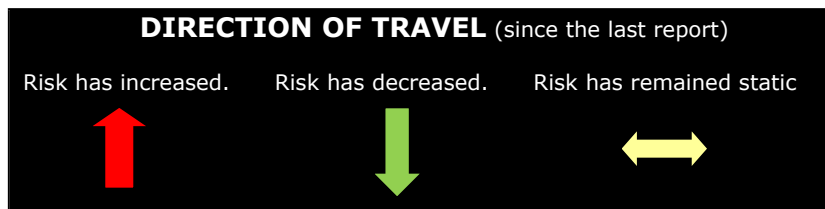
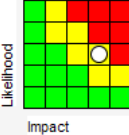



# Neighbourhoods & Housing Directorate Risk Register – December 2018

Report Type: Risks Report

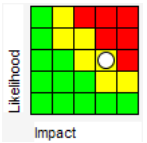



Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DR 002 Workforce <b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>The risk that amidst an atmosphere of financial reductions and potential redundancies the workforce becoming demotivated resulting in a negative atmosphere 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>An additional organisational risk in this area is around the modernisation agenda and a need for the workforce to adapt and change and be receptive to the new ways of working. Failure to do this could result in the directorate lacking the dynamism to succeed in effectively using opportunities open to them.</p>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p>December 2018 – 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"> <li>- A mismatch in training requirements</li> <li>- Training not fit for purpose</li> <li>- Inability to have the right number of staff with the adequate skills</li> <li>- Management resources are significantly diverted to deal with staff issues as opposed to strategic planning.</li> <li>- The modernisation agenda and the need for the workforce to adapt</li> </ul> <p>Consequences of this risk occurring might include:</p> <ul style="list-style-type: none"> <li>• Lack of strategic thinking</li> <li>• Lack of skill set results in failure in service provision</li> <li>• Opportunities missed</li> <li>• Inability to recruit to key positions</li> <li>• Retention of staff impacted</li> <li>• Staff morale impacted</li> </ul>

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			<ul style="list-style-type: none"> <li>Potential deterioration in employee relations</li> </ul> <p>Regarding recruitment problems, this is a risk which has already materialised to an extent but has the potential to become more problematic.</p>
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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 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing
NH 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. Staff are well supported in adapting to new ways of working.  Reference to these procedures may seem an obvious control, but adherence to them is crucial to provide assurance that all processes are followed correctly.	Dan Paul	All Directors	Ongoing	December 2018 – these controls are in place and continuing.
NH DR 002d 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 2018 – these controls are in place and continuing
NH DR 002e Workforce	Services will work with HR/OD on the following <ul style="list-style-type: none"> <li>- Recruitment strategy review to identify other measures which can be taken into to promote Hackney as a great place to work</li> <li>- Review salary supplements in key professions to ensure they are providing market competitive salaries</li> <li>- Review career development paths within the services and also ensure that apprenticeships/trainee opportunities are being used to develop internal talents</li> </ul>	All Directors	All Heads of Service	Ongoing	December 2018 – these controls are in place and continuing

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 003 Service Management – Reputation <b>INTERNAL RISK</b> <b>POTENTIAL RISK</b>	The Directorate fails to manage its services and as such an event (e.g. - service failure, serious human error) occurs which results in a large reputational impact for the Council.	Neighbourhoods & Housing		 <p>December 2018 – 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.</p> <p>Consequences of this risk occurring might include:</p> <ul style="list-style-type: none"> <li>• Poor perception of the Directorate with the Council and residents.</li> <li>• Extra work in dealing with reputational fall-out</li> <li>• Adverse media attention.</li> </ul>

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 2018 – these controls are in place and continuing.
NH DR 003b Programme Management and Governance	Robust programme management and governance procedures in place for major programmes which include consultation and engagement requirements. Project Sponsor to produce a communications plan for each key project and programme to ensure effective stakeholder engagement	Kim Wright	All Directors	Ongoing	December 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing.
NH DR 003d Performance	Robust Performance management framework in place to	Kim Wright	All Directors	Ongoing	December 2018 –

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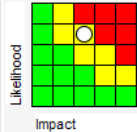

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
Management Framework	<p>monitor service performance. Services are managed as part of the Council's performance management framework through the Directorate Leadership Team, divisional and operational 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>				these controls are in place and continuing.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DR 004 Management of changes in support services</p> <p><b>INTERNAL RISK</b></p> <p><b>CURRENT RISK</b></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.	Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>December 2018 –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"> <li>• Failure to deliver business objectives</li> <li>• Failure to make savings and balance budgets</li> <li>• Reduced flexibility to respond to changing priorities</li> <li>• Services not improved</li> <li>• Impact on transformational change</li> <li>• Delays to other work</li> <li>• Stress to staff</li> <li>• Health &amp; Safety management is compromised</li> </ul>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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NH DR 004a Staff Training	Senior Managers will ensure that focused training for staff on new support service processes, such as G suite and 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 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing.
NH DR 004e Health & Safety – Training	All operational managers receive 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 2018 – these controls are in place and continuing.
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 2018 – these controls are in place and continuing.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 005 ICT Infrastructure <b>INTERNAL RISK</b> <b>CURRENT RISK</b>	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		<div style="text-align: center;">  </div> <p>December 2018 - ongoing. Key factors which could lead to this risk occurring include:</p> <ul style="list-style-type: none"> <li>- Lack of understanding of ICT to keep up with business needs and an over reliance on process as opposed to outcomes.</li> <li>- Response times</li> <li>- Understanding of impact on services and priorities</li> <li>- Lack of identified officer in ICT i.e. for system responsibility and ownership</li> </ul>

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

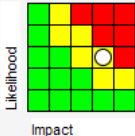
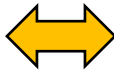
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 005a Governance arrangement for ICT Projects	Robust Governance arrangements are in place to manage ICT transformation projects with ICT expertise on project and programme boards	Kim Wright	All Directors	Ongoing	December 2018 – these controls are in place and continuing.
NH DR 005b Partnership Approach with ICT colleagues	Service managers liaise regularly with ICT colleagues to resolve system issues and introduce service improvements.	Kim Wright	All Directors	Ongoing	December 2018 – these controls are in place and continuing.
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	Heads of Service	Ongoing	December 2018 – these controls are in place and continuing.
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 services engaged during procurement process.	Directors in partnership with Rob Miller, Director ICT	Heads of Service with ICT	Ongoing	December 2018 – these controls are in place and continuing.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 006 Regeneration Programmes <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b>	<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"> <li>Risks around certainty of future funding, and the need to contain borrowing within sustainable levels now that the HRA Debt Cap has been lifted. If this is not contained, there will be serious financial consequences.</li> <li>Procurement and performance related risks with developer/contractor partners</li> <li>Falls in property values could impact the viability of schemes.</li> <li>Managing increased risks to social cohesion associated with potential increased polarisation, greater transience and reduced housing affordability.</li> </ul> <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> <p>In addition, if the Council is unable to dispose of the Private for sale and shared ownership homes on its Estate Regeneration or Housing Supply Programme schemes, due to affordability issues and/or other external economic factors then corporate plan commitments may not be met</p>	Neighbourhoods & Housing		<p>December 2018 - 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 2018 – these controls are in place and continuing.
NH DR 006b Regeneration Programmes	Robust programme management and governance procedures in place for key capital projects and	Kim Wright	John Lumley	Ongoing	December 2018 – these controls are in place and

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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	programmes with project sponsorship at Director 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				continuing.
NH DR 006c Regeneration Programmes	<p>Sales and Marketing is now business as usual within the Regeneration Division and has a business assurance role in the delivery of every project.</p> <p>The Council's overarching Sales &amp; Marketing Strategy was agreed at Cabinet in July 2016 with an additional paper presented to Cabinet in November 2016 setting out a flexible framework for affordability and eligibility for shared ownership homes.</p>	John Lumley	Zoe Collins	Ongoing via Gateway Reviews and reporting via Housing Development Board	December 2018 – NEW controls are managed as part of the business assurance role within the Regeneration Gateway Review process and regular reporting to Housing Development Board

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DRH 007 Contract Procurement and Management in Housing Services</p> <p><b>EXTERNAL RISK</b></p> <p><b>CURRENT &amp; FUTURE RISK</b></p>	<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 2018 – Risk continues in light of the amount of investigation work currently ongoing. A major investigation is well underway into external contractors and how their relationship with Housing Services (formerly Hackney Homes) has been managed, and whether the work actually completed accurately corresponds to the charges which have been levied. 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
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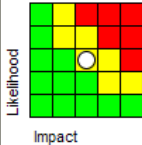

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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 007a Contract Specification in place	Contracts clearly define the requirements of the business.	Sinead Burke	Each contract Manager	Ongoing	December 2018 – these controls are in place and continuing.
NH DR 007b Tender Stage process followed	Robust tender process in line with EU procurement law and council standing orders.  Internal procedures reinforced via regular Planned Asset Management/Procurement meetings, establishment of contract management board, and current recruitment to additional housing procurement resource.	Sinead Burke	Each Contract Manager	Ongoing	December 2018 – these controls are in place and continuing.
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.  Key performance indicators in placed and used to assess the performance of the contracts. Where these show poor performance, corrective action is taken in line with contract procedures; recent examples include reallocation of work away from poorly performing contractors or raising Early Warning Notices.  Final accounts prepared in a timely manner. A cross-working team has been established with Leasehold Services to ensure final accounts are prepared in line with leasehold recharge requirements as well as contract procedures.  Regular contract audit.  A Fire Safety Programme Board has been established to ensure greater oversight of capital fire safety projects. This board is chaired by the Group Director with agenda items led by a Programme Manager from outside the division.	Ajman Ali  Sinead Burke  Sinead Burke  Michael Sheffield  Jon Markovic	Sinéad Burke  Contract Managers  Contract Managers  Patrick Sanders Wright  Donna Bryce Sinéad Burke	Ongoing	December 2018 – these controls are in place and continuing.
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.  This will more actively be worked on as part of the re-procurement of Contract 1 & 4 to start in 2019. A senior project team is being established to carry out this work.	Ajman Ali/ Rotimi Ajilore	Sinead Burke	Ongoing	December 2018 – these controls are in place and continuing.

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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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	Ongoing	December 2018 – these controls are in place and continuing.
NH DR0007f Establishment of Housing Capital Monitoring Board	<p>The Group Director Neighbourhoods and Housing has established a Housing Capital Monitoring Board to</p> <ul style="list-style-type: none"> <li>• maintain an overview of the Asset Management Plan element of the Housing Capital Programme approved by Cabinet;</li> <li>• make decisions on the progression of Housing Capital schemes using the Gateway process.</li> <li>• approve Sectional Commencement Agreements (SCA) with the Council’s contractors,</li> <li>• ensure that each capital scheme has a robust communications plan linked to each Gateway point to ensure residents are consulted and engaged in capital investment in their homes,</li> <li>• monitor delivery against the programme, and</li> <li>• make decisions on the reprioritisation of capital resources within the capital limits approved by Cabinet as part of the annual budgeting process.</li> </ul> <p>The Board is responsible for ensuring that the schemes undertaken through the Housing Capital programme have a communications plan that joins up with other initiatives and projects affecting a locality so that communications with residents on estates where works are taking place are holistic.</p> <p>This board approves all Sectional Commencement Agreements (SCA) for issue to contractors. A checklist is presented on each project which outlines how pre-contract procedures have been completed. A full list of all SCAs (issued and in development) is now available.</p>	Ajman Ali/Deirdre Worrell	Sinead Burke	Ongoing	December 2018 – New Control established.
NH DR0007g - Asset Management Strategy	<p>A new Asset Management Strategy is going to March Cabinet for approval.</p> <p>This sets out the decision making framework for all capital projects and will ensure that a consistent rationale is in place for all capital expenditure. It identifies an action plan of supporting processes to be developed to implement the strategy (e.g. procurement strategy, staff</p>	Ajman Ali/Deirdre Worrell/John Lumley	Sinead Burke/Simon Theobald	February 2019	December 2018 – New Control established.

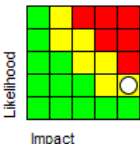

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	resources, IT systems) and timeframes for identifying these.				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 008 New Government policies affecting housing <b>EXTERNAL RISK</b> <b>FUTURE RISK</b>	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.	Neighbourhoods and Housing.		 <p>December 2018 - The Government is introducing a number of policies affecting housing, mainly through the Housing &amp; 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"> <li>- 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.</li> <li>- The 'forced sale' of 'higher-value' council homes to help fund the extension of Right to Buy to housing association tenants. The Social Housing Green Paper (August 2018) proposes that the forced sale policy is dropped, so this risk is now unlikely to materialise.</li> <li>- 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</li> </ul>

## Appendix 1

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<p>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
NH DR 008a - New Government policies affecting housing	<p>Detailed analysis is being carried out regarding the likely impact of these policies, both internally and with other boroughs and representative organisations.</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>	John Lumley	James Goddard	Ongoing	<p>December 2018 – <i>1% reduction in rents</i>: The current HRA savings plan delivers a fully resourced HRA and keeps HRA borrowing at a sustainable level now that the HRA debt cap has been removed. 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>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
<p><b>NHDR 009</b> Fire Safety <b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>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.</p>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p>December 2018 - In the light of the Grenfell tragedy and the increased focus on materials / workmanship on Council properties nationally, this risk was immediately escalated to Directorate and Corporate level. There were always Fire Safety risks on Housing registers, but recent events and understandable sensitivities necessitated this being featured at the highest level. As the controls below demonstrate, detailed work is taking 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 been 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> <p>This risk focuses solely on risks of an incident in blocks managed by the Council. However, the Council also has limited responsibilities in relation to housing association and privately owned blocks in the borough. An incident in one of these blocks is also a risk to the Council, though obviously we have in place measures to meet the Council’s responsibilities. The MHCLG is currently trying to add new burdens on LAs in relation to privately owned blocks.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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## Appendix 1

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NHDR 009a</b> Fire Risk Assessments</p>	<p>Ongoing review of all Fire Risk Assessments (circa 1,800) for all of our stock in order to provide reassurance to residents.</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>Publish all new Fire Risk Assessments on the Council's website.</p>	<p>Tim Shields; Kim Wright</p>	<p>Ajman Ali</p>	<p>Ongoing</p>	<p>December 2018 - Four fire risk assessor posts have now been appointed to and there is now a fire risk assessment schedule in place to review all FRA's and to carry out Type 3 FRA's over a three year period.</p> <p>The recruitment of the Resident Safety team has now been completed and a fire safety team implemented to provide support and advice to both staff and residents.</p> <p>Type 1 FRA's have been completed in 1867 properties and the FRA team are now reviewing all Type 1 assessments and carrying out Type 3 assessments over a three year programme based on risk.</p> <p>A new Fire risk assessment system is currently being developed to track actions and monitor the closing down of actions identified. The system will also allow us to let residents view the fire risk assessment for their buildings in live time.</p> <p>All critical actions from the Phase 1 FRA's have been closed, 40% of the High (most of the remaining actions are FED's which are in a scheduled programme), 40% of medium actions have been completed and 20% of low actions completed.</p>
<p><b>NHDR 009b</b> Fire Safety</p>	<p>Each Directorate has responsibility for ensuring agreed work plans from the previously convened Corporate Fire Safety Group are being delivered.</p>	<p>Kim Wright/Anne Canning/Ian Williams</p>	<p>Relevant Directors</p>	<p>1 Jan 2020</p>	<p>December 2018 - Fire safety Programme Board for Housing Services has been implemented to monitor fire safety compliance and the various work streams that have come out of the FRA's.</p>
<p><b>NHDR 009c</b></p>	<p>Ongoing implementation of the key findings and</p>	<p>Kim Wright</p>	<p>Ajman Ali</p>	<p>01 Jul</p>	<p>December 2018 - A programme for</p>

## Appendix 1

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
Fire Safety – high risk blocks	<p>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).</p> <p>Carry out additional non-FRA inspections across our high rise blocks in order to provide a visible presence across the Borough.</p> <p>Carry out any other ad hoc fire safety inspections that are required.</p>			2019	<p>reviewing all Fire risk assessment is ongoing and type 3 fire risk assessments are being carried out over a three year programme.</p> <p>The new neighbourhood housing model ensures that inspections are being carried out regularly by trained Housing Officers.</p> <p>Housing Officers have been recruited who carry out inspections of blocks on a regular basis including any issues relating to fire.</p> <p>A programme of health and safety audits to include fire safety has been implemented to cover the 10 + blocks in the first six months of 2019.</p>
<p><b>NHDR 009e</b> Fire Safety – everyone’s responsibility</p>	<p>Develop and implement a communications strategy that, amongst other things,</p> <ul style="list-style-type: none"> <li>(a) communicates the need for 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,</li> <li>(b) ensure effective communication and engagement with tenant representatives,</li> <li>(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,</li> <li>(d) keep staff up to speed with developments,</li> <li>(e) respond quickly to press enquiries.</li> </ul>	Kim Wright	Ajman Ali / John Wheatley	Ongoing	<p>Communications strategy in place and regular meetings between the tenants and the Resident Safety Team are held to ensure the Council is actively engaged with residents and that residents are aware of their obligations to co-operate with fire safety control measures.</p> <p>All sites have been assessed for accessibility and LFB are still carrying out regular inspections of blocks and providing advice.</p> <p>We continue to work with LFB ensuring that they have easy access to our estates in the event of fire.</p>
<p><b>NHDR 009f</b> 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	Ajman Ali	15 Oct 2019	<p>December 2018 - Monthly meetings with the LFB Fire Safety Officer and Head of Resident Safety in place.</p> <p>Joint visits to high risk blocks with Fire safety manager and LFB inspectors.</p>

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<p><b>NHDR 009g</b> 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"> <li>• Agreement on the new corporate Fire Safety Policy and the development of a new fire strategy with Council professionals, residents and industry experts.</li> <li>• 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.</li> <li>• Our current policy and procedures for dealing with fire risks in communal areas (e.g. storage of combustible materials, blocking of escape routes.</li> <li>• Enhanced parking enforcement on our estates.</li> <li>• Responding to any recommendations coming from the Grenfell enquiry.</li> </ul> <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>	<p>Tim Shields; Kim Wright</p>	<p>Ajman Ali</p>	<p>1 Aug 2019</p>	<p>December 2018 - Policy has now been reviewed and implemented as of August 2018. Policy will be reviewed in August 2019 by Head of Resident Safety</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>The update report went to Cabinet in October 2018, and the previous March and this provided thorough updates.</p>