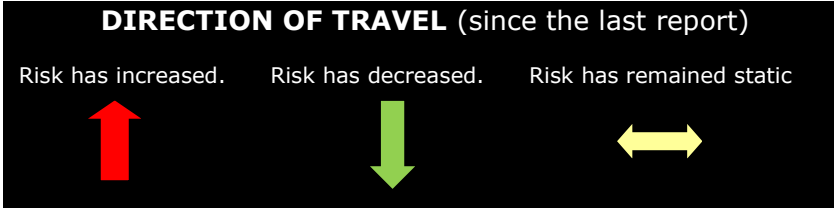
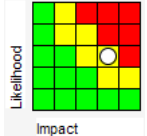
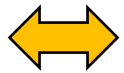


# Neighbourhoods and Housing Directorate Risk Register – January 2020

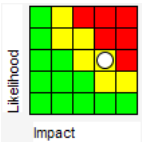

Report Type: Risks Report



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 voluntary redundancy.</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 and Housing</p>		<div style="text-align: center;">  </div> <p>December 2019 – 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> <li>• Potential deterioration in employee relations</li> </ul>

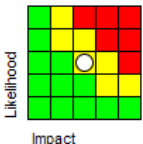

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				Regarding recruitment problems, this is a risk which has already materialised to an extent but has the potential to become more problematic.

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.	Ajman Ali	All Directors	Ongoing	December 2019 – 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 2019 – 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 2019 – 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 2019 – 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 2019 – 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 and Housing		 <p>December 2019 – The predominantly front line activities of the Directorate are delivered under such scrutiny that 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>

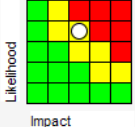

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 003a Communications and Consultation Arrangements	Communications and Consultation managed in partnership with the Council's communications teams through Heads of Services and Directors. Communications and Consultation plans are discussed and considered in partnership with Lead Members on a regular basis.	Ajman Ali	All Directors	Ongoing	December 2019 – 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	Ajman Ali	All Directors	Ongoing	December 2019 – 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	Ajman Ali	All Directors	Ongoing	December 2019 – these controls are in place and continuing.
NH DR 003d Performance Management Framework	Robust Performance management framework in place to monitor service performance. Services are managed as part of the Council's performance management framework through the	Ajman Ali	All Directors	Ongoing	December 2019 – these controls are in place and continuing.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	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. There are also a range of Quality Assurance systems in place to ensure service standards are monitored and maintained.				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 004 Management of changes in support services <b>INTERNAL RISK</b> <b>CURRENT RISK</b>	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 and Housing		 <p>December 2019 –The Directorate is reliant on support services within the Council to deliver effectively. The next round of Voluntary redundancy to deliver the savings required for the budget strategy has the potential to impact on support services. The impact of any changes to structures or service delivery needs to be monitored closely by DLT to ensure managers are prepared for any changes.</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 and Safety management is compromised</li> </ul>

Appendix 1

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 G suite and My Budget and other corporate systems, is provided to ensure managers are aware of and can manage any impact their roles and responsibilities	All Directors	Heads of Service	Ongoing	December 2019 – 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 2019 – 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	Ajman Ali	All Directors	Ongoing	December 2019 – these controls are in place and continuing.
NH DR 004d Health and Safety - Policy Framework	The Council’s Health and 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 2019 – these controls are in place and continuing.
NH DR 004e Health and 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 2019 – 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 2019 – these controls are in place and continuing.

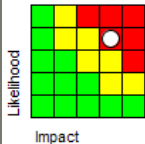

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 005 ICT Infrastructure <b>INTERNAL RISK</b> <b>CURRENT RISK</b>	The directorate is reliant on the ICT infrastructure to deliver its services effectively. There is a risk that there is a mismatch between required needs and ICT capacity to deliver. If there is a failure to deliver, a likely consequence would be serious disruption and potential service failure.	Neighbourhoods and Housing		 <p>December 2019 - 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> </ul>

Appendix 1

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<ul style="list-style-type: none"> <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> <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>

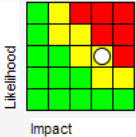

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 005a Governance arrangement for ICT Projects	Robust Governance arrangements are in place to manage ICT transformation projects with ICT expertise on project and programme boards	Ajman Ali	All Directors	Ongoing	December 2019 – 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.	Ajman Ali	All Directors	Ongoing	December 2019 – 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 2019 – 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	Directors in partnership with Rob Miller, Director ICT	Heads of Service with ICT	Ongoing	December 2019 – these controls are in place and continuing.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	business case development onwards. Legal services engaged during procurement process.				

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH DR 006 Regeneration Programmes <b>EXTERNAL RISK</b> <b>CURRENT and 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 and Housing		 <p>December 2019 - There are significant regeneration projects ongoing within the borough including the 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	Ajman Ali	Chris Trowell	Ongoing	December 2019 – A management review of schemes is taking place.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	exceeded, and financial assessment of business cases including those that need to be revised.				
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. 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	Ajman Ali	Chris Trowell	Ongoing	December 2019 – Risk reviewed and updated
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 and 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>	Chris Trowell	Zoe Collins	Ongoing via Gateway Reviews and reporting via Housing Development Board	December 2019 –controls are managed as part of the business assurance role within the Regeneration Gateway Review process and regular reporting to Housing Development Board

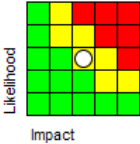

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>NH DRH 007 Contract Procurement and Management in Housing Services</p> <p><b>EXTERNAL RISK</b> <b>CURRENT and FUTURE RISK</b></p>	As a result of poor contract management revenue is lost or charges applied that are not justified leading to a poor level of resident satisfaction (and general negative reputational impacts), unjustified cost and time overruns. Poor procurement decisions could result in non-viable contracts being awarded to non-viable contractors.	Neighbourhoods and Housing.		<p style="text-align: center;"></p> <p>December 2019 – Risk continues in light of the amount of investigation work currently ongoing. This risk is demonstrated by some of the work the Pro-active Fraud team undertake. There have been major investigations 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
NH DR 007a Contract Specification in place	Contracts clearly define the requirements of the business. Also regular liaison with contractors.	Sinead Burke	Each contract Manager	Ongoing	December 2019 – these controls are in place and continuing and KPIs regularly reviewed along with monitoring of spend pattern / profile.
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 2019 – 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 place 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 the Head of Resident Safety.	David Padfield Sinead Burke Sinead Burke Michael Sheffield Ajman Ali	Sinéad Burke Contract Managers Contract Managers Fraud Investigation Officers Donna Bryce	Ongoing	December 2019 – these controls are in place and continuing. Phase 1 of the restructure is almost complete and final phase will be completed by summer 2020.
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.	Ajman Ali/ Rotimi Ajilore	Sinead Burke	Ongoing	December 2019 – these controls are in place and continuing.

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 2019 – 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</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 2019 –Control established and continuing.
NH DR0007g - Asset Management Strategy	<p>A new asset management strategy went to March Cabinet for approval, and was fully ratified at the meeting on March 25<sup>th</sup> 2019.</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 resources, IT systems) and timeframes for identifying these.</p>	Ajman Ali/Deirdre Worrell/	Sinead Burke/Simon Theobald	August 2020	December 2019 – Approved in March. This report sets out the long-term objectives for investing in Hackney homes to ensure that the council build on recent successes, demonstrate continuous improvement

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					and achieve the ambition of becoming the leading social housing provider.

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 and 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>Likelihood</p> <p>Impact</p>	<p style="text-align: center;"></p> <p>December 2019 - The Government is introducing a number of policies affecting housing, mainly through the Housing and 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>- Regarding the Housing and Planning Act (2016), the HRA debt cap has now been lifted, the forced sale of council houses removed, and the Council is nearing the end of the 1% rent reduction – therefore having increased flexibility for investing in new homes. However, there are pressures on new housing delivery and the investment in existing stock arising from changes to Building Control, fire safety, and the need to reduce carbon emissions.</li> <li>- Starter Homes: The Government is planning to relax its prescription 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</li> </ul>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<p>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>- In the Queens speech commitments were given regarding housing which impact on local authorities such as: a commitment to build at least a million more homes over this Parliament, Planning white paper and a new £10bn Single Housing Infrastructure Fund to support new homes.</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 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> <p>The current HRA business 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</p>	James Goddard	Kevin Thomson	Ongoing	December 2019 – Controls in place and continuing

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	annually as part of the budget setting process, taking into account arising cost pressures, changes in government policy and legislation, and any service changes.				

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>	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 and Housing		<p style="text-align: center;"></p> <p>December 2019 - 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 Council has been receptive to new recommendations and with the publication of the Hackitt Review and the Grenfell Report phase one we now need to concentrate on implementing these recommendations in anticipation of new legislation being put in place.</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
<b>NHDR 009a</b> Fire Risk Assessments	<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>	Tim Shields; Ajman Ali	Donna Bryce	Ongoing	<p>December 2019 - The fire risk assessment schedule is still on track with a three year programme of fire risk assessments. All blocks identified as high or medium risk will be subject to a type 3 risk assessment.</p> <p>All the fire risk assessors are now on the fire risk assessors register as part of the Institute of Fire engineers and this will enable the Council to have assurance that they are suitably qualified and regularly being assessed.</p> <p>The 2018/19 Fire risk assessments have been published on the Council's internet page. We are due to launch our new resident portal in early 2020 so that all the fire risk assessments for 2019/20 can be published where residents will be able to track progress of the recommendations. The fire risk assessments will then be available to residents in live time.</p>
<b>NHDR 009b</b> Fire Safety	<p>Ensure agreed work plans from the previously convened Corporate Fire Safety Group and Fire Risk Assessments are being delivered.</p>	Ajman Ali	Donna Bryce	Ongoing	<p>December 2019 - The Fire Safety Programme Board is in place where all fire safety works are monitored. The Board provides senior managers and member's assurance that we are not complacent in relation to fire safety and will also monitor the implementation of actions coming out of both the Hackitt Review and Grenfell Report. The Board is overseen by an independent fire consultant so that we can ensure that we are meeting our obligations under the Fire Safety Reform Order.</p>
<b>NHDR 009c</b> Fire Safety – high risk blocks	<p>Ongoing implementation of 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.</p>	Ajman Ali	Donna Bryce	Ongoing	<p>December 2019 - The three year programme of fire risk assessments is on track and continues to be delivered at a high standard.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	<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>				<p>Housing Officers and Health and Safety Advisers carry out regular checks of our buildings to identify fire safety hazards.</p> <p>A programme of post inspection of all fire safety related works has been implemented.</p> <p>We now have a more proactive approach to fire safety with a number of initiatives being implemented in the last few months to include:</p> <ul style="list-style-type: none"> <li>• Installing new fire signage across the borough</li> <li>• Surveying and installing new premises information boxes and ensuring relevant information is contained with the box</li> <li>• Ensuring we have up to date plans of our blocks which highlight any fire safety equipment</li> <li>• Resident insight project to identify our vulnerable residents and offer them support</li> <li>• Installation of floor level indicators</li> <li>• Fire safety contingency plans</li> </ul>
<p><b>NHDR 009e</b> Fire Safety – everyone’s responsibility</p>	<p>Develop and implement a communications strategy that, amongst other things,</p> <ol 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> </ol>	<p>Ajman Ali</p>	<p>Donna Bryce / John Wheatley</p>	<p>Ongoing</p>	<p>December 2019 - Communications strategy in place and the Resident Safety team carry out regular outreach meetings in co-operation with the Building maintenance team.</p> <p>The internet has been updated to provide additional fire safety advice to residents</p> <p>We send out regular communication with residents to ensure they are aware of their responsibilities in relation to fire safety</p> <p>All sites have been accessed for accessibility and LFB are still carrying out regular inspections of blocks and providing advice.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					<p>Regular briefings to members and to tenant and resident associations are provided.</p> <p>Fire Safety training was provided to members in November 2019</p> <p>Regular internal bulletins on fire safety are sent out to all Housing Services teams via the google community which gives us an opportunity to share good practice.</p> <p>We are working collaboratively with the Housing Officers to implement a constant approach to fire safety within the blocks including joint procedures.</p> <p>Training has been provided to TMO's and Housing Officers on fire safety</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>	<p>Tim Shields; Ajman Ali</p>	<p>Donna Bryce</p>	<p>Ongoing</p>	<p>December 2019 - We continue to have regular meetings with the LFB and we are working closely with LFB on ensuring we have contingency plans in all our premises information boxes and also working with them on identifying our vulnerable residents who would need help in the event of an emergency.</p> <p>We continue to carry out joint visits wherever possible with the LFB.</p>
<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</li> </ul>	<p>Tim Shields; Ajman Ali</p>	<p>Donna Bryce</p>	<p>August 2020</p>	<p>December 2019 - A policy was implemented in August 2018 and was reviewed in November 2019 to ensure it is still fit for purpose and the legislation is still correct.</p> <p>FRA budgets are monitored via the fire safety programme board and via the Capital monitoring board.</p> <p>Fire safety has been incorporated into the Asset Management Strategy to ensure that</p>



Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	<p>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.</p> <ul style="list-style-type: none"> <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>fire safety is at the heart of our capital works programme.</p> <p>New guidance has been issued in relation to fire risks in communal areas so we have a consistent approach within council managed blocks and TMO's</p> <p>An updated report was issued to Senior managers in November 2019 outlining progress made in relation to fire safety.</p> <p>With the release of the Hackitt and the Grenfell review reports we continue to lobby government alongside other London Boroughs with respect to resourcing the additional fire safety works and related costs from both reviews.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH DR 010</b> – Climate Change / Climate Emergency <b>EXTERNAL RISK</b> <b>CURRENT and FUTURE RISK</b></p>	<p>The Council fails to meet its commitments to take constructive steps to tackle the climate emergency. The expectation of change required (conducting extensive work on decarbonisation) may not be matched by the available capital. This could be as a result of overly ambitious targets, a lack of overall awareness or 'buy in' to the concept or a lack of resources to proactively bring about change. Without a coordinated response, the task will be more difficult. Failure to achieve positive change would have reputational impacts but most importantly would contribute negatively to the continued emergency in climate matters, both within our local community and the world at large.</p>	<p>Neighbourhoods and Housing leading (but applying to all Directorates)</p>		<p>The Mayor's climate emergency declaration occurred in February 2019, and Hackney councillors subsequently approved a motion to do 'everything within the Council's power' to deliver net zero emissions across its functions by 2040, ten years earlier than the target set by the Government, and in line with the Intergovernmental Panel on Climate Change's higher confidence threshold for limiting global warming to 1.5C above pre-industrial revolution average. The recent creation of Hackney Light and Power is another step towards fulfilling these targets by committing to providing renewable energy.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NHDR 0010a</b> Councillors have approved motion committing to a series of actions</p>	<p>Council commitment:</p> <ul style="list-style-type: none"> <li>- To tell the truth about the climate emergency we face, and pursue its declaration of a climate emergency with the utmost seriousness and urgency.</li> <li>- Pledge to do everything within the Council’s power to deliver against the stretching targets set by the IPCC’S October 2018 1.50C Report, across the local authority’s full range of functions, including a 45% reduction in emissions against 2010 levels by 2030 and net zero emissions by 2040, and seeking opportunities to make a greater contribution.</li> <li>- Call on the UK Government to provide powers and resources to make the 2030 and 2040 targets possible.</li> <li>- Actively campaign to change national policy where failure to tackle the challenge of heating our homes without fossil fuels, fossil fuel subsidies, insufficient carbon taxation, road-building, and airports expansion, for example, has actively undermined decarbonisation and promoted unsustainable growth.</li> <li>- Support the campaign to create a just transition for workers and users and be part of the creation nationally of a million public sector climate jobs with particular reference to extending sustainable accessible and integrated public transport, retrofitting housing stock, energy democracy, heating and cooling from renewable energy and eco build, food and waste.</li> <li>- Involve, support and enable residents, businesses and community groups to accelerate the shift to a zero carbon world, working closely with them to establish and implement successful policies, approaches and technologies that reduce emissions across our economy while also improving the health and wellbeing of our citizens.</li> <li>- Produce an annual update to Full Council on the progress made against the Council’s decarbonisation commitments, and conduct an annual Citizens Assembly comprised of a representative group of local residents to allow for effective public scrutiny the Council’s progress and to explore solutions to the challenges posed by global warming.</li> <li>- Work with other local governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less</li> </ul>	<p>Tim Shields; Ajman Ali/Anne Canning/Ian Williams</p>	<p>Relevant Directors</p>	<p>Ongoing</p>	<p>December 2019 - these are ongoing commitments but essential to adhere to in order to comply with ambitious targets. The Council are resolved to follow this. From a political level, these actions are being led by Cllr Burke who is tirelessly communicating the importance of our duties here.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NHDR 0010b</b> Hackney Light and Power.</p>	<p>Hackney Light and Power will support the Council to meet declared target and become zero-net carbon borough by 2040.</p> <p>To support the achievement of the carbon emission reduction target the company will:</p> <ul style="list-style-type: none"> <li>• deliver the Green Homes Program – the first borough wide thermal efficiency housing program in London</li> <li>• support the installation of innovating renewable heating measure</li> <li>• support the rolling out of electric vehicle charging points</li> <li>• supply the grid with green energy</li> <li>• reduce fuel poverty</li> <li>• improve residents’ health and well being</li> <li>• promote an inclusive economy and contribute to the nationwide green agenda</li> <li>• help make Hackney a sustainable, green borough</li> <li>• generation of renewable electricity by delivering a programme of solar panel installations across Council owned roof spaces across the borough.</li> </ul>	Ian Williams	Relevant directors	Ongoing	<p>December 2019 - Hackney Light and Power was officially unveiled as a publicly-owned energy services company on November 1st (2019) and be formally launched in Spring 2020.</p> <p>From the off, the primary objective of the company is to help deliver the ambitious decarbonisation pledges included in its climate emergency motion. On the announcement of the company, Cllr Burke commented:</p> <p>" We have already delivered 50% renewable electricity for the Council and many local schools’ needs on 1 April, and will switch to 100% in 2020; we’re establishing a publicly-owned clean energy company that will turn Hackney into a renewables power station; we are rapidly decarbonising the Council fleet of vehicles and addressing land transport sector emissions; we’re decarbonising the built environment through changes to the planning system; we’re investing extensively in green infrastructure to derive a wide variety of environmental benefits, from cooler streets to enhanced biodiversity; we’re creating a model for drastically limiting the use of petrochemical plastics; and we’re investing heavily in our waste service to reduce resource consumption and increase recycling. "</p>
<p><b>NHDR 0010c</b> Communications Strategy</p>	<p>Communication is key, with the Council getting the correct message out both internally and externally</p>	Tim Shields; Ajman Ali/Anne Canning/Ian Williams	Polly Cziok	Ongoing	<p>December 2019 - There has already been lots of coverage in local papers and online about Hackney's progress.</p>
<p><b>NHDR 0010d</b> Cross Council involvement at all levels</p>	<p>Across all Divisions / services, any service plans or overall strategic documents need to pick up on this ongoing challenge and commitment. Any new projects / directives / initiatives need to consider climate change and our approach to it, in determining how to carry out work.</p>	Tim Shields; Ajman Ali/Anne Canning/Ian Williams	Relevant Directors	Ongoing	<p>December 2019 - This will become embedded as part of standard processes in the future.</p>

