council.	Neighbourhoods & Housing		 December 2017 – The predominantly front line activities of the Directorate are delivered under such scrutiny a small failure has a disproportionate impact on reputation of the Council. Consequences of this risk occurring might include: <ul style="list-style-type: none"> • Poor perception of the Directorate with the Council and residents. • Extra work in dealing with reputational fall-out • Adverse media attention.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 003a Communications and Consultation Arrangements	Communications and Consultation managed in partnership with the Council's communications teams through Heads of Services and Directors. Communications and Consultation plans are discussed and considered in partnership with Lead members on a regular basis.	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 003b Programme Management and Governance	Robust programme management and governance procedures in place for Major programmes which include consultation and engagement requirement. Project Sponsor to produce a communications plan for each key project and programme to ensure effective stakeholder engagement	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 003c Programme Management and Governance – Capital Projects	Robust programme management and governance procedures in place for key capital projects and programmes with project sponsorship at Director/Head of Service Level. Major schemes are managed via project boards to ensure reputational issues managed and project/programme outcomes delivered to required standard, on time and within budget	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 003c Performance	Robust Performance management framework in place to	Kim Wright	All Directors	Ongoing	December 2017 - Risk

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
Management Framework	<p>monitor service performance. Services are managed as part of the Council's performance management framework through the Directorate Leadership Team, divisional and operational management teams and supervision. There is a regular reporting framework on Co-valent to highlight areas of underperformance with follow up management action taken as required.</p> <p>There are also a range of Quality Assurance systems in place to ensure service standards are monitored and maintained.</p>				reviewed and updated.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DR 004 Management of changes in support services</p> <p>INTERNAL RISK</p> <p>CURRENT RISK</p>	<p>The resources available in support services have been reducing and there is the potential that the Directorate might not effectively manage this reduction in support.</p> <p>There is a heightened risk of reducing the health and safety resource across the Council and its impact on this directorate given the proportion of manual and front line workers.</p>	Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>December 2017 – The Directorate is reliant on support services within the Council to deliver effectively.</p> <p>Consequences of this risk occurring include:</p> <ul style="list-style-type: none"> • Failure to deliver business objectives • Failure to make savings and balance budgets • Reduced flexibility to respond to changing priorities • Services not improved • Impact on transformational change • Delays to other work • Stress to staff • Health & Safety management is compromised

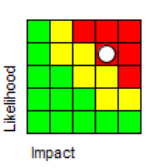

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 004a Staff Training	Senior Managers will ensure that focused training for staff on new support service processes, such as My Budget, is provided to ensure managers are aware of and can manage any impact their roles and responsibilities	All Directors	Heads of Service	Ongoing	December 2017 - Risk reviewed and updated...
NH DR 004b Training and Development Plans	Training needs arising from the reductions in support services will be identified and built into the directorate training and development plans.	All Directors	Heads of Service	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 004c Directorate Leadership Team Oversight	Directorate Leadership Team to maintain oversight of changes to support services and feedback service requirements to facilitate enable smooth transition to new arrangements	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 004d Health & Safety - Policy Framework	The Council's Health & Safety policy framework, training and advisory services for team/managers ensures risk of injuries in the workplace are avoided as fully as possible.	All Directors	All Heads of Service	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 004e Health & Safety - Training	All operational managers received health and safety training for managers. All employees receive health and safety awareness training appropriate to their role	All Directors	All Heads of Service	Ongoing	December 2017 - Risk reviewed and updated.
NH DR004f Financial Management - Training	Finance officers work closely with Service managers to support their decision making with timely and accurate financial information. Financial training for non-financial managers in place and risk based budget monitoring in place to identify issues, risks and opportunities to support service delivery.	Deirdre Worrell	Simon Theobald	Ongoing	December 2017 - Risk reviewed and updated.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 005 ICT Infrastructure INTERNAL RISK CURRENT RISK	The directorate is reliant on the ICT infrastructure to deliver its services effectively. There is a risk that there is a mismatch between required needs and ICT capacity to deliver. If there is a failure to deliver, a likely consequence would be serious disruption and potential service failure	Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>December 2017 - ongoing. Key factors which could lead to this risk occurring include:</p> <ul style="list-style-type: none"> - Lack of understanding of ICT to keep up with business needs and an over reliance on process as opposed to outcomes. - Response times - Understanding of impact on services and priorities

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<p>- Lack of identified officer in ICT i.e. for system responsibility and ownership</p> <p>This may lead to:</p> <ul style="list-style-type: none"> • Failure to deliver business objectives • Inability to delivery further productivity gains and the make savings required to balance budgets over the medium term • Reduced flexibility to improve services due to the ICT systems being unfit for purpose. • Inability to streamline service processes to improve service for the customer • Impact on transformation • Delays to other work • Reduction in confidence to take on changes/ability to deliver by ICT • Increase in service resource and stress to staff

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 005a Governance arrangement for ICT Projects	Robust Governance arrangements are in place to manage ICT transformation projects with ICT expertise on project and programme boards	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 005b Partnership Approach with ICT colleagues	Service managers liaise regularly with ICT colleagues to resolve system issue and introduce service improvements.	Kim Wright	All Directors	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 005c Support Systems	Support systems are all in place to provide advice and back up when required for all service critical systems. This includes FAQs for customer services to enable them to support customers when the ICT systems fail.	All Directors	Head of Service	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 005d Supplier Management	Service and Contract reviews regularly held and documented with all major suppliers. Business Analysts/Project Managers assigned to projects from business case development onwards. Legal	Directors in partnership with Rob Miller, Director ICT	Heads of Service with ICT	Ongoing	December 2017 - Risk reviewed and updated.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	services engaged during procurement process.				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 006 Regeneration Programmes EXTERNAL RISK CURRENT & FUTURE RISK	<p>There are a number of key risks which require careful management between Regeneration and a range of services across the Council, including finance, procurement and planning.</p> <p>Major risks are associated with:</p> <ul style="list-style-type: none"> Risks around certainty of future funding, and the need to contain borrowing within the HRA Debt Cap. If this is not contained, there will be serious financial consequences. Procurement and performance related risks with developer/contractor partners Falls in property values could impact the viability of schemes. Managing increased risks to social cohesion associated with potential increased polarisation, greater transience and reduced housing affordability. <p>An uncertain economic environment, particularly as a result of Brexit, poses risks to projects that rely mainly or partly on disposal of assets or the subsequent sale of newly developed properties.</p>	Neighbourhoods & Housing		 <p>December 2017 - There are significant regeneration projects ongoing within the borough (including the nationally significant Woodberry Down programme), borough-wide Estate Regeneration schemes and new build affordable housing with significant borrowing requirements which, if not carefully project managed could adversely impact the Council's overall financial position.</p>

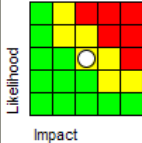

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 006a Regeneration Programmes	Application of sound programme and project management methodology for delivery of complex programmes and projects including reporting where agreed tolerances have been exceeded, and financial assessment of business cases including those that need to be revised.	Kim Wright	John Lumley	Ongoing	December 2017 - Risk reviewed and updated.
NH DR 006b Regeneration Programmes	Robust programme management and governance procedures in place for key capital projects and programmes with project sponsorship at Director Level.	Kim Wright	John Lumley	Ongoing	December 2017 - Risk reviewed and updated.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	Major schemes are managed via project boards to ensure reputational issues managed and project/programme outcomes delivered to required standard, on time and within budget				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DRH 007 Contract Procurement and Management in Housing Services EXTERNAL RISK CURRENT & FUTURE RISK	<p>Poor procurement decisions result in non-viable contracts being awarded to non-viable contractors. Poor contract management results in poor resident satisfaction and unjustified cost and time overruns.</p> <p>As a result of poor contract management revenue is lost or charges applied that are not justified leading to a clear financial loss to the Council and also negative reputational consequences</p>	Neighbourhoods and Housing.		<p style="text-align: center;"></p> <p>December 2017 - Risk has marginally increased in the light of the investigation work currently ongoing. A major investigation is well underway into external contractors and how their relationship with the Housing Division (formerly Hackney Homes) has been managed, and whether the work actually completed accurately corresponds to the charges which have been levied. There are also new areas of concern where investigations are commencing. Also scrutiny is being applied to the quality and accuracy of their work. All this ultimately relates to the Council ensuring it gets the best deal for its money.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 007a Contract Specification in place	Contracts clearly define the requirements of the business.	Calvin Fisher		02-Mar-2018	November 2017 - Risk reviewed.
NH DR 007b Tender Stage process followed	Robust tender process in line with EU procurement law and council standing orders.	Calvin Fisher	Each Contract Manager	02-Nov-2017	November 2017 - Risk reviewed.
NH DR 007c Contract Monitoring and Fraud Prevention	Restructure of Asset Management Team is based around the new contracts and clarity of responsibility for the contract managers in line with the contract manual.	Michael Scorer	Calvin Fisher	02-Mar-2018	November 2017 - Risk reviewed.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	Key performance indicators in placed and used to manage the contracts. Final accounts prepared in a timely manner. Regular contract audit.	Calvin Fisher Calvin Fisher Michael Sheffield	Contract Managers Contract Managers Patrick Sanders Wright		
NH DR 007d Review of form of Contract	The Contract options are being reconsidered to ensure that the contract form is fit for Hackney's purpose.	Michael Scorer/ Rotimi Ajilore	Calvin Fisher	02-Mar-2018	November 2017 - Risk reviewed.
NH DR 007e Detailed Council guidance in place for Procurement, Partnership and overall Contract Management	There is detailed supporting guidance available for all elements of the procurement process, including detailed Risk Assessment tools and specialised Partnership guidance.	Rotimi Ajilore	Contract Managers	02-Mar-2018	November 2017 - Ongoing.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 008 New Government policies affecting housing EXTERNAL RISK FUTURE RISK	As a result of the new policies affecting housing (mainly contained within the Housing & Planning Act 2016), the Council's financial position may be adversely affected, constraining its ability to invest in the development of new affordable homes. Many of these policies could also have damaging consequences for the local community and many people currently living in Hackney. Homelessness Reduction Act - Implementation will start in 2018. The impact of the Act will be significant for the Council taking into account the impact of the 56 day 'nowhere safe to stay' duty, changes to s21 notices, the additional reviews anticipated and the additional resources required to carry out assessments and manage the necessary additional temporary accommodation. The total cost could amount to up to £11.4m in year 1, as well as placing significant additional strain on the Council's temporary accommodation estate.	Neighbourhoods and Housing.		 <p>December 2017: The Government is introducing a number of policies affecting housing, mainly through the Housing & Planning Act 2016 and secondary legislation</p> <p>. Those likely to pose the greatest risk to the Council include:</p> <ul style="list-style-type: none"> - An annual 1% reduction must be applied to social housing rents up to 2020. This will have an impact in terms of the income that the Council receives to fund its housing activities, for example potentially affecting the level of investment that can be made in building new homes. - The 'forced sale' of 'higher-value' council homes to help fund the extension of Right to Buy to housing association tenants. This will involve the Council paying an annual levy to Government, based on assumptions about the

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<p>value of homes that become vacant. The full detail of how this policy will operate is not yet known, but may not now be known until the Government completes its Right to Buy extension pilot in 2018. It is estimated that some 700 council homes may have to be sold in the first five years of the policy.</p> <p>- Starter Homes: The Government is planning to relax its proscription on local planning authorities to promote the provision of Starter Homes on new housing developments. The proposed quota of 20 per cent of homes on all sites has also been replaced with a lesser requirement that 10 per cent of homes be built for 'affordable home ownership'. Starter Homes will be valued at a discount of 20% on local market values, but can be up to £450,000 in London. Eligibility for Starter Homes has now been restricted to those with an annual income of £90,000 or lower in London and cash buyers will not now be eligible. Buyers will not be able to sell their home on at full value for a period of 15 years. Given extremely high house prices in Hackney, the Council's view is that Starter Homes should not be defined as 'affordable housing' as, if they are, there could be a high risk that these could squeeze out the provision of genuinely affordable homes such as social housing and shared ownership on new developments.</p> <p>The risk matrix will be updated as soon as further details of the Government's policies are known, and analysis of the impact has been completed.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	Detailed analysis is being carried out regarding the likely impact of these policies, both internally and with other boroughs and	John Lumley	Nigel Minto	08-Mar-2018	Updated November 2017

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	<p>representative organisations. In the case of the Forced Sales levy, this analysis is currently hampered by having few details about how the scheme will operate. However as assessment of the potential impacts is being carried out on a range of assumptions and scenarios.</p> <p>Individually and with other boroughs, the Council continues to actively making the case to Government for flexibilities to mitigate the adverse effects of these policies.</p> <p>Once the detailed Statutory Instruments have been published (timescales still unclear), the likely impacts of the various policies can be more accurately be assessed and work can continue on preparations to implement the measures in a way that best mitigates the impacts on the Council and residents.</p> <p><i>1% reduction in rents:</i> The current HRA savings plan delivers a fully resourced HRA business plan and keeps HRA borrowing below the debt cap. The HRA business plan is monitored annually as part of the budget setting process, taking into account arising cost pressures, changes in government policy and legislation, and any service changes.</p> <p><i>Forced Sales Levy:</i> To mitigate the impact of this policy, the Council intends to develop a disposal and investment strategy that:</p> <ul style="list-style-type: none"> - minimises the impact on mixed communities and meets the highest priority housing needs; and - raises the funds necessary to both pay the levy and provide genuinely affordable replacements. <p><i>Starter Homes:</i> The Council has made and continues to make the case to Government that Starter Homes should not be included within the definition of 'affordable housing' in Hackney. We will work with the London Mayor to help make the case for a workable implementation of the initiative in London and, through the Local Plan review, ensure that this is addressed in local planning policy.</p>				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NHDR 009 Fire Safety INTERNAL RISK FUTURE RISK	As a result of inadequate fire safety measures or defective workmanship (on cladding installation for example), death and serious injury occur from fire in LBH managed properties.	Neighbourhoods & Housing		<p>In the light of the Grenfell tragedy and the increased focus on materials / workmanship on Council properties nationally, this risk related solely to Fire risk has been immediately escalated to Directorate and Corporate level.</p> <p>As the controls below demonstrate, detailed work continues to take place – and this has always been the case in terms of this threat. As a result of the tragedy however, extra focus and scrutiny is now being applied to all elements of fire safety in the Borough and there is certainly no complacency as to the situation. The Borough has to be receptive to new recommendations and lessons learnt emanating from Grenfell. However, the controls below and accompanying notes should provide some strong assurance that the risks are being managed.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NHDR 009a Fire Risk Assessments	<p>Complete new Fire Risk Assessments (circa 1,800) for all of our stock in order to provide reassurance to residents.</p> <p>Publish all new Fire Risk Assessments on the Council's website.</p> <p>Ensure that these new Fire Risk Assessments (FRA) are undertaken by suitably qualified assessors and that the assessments they produce meet strict quality standards.</p> <p>All fire safety findings/recommendations coming out of the new FRAs are implemented within the allotted timescale (P0 = immediately; P1 = within one month; P2 = within 6 months; P3 = within 12 months; P3+ = next refurbishment).</p> <p>A risk-based programme of FRAs has been developed to ensure that all buildings have a FRA on at least a rolling annual basis.</p>	Kim Wright Michael Scorer Kim Wright Michael Scorer Michael Scorer	Michael Scorer Richard Sorensen Michael Scorer Calvin Fisher Richard Sorensen	Ongoing	<p>December 1017</p> <p>All Fire Risk Assessments (FRA) for our buildings, 1,800, have been completed and are published on the Council's website.</p> <p>A recommendations tracker has been developed and all FRA recommendations will be completed within the allotted timescales. The highest priority recommendations we implemented immediately. This database will enable the tracking of FRA recommendations and the publication of both FRAs and progress against recommendations.</p> <p>Development of the tendering</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	Procure a new supplier for Fire Risk Assessments for the next three years. Ensure that resources are in place to continue the cycle for FRAs pending the appointment of a new supplier.	Michael Scorer	Richard Sorensen		documentation is in progress and it is anticipated that the tender will go out in February. Due to the local elections in June it is expected that the new contractor will be in place in August. Interim agency arrangements are in place to manage the programme until that point.
NHDR 009b Fire Safety	A Housing Services Fire Safety Group has been established, chaired by the Director of Housing, which will oversee all work undertaken across Housing Services to enhance fire safety in the Council's Housing Estates. The membership of the group includes and independent fire safety expert. Ensure the delivery of the Housing Services Fire Safety action plan through monthly monitoring and reporting to the Housing Services Fire Safety Group.	Michael Scorer	Ian Marriott	31 Mar 2018	December 2017 The Housing Services Fire Safety Group has been meeting on a fortnightly basis since the Summer, has agreed and action plan and is on track to deliver the work plan.
NHDR 009c Fire Safety – high risk blocks	Implement the key findings and recommendations from the new FRAs that have been/will be undertaken across all of our high rise blocks. Blocks to be assessed in priority based on a risk-based Forward Plan (scissor blocks first). Carry out additional non-FRA inspections across our high rise blocks in order to provide a visible presence across the Borough. Carry out any other ad hoc fire safety inspections that are required	Kim Wright	Michael Scorer	31 Mar 2018	December 2017 FRAs: The risk-based Forward Plan has been signed off and blocks/properties have been allocated to the new suppliers. Following the swift organisation of a training programme they visited over 80 estate blocks in hi vis jackets in order to carry out additional fire safety checks (using a checklist developed by the Council's fire safety consultant) and also to provide a visible presence across the Borough. A comprehensive log of the findings has been developed and work packages are being allocated to relevant teams to deal with the identified issues. Recommendations are being implemented within the allotted timescales
NHDR 009d Cladding investigations	Undertake inspections of all of our clad blocks in order to provide reassurance to residents.	Tim Shields; Kim Wright	Michael Scorer	31-Oct - 2017	December 2017 An accredited specialist company has already been appointed to assist in these extra investigations. This work is

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					<p>now complete and this control will be removed.</p> <p>Any priority work identified will be actioned immediately.</p>
<p>NHDR 009e Fire Safety – everyone’s responsibility</p>	<p>Develop and implement a communications strategy that, amongst other things, communicates the need to residents to take responsibility for fire safety in their area and also that we have taken all necessary action to keep them safe from the risk of fire, (b) ensure effective communication and engagement with tenant representatives, (c) manage communications with Members so that they are engaged and up to speed with the work that we are doing but we are not distracted from the work that we are doing, (d) keep staff up to speed with developments, (e) respond quickly to press enquiries.</p> <p>Ensure that the London Fire Brigade can access our estates quickly in the event of fire.</p>	Michael Scorer	John Wheatley	Ongoing	<p>December 2017 Communications Strategy is in place and reviewed/updated on an ongoing basis with communications via a range of mediums. Examples include direct letters from the Mayor and the Director of Housing, provision of information on fire safety on the website, articles in Hackney Today and a poster campaign on parking responsibly.</p> <p>The LFB Borough Commander provided us with initial feedback from his crews in July on access issues they had identified. These have been acted on by Parking Services. In addition, LFB have also been supplied with contact names in Parking Services so that they can raise any new issues immediately.</p>
<p>NHDR 009f LFB meetings</p>	<p>Develop robust arrangements for meeting regularly with the London Fire Brigade (LFB) to consider fire risk assessments and safety on our estates.</p>	Tim Shields; Kim Wright	Michael Scorer	Ongoing	<p>December 2017 Initial meetings immediately after the disaster with both the LFB Borough Commander and LFB’s Independent Fire Adviser to review our Fire Safety Action Plan and ensure that it incorporated their feedback. Following this, the Borough Commander became part of the Corporate Fire Safety Response Group. This group has now been stood down as the work streams and action plans are embedded into Business as Usual, i.e. the responsibility of relevant Service Directors.</p> <p>Our Independent Fire Adviser now attends the fortnightly meetings of the Housing Services Fire Safety Group in order to provide us with ongoing advice.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					<p>In addition to this, we have met with the Fire Safety Inspection team for Hackney, Islington and City in August to go through our Fire Safety Action Plan and also to agree future joint working arrangements. The first regular quarterly meeting with them took place in September.</p> <p>Michael Scorer, Director of Housing met with the Borough Commander and the Head of LFB's Fire Safety Inspection team in early September and agreed working arrangements going forward.</p>
<p>NHDR 009g Fire safety policy</p>	<p>Based on the lessons learnt from the fire safety response work undertaken since Grenfell, undertake a series of policy reviews and develop a set of proposal papers that will enhance the way that the Council undertakes fire safety management across the Borough. This will include:</p> <ul style="list-style-type: none"> • Agreement on the new corporate Fire Safety Policy and the development of a new fire strategy with Council professionals, residents and industry experts. • Flat Front Doors: Analysis of the recommendations coming out of the most recent FRAs, current policy guidelines and agreeing a strategy for dealing with them. • Leaseholder Obligations/Requirements: This will cover a number of areas, including (a) ensuring that leaseholders are providing evidence that they are meeting their fire safety obligations, (b) developing a policy on how we ensure that all leaseholder front doors are 30 minute fire resistant, (c) developing a policy on allowing or requiring leaseholders to be included in communal safety works and inspections, e.g. gas safety or sprinkler or alarm installation; at their cost. • Sprinklers: Developing a policy position on the retrofitting of sprinklers. • Our current policy and procedures for dealing with fire risks in communal areas (e.g. storage of combustible materials, blocking of escape routes. 	Michael Scorer	Ian Marriott/ Richard Sorensen	31-Mar 2018	<p>December 2017</p> <p>Policy reviews are underway.</p> <p>Budget Management: Analysis is taking place of the likely costs of the recommendations coming out of 1,800 new FRAs and how much can be phased/built into planned programmes. This will be prioritised in the HRA Business Plan.</p> <p>It should be noted that the highest priority recommendations arising from the FRAs are implemented within the allotted timescales – i.e. P0 – implemented immediately.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	<ul style="list-style-type: none"> • Enhanced parking enforcement on our estates. • Responding to any recommendations coming from the Grenfell enquiry. <p>Budget Management: Ensure that the necessary resources are in place to undertake all of the work coming out of the new FRAs.</p> <p>Establish "asks" of the government with respect to resourcing additional fire safety work and related costs, wider building regulation and perhaps industry with respect to cladding and sprinkler systems.</p>		Nigel Minto		