

# Neighbourhoods and Housing Risks December 2021

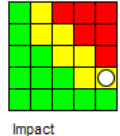

Report Type: Risks Report

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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 001</b> Customers Services Satisfaction <b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Failure to deliver good customer service either through poor performance by staff or as ageing assets, facilities or infrastructure deteriorates. This will impact negatively on service delivery and the overall satisfaction of stakeholders.</p> <p>Possible consequences could be</p> <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Negligence and liability claims</li> <li>• Increase in number of complaints</li> <li>• Poor service performance against KPI measures</li> <li>• Deterioration in staff morale</li> <li>• Increase in compensation claims from dissatisfied customers</li> <li>• Litigation</li> <li>• Failure to meet our statutory responsibilities</li> </ul>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p><b>December 2021</b> - The impact of the pandemic has been a key contributor to the backlog of repairs and increase in disrepair issues. The Housing Regulator is investigating whether the Council is in breach of the consumer standards.</p> <p>As we enter the recovery phase from the pandemic and the cyberattack there is a renewed focus on improving customer service. A recent management conference theme was about excellence in customer focused service delivery and how we can achieve that given where we have come from. This work will be incorporated into our Service Planning for 2022/23.</p>

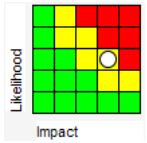
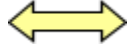
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 001a</b> Maintaining assets	<p>Service Managers actively maintain assets and ensure that maintenance of buildings and infrastructure is undertaken through</p> <ul style="list-style-type: none"> <li>• Asset management plans</li> <li>• Capital investment plans and new facility provision being progressed</li> <li>• Regular monitoring of the buildings and sites (including sonic testing of the play equipment)</li> <li>• Planned preventative maintenance programme which informs the Councils capital strategy</li> <li>• Regular maintenance undertaken by partners / contractors per contract obligations</li> <li>• Proactive / planned approach to Planned Preventative Maintenance in partnership with Property Management colleagues.</li> </ul>	Ajman Ali	Directors	30 June 2022	<b>December 2021</b> - Risk controls in place and continuing
<b>NH 001b</b> Staff performance	<p>Robust Performance management framework in place to 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 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.</p> <p>Relevant policies and procedures include:</p> <ul style="list-style-type: none"> <li>• Customer Management Framework</li> <li>• Regular reviews of performance data</li> <li>• Robust systems in place to manage performance in gas servicing &amp; complaints</li> <li>• Monthly Service Improvement Groups</li> <li>• Robust Challenge of under performance &amp; staff</li> <li>• Use of Housemark and other benchmarking clubs</li> <li>• Regular check ins -this will be measured in the employee survey</li> <li>• Materials and installations are specified to meet relevant standards</li> <li>• Monitoring of workmanship by DLO and contractors</li> <li>• Procedures in place &amp; regular audits carried out with trails in place</li> <li>• Customer satisfaction surveys in place</li> </ul>	Ajman Ali	Directors	30 June 2022	<p><b>December 2021</b> - DLT reviews service performance quarterly and initiates management actions to improve performance.</p> <p>In response to the staff survey DLT are developing action plans to respond to the issues raised by staff.</p>

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<p><b>NH 002</b> Climate Change Emergency</p> <p><b>EXTERNAL RISK CURRENT &amp; 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 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 &amp; Housing</p>	 <p>Likelihood Impact</p>	<p style="text-align: center;"></p> <p><b>December 2021</b> - The development of the Council's Climate Action Plan (CAP) is ongoing and we are on target to formally publish the plan in 2022.</p> <p>The CAP will provide the strategic framework to work through a number of key issues and challenges, utilising recently completed evidence assessments to underpin a more strategic approach for future delivery and integrate better with external stakeholders.</p> <p>The government is currently finalising the Environment Bill 2021 (which will redraw environmental rules following the UK's withdrawal from the EU) and is likely to mean increasingly ambitious targets are adopted as Britain tries to lead the way in tackling climate change and a positive approach to it.</p> <p>Hackney is within the top 6 London Boroughs at risk of flooding due to climate change (specifically in the Lea Valley area in the east of the Borough), so this is an additional consideration when thinking about how change in the future may affect the Borough.</p>	
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<p><b>NH 002a</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,</li> </ul>	<p>Ajman Ali</p>	<p>Aled Richards</p>	<p>30 June 2022</p>	<p><b>December 2021</b> - these are ongoing commitments but essential to adhere to in order to comply with ambitious targets. The Council resolved to follow this and these actions are being</p>

	<p>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.</p> <ul style="list-style-type: none"> <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 of 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>strongly supported by Members. An annual report on the progress on decarbonisation was considered by Council in July.</p> <p>Throughout 2021 there have been presentations to Scrutiny Commissions to outline the work to respond to the Commitment and the development of the CAP.</p>
<p><b>NH 002c</b> Communication Strategy</p>	<p>Communication is key, with the Council getting the correct message out both internally and externally</p>	Ajman Ali	Aled Richards/ Polly Cziok	Ongoing	<p><b>December 2021</b> - There is a detailed communications plan in place and is continuing . There is a lot of coverage in local papers and online about Hackney's progress.</p>
<p><b>NH 002d</b> Cross Directorate 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> <p>Response to Climate Emergency embedded within Service Plans across the directorate</p>	Ajman Ali	Heads of Services	Ongoing	<p><b>December 2021</b> - This will become embedded as part of standard processes in the future. The Environmental Sustainability Board is meeting regularly to support the Council's approach here.</p>

	The revised Governance arrangements for the ESB supported by the Public Realm Divisions will enable cross Council involvement.				
<b>NH 002e</b> North London Waste Authority (NLWA) Partnership	<p>Hackney is a part of a seven borough partnership with the NLWA, who are currently procuring a large infrastructure project (North London Heat &amp; Power Project) to deliver new facilities to manage waste and recycling from the constituent boroughs.</p> <p>An experienced Programme Director has been appointed by NLWA. Also, lead Member and Key Officer Groups, continue to manage Hackney's engagement with NLWA on the development of new facilities, recycling performance, waste prevention and operations' matters.</p> <p>A Programme Committee made up of members of each of the boroughs has been established to focus on the implementation of the North London Heat &amp; Power Project. This is a decision-making Committee and is in addition to the various Steering Groups and Partnership Boards which Lead Members and Key Officers attend.</p> <p>The Vice Chair of the NLWA is Hackney's current Cabinet Member for Finance and Housing Needs, which ensures the Borough is directly involved in the leadership of the partnership.</p> <p>NLWA, with the boroughs, is undertaking a piece of work to produce a best estimated long term levy tonnage forecast, to establish likely levy costs for boroughs.</p> <p>Officers will review the current recycling service to ensure that it provides the best solution on the basis of technical, economic, environmental and practical factors</p> <p>Our partners in NLWA, (Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest) work together to deliver services for over two million residents that live in the NLWA area.</p> <p>NLWA is responsible for helping the seven north London boroughs dispose of the 850,000 tonnes of waste they collect every year. NLWA's aims are to:</p> <ul style="list-style-type: none"> <li>• achieve a 50% recycling rate by 2020</li> <li>• reduce the amount of waste sent to landfill to 35% (of 1995 amounts) by 2020</li> </ul>	Aled Richards	Sam Kirk	Ongoing	<b>December 2021</b> - control in place and ongoing
<b>NH002e</b> Restricting Residual Waste	In May 2020 Cabinet agreed to introduce fortnightly collections for residual waste for Hackney street properties. The drivers for this are not only to improve recycling performance and reduce the amount of residual waste being incinerated. This will help insulate the Council against the expected rise in residual waste disposal costs in the medium to long term. Further, and most importantly, by structurally reducing the amount of black bag	Aled Richards	Sam Kirk	30 June 2022	<b>December 2021</b> - The move to fortnightly collection for residual waste has been implemented successfully and is on track to deliver. Recycling rates have increased to 31%.

	<p>waste sent for incineration we can eliminate the associated carbon dioxide emissions, reducing the carbon intensity of Hackney's waste system.</p> <p>Residual waste restriction will play an important role in helping the Council achieve the highly ambitious decarbonisation targets set out in the climate emergency motion passed at Full Council, June 2019.</p> <p>The expected outcomes of introducing fortnightly collections of residual waste include:</p> <ul style="list-style-type: none"> <li>• Reduction of approx. 4,400 tonnes of street level black bag waste being incinerated against current levels by 2022, which is a 21% reduction of waste per household;</li> <li>• Reduction in disposal costs of £246k per annum (based on current tonnage and levy charges) by 2022. The scope to increase disposal savings will increase proportionately with the levy charge;</li> <li>• Increase in recycling rate to 31% by 2022/23. This will see Hackney move from position 8 of 13 inner London borough's recycling rates to 4th (based on current data);</li> <li>• Reduction in emissions associated with incinerating black bag waste, contributing to achieving the 45% reduction in emissions against 2010 levels by 2030 and net zero by 2040. Using Zero Waste Scotland's Carbon Metric Publications, directing 4,400 tonnes of black bag waste to recycling/composting, shows a benefit of -661 to -610kg CO2eq per tonne of material recycled/composted. This would indicate a potential benefit of around 2,910 to 2,680tonnes CO2eq savings.</li> </ul>				<p>The implementation is entering its final phase and the mitigations in place to support residents in this transition will be withdrawn on a managed basis to ensure minimal impact on the streetscene.</p>
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<p><b>NH 003</b> Delivery of Capital Projects</p> <p><b>EXTERNAL and INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Major Capital Schemes, including the Major planned maintenance programmes, may not be managed or targeted effectively to maximise use of resources available and ensure delivery according to expectations. This poses a risk to the successful completion of such schemes, incurring financial losses and dissatisfied stakeholders.</p>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p><b>December 2021</b> This risk is ongoing in light of the housing maintenance and other capital programmes in the directorate and the continuing impact of the pandemic and cyberattack on the delivery of the schemes.</p>

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<b>NH 003a</b> 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	<b>December 2021</b> –Control established and continuing.
<b>NH 003b</b> 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	<b>December 2021</b> – Control established and continuing.
<b>NH 003c</b> 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	<b>December 2021</b> –Control established and continuing
<b>NH 003d</b> 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 Directorate Leadership Team, divisional and operational management teams and supervision. There is a regular reporting framework 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.	Ajman Ali	All Directors	Ongoing	<b>December 2021</b> – Whilst the delivery of the capital programme this year has been adversely impacted by the pandemic, the performance management framework is maintained to ensure quality outcomes from the investment.
<b>NH 003e</b> Improvements in Housing Property and Asset Management	Improvements to project management operations in Housing Services to <ul style="list-style-type: none"> <li>● Deliver Asset Management Strategy</li> <li>● good business plan and procurement strategy</li> <li>● Move away from annual budget to medium term business planning</li> <li>● agree service level/demand expectation</li> <li>● manage demand/service, and</li> <li>● re-prioritise service delivery.</li> </ul>	Steve Waddington	Robert Mathieson/ Sinead Burke	Ongoing	<b>December 2021</b> – The delays to the re-procurement of the main capital delivery contracts have slowed the Housing capital maintenance programmes. The forecast investment in the Council's housing stock for 2021/22 is £40m and

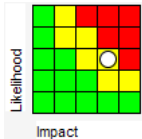

					the robust planning framework guided by the Asset Management Strategy will ensure the 7 year cycle of investment in all properties continues in line with the Asset Management Strategy.
<b>NH 003f</b> Oversight of Housing Capital Monitoring Board	<p>Housing Capital Monitoring Board has been established 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	Steve Waddington/ Robert Mathieson/ Sinead Burke	Ongoing	<p><b>December 2021</b></p> <p>-Control established and continuing. Though the approval of SCAs has now ceased due to the ending of the main maintenance contracts in August of this year; the delivery of the schemes approved prior to August will continue over the coming year.. Approvals of schemes under the alternative framework arrangements continue.</p>

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<b>NH 004</b> Budget pressures / insufficient budgets to deliver our service plan  <b>EXTERNAL RISK</b>	Due to the financial challenges facing the Council and the expectations of our residents there is a risk that the directorate is unable to deliver services within the budget available. This is especially critical where services are dependent on income streams such as, housing rents, parking income, planning application income.	Neighbourhoods & Housing		<p><b>December 2021</b> - The financial challenge for the Council and</p>



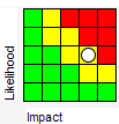

<b>FUTURE RISK</b>	This then results in a budget overspend or an unacceptable call on reserves. The Coronavirus pandemic has significantly impacted income collections in the directorate with income streams reducing and services still to be delivered.			<p>directorate continues. The pandemic looks set to create impacts not just in short-term budget setting, but over years to come. The damaged income streams may not recover for some time.</p> <p>The main risk for the directorate I is that this results in a greater loss to funding than anticipated which may have a severe impact on overall service delivery and strategic objectives of the directorate..</p>	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>NH 004a</b> Service and Financial Planning	Service planning is linked to the Corporate Planning Process and aligned to corporate objectives and budget planning cycle - over the medium term.  Senior financial managers ensure they are well informed on changes which have key financial implications.	Ajman Ali	All Directors	31 Mar- 2022	<b>December 2021</b> – Control established and continuing.
<b>NH 004b</b> Housing Revenue Account Business Plan	The Housing Revenue Account Business Plan is reviewed and maintained to accurately reflect best estimates of future income and expenditure levels. Financial planning for the Housing Revenue Account will be constantly diligent and reflect the changing circumstances of resources, day to day expenditure, investments needs and changing legislation.	Deirdre Worrell	Simon Theobald	30 Sep 2022	<b>December 2021</b> – Control established and continuing.
<b>NH 004c</b> Savings Strategy and Budget Development	Savings proposals are developed and agreed with members in order to support the delivery of the Council's budget strategy. Financial updates on the Council's medium term financial plan are considered by the Directorate Leadership Team throughout the year and the directorate budget strategy is developed to support the Council's need for savings. In addition, the directorate reviews the directorate capital plans to inform the Council's Capital Strategy.	Ajman Ali	Deirdre Worrell	Ongoing	<b>December 2021</b> – Control established and continuing.
<b>NH 004d</b> Budget Monitoring	The Directorate Leadership Team receives budget monitoring reports on a monthly basis which highlights areas of overspend, non delivery of savings plans and use of reserves. Action Plans are put in place where services are overspending budgets.	Ajman Ali	Deirdre Worrell	Ongoing	<b>December 2021</b> – Control established and continuing.

<b>NH 004e</b> Performance Monitoring and financial framework	Provision of services is subject to constant monitoring and review using the budget and performance framework to ensure that the most efficient methods of service delivery are employed. Monthly review of budgets, expenditure, income and activity data and forecasting - Identify issues, risks and opportunities and take appropriate action and inform monthly reporting to DLT.	DLT	Directors/ Simon Theobald	Ongoing	<b>December 2021</b> – Control established and continuing.
<b>NH 004f</b> Budget responsibility	Managers assigned to each budgetary service area – Budget setting facilitated, costs and expenditure controlled. Continue with Finance for Non Financial Managers Training.	Deirdre Worrell	Simon Theobald	Ongoing	<b>December 2021</b> – Control established and continuing.

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<b>NH 005</b> Impact of New Legislation  <b>EXTERNAL RISK</b> <b>FUTURE RISK</b>	<p>Changes in law (or legal challenges) resulting in increased capital and revenue costs beyond current financial planning. Examples of these changes in law could include the removal of local planning decision making or legal challenges against the implementation of parking zones. These would all be likely to result in financial cost pressure for the Council.</p> <p>The directorate may not be able to respond effectively to new legislation and updated policies, thus risking the efficiency and effectiveness of service provision. In addition, if requirements of any new legislation are not met, this could impact the Council's reputation. , there would be an adverse impact on the Council's legal and reputational standing.</p> <p>Further effects of new legislation could be financial, legislative (with a failure to understand the breadth of responsibility) and reputational, directly affecting the local community.</p>	Neighbourhoods & Housing	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center;"></p> <p><b>December 2021</b> -The Housing and Planning Act 2016 and the current Environment Bill (2021) are all examples of recent legislation having a significant impact on the demands to the services of the directorate.</p> <p>Regarding the Housing and Planning Act (2016), the HRA debt cap has now been lifted, the forced sale of council houses removed. The lifting of the debt cap coupled with the Government rent policy up to 2025 will give – therefore having increased flexibility for investment decisions in respect of the Council's housing stock. However, there are pressures on investment in existing stock arising from changes to Building Control, fire safety, and the need to reduce carbon emissions.</p> <p>There are other forthcoming examples of proposed legislation that could impact on the carrying out of Directorate functions, and the risk that needs to be managed is the implementation process and the</p>

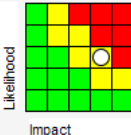

				financial resources that may be required. This needs to be kept under review as each legislation is passed and implemented.	
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<b>NH 005a</b> Impact of New Legislation	<p>Directors and Heads of Services continue to monitor and respond to consultations regarding their service areas delivery and other innovations to ensure that they are fully aware of new and changed initiatives and can react accordingly.</p> <p>All managers keep up to date with external developments which may impact on their work. Careful project and programme management is undertaken to deal with any serious reforms and their implementation</p>	Directorate Leadership Team	Directors and Heads of Service	Ongoing	<b>December 2021</b> - control in place and continuing
<b>NH 005b</b> New Policies affecting Housing	<p>Detailed analysis is being carried out regarding the likely impact of new policies, both internally and with other boroughs and representative organisations. Individually and with other boroughs, the Council continues to respond to policies in order to mitigate the adverse effects of these policies.</p> <p>Once the detailed Statutory Instruments have been published , 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. The Building Safety Bill (issued 20/7/20) and new energy regulations will both constitute new legislation to get to grips with.</p> <p>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>	Steve Waddington	Heads of Service	30 Jun 2022	<b>December 2021</b> - control in place and continuing
<b>NH 005c</b> New policies affecting public realm services	<p>The management team in Public Realm divisions are taking the following action to respond to changes in legislation affecting service delivery</p> <ul style="list-style-type: none"> <li>• Responding to the changes in regulations arising from Brexit</li> <li>• Risk sharing the impact with contractors</li> <li>• Regular reviews of new legislation</li> <li>• Detailed business case for projects based on predicted capital costs in year of construction to reflect latest requirements</li> <li>• Up todate planning policies in place, alongside a 5 year housing supply with 20% buffer, as well as Housing Delivery Test Action Plan.</li> </ul>	Aled Richards	Heads of Service	30 Jun 2022	<b>December 2021</b> - control in place and continuing

	<ul style="list-style-type: none"> <li>• Implementation of a Staff Development &amp; Retention Strategy to enable staff resource in place to ensure performance of Planning Service continues to exceed statutory levels of plan and decision making.</li> <li>• Ensuring that the Parking Enforcement Plan is up to date on how Parking Zones are implemented.</li> <li>• Ensuring that the relevant legislation is adhered to.</li> <li>• Carrying out full Equality Impact Assessments for areas where a parking zone is being introduced.</li> <li>• Ensure that we remain abreast of any new legislation or policies introduced by Central Government.</li> </ul>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 006</b> Response to Civil Emergencies</p> <p><b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Risk that the Council is unable to respond effectively to civil emergencies and does not have an updated, robust and tested corporate resilience plan in the light of a major incident affecting its business. This could impact severely on service delivery throughout the organisation.</p> <p>For example as a result of a burst water main (or excessive rain) parts of the Borough suffer severe flooding, and the Council is unable to provide sufficient help and support to residents.</p> <p>Also, more broadly, an 'Act of God' or 'force majeure' event like a terrorist event could occur affecting a facility or service.</p> <p>There is also a risk that Business Continuity Plans across the Council's services do not accurately reflect the disaster recovery provision that is available. This could result in services not being able to invoke their continuity plans effectively due to incorrect assumptions.</p>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p><b>December 2021</b> - this risk is stable and continuing. The Council's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets quarterly. Also, the corporate review of Business Continuity Plans has been completed.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 006a</b> Effective Plans in place	<p>Emergency Planning have highly sophisticated plans to deal with events of this nature, and annual exercises to ensure officers are equipped to deal with such situations.</p> <ul style="list-style-type: none"> <li>Regular communication with Thames Water to ensure any news / works are fully notified.</li> <li>Business Continuity Plans reviewed and updated</li> <li>Business Continuity Insurance (events)</li> <li>Corporate Business Continuity Plans (for park events to link into)</li> <li>Event Management Plans</li> <li>Emergency Actions Plans</li> <li>Regular engagement with emergency services</li> </ul>	Aled Richards	Andy Wells	30 June 2022	<b>December 2021:</b> Plans have been rigorously tested throughout the crises of this year and have been found to be robust and effective.
<b>NH 006b</b> Sufficiently Trained Loggists	<p>Need to ensure that there are sufficient appropriate and trained persons in place who can perform the role of Gold Decision loggist during an emergency. Very few executive support officers have taken up the opportunity to be trained and act in the role, in addition those who are trained are operationally minded and not necessarily in tune with how strategic operators behave and think.</p> <p>From the community risk register and national risk register, we are likely to have a need to use Gold decision loggists within the next 5 years. A lack of sufficient and trained decision loggists will leave strategic decision makers exposed during an incident. Key details may not be recorded to the correct legal standard and leave the decision maker and organisation at risk.</p>	Aled Richards	Andy Wells	Ongoing	<p><b>December 2021</b> - In response to the emergence of the new Covid variant, Omicron, the Council has decided to stand up its internal COVID Gold group with effect from 15 December. This will need to be supported by trained Gold Decision loggists in addition to other civil emergency incidents.</p> <p>Will will continue recruitment campaigns to ensure trained loggists are available to support Gold.</p>
<b>NH 006c</b> Corporate Resilience Forum	<p>A Corporate Resilience Forum (CRF) has been established and will take overall strategic lead reporting to HMT. It is supported by the emergency planning team.</p> <p>The CRF oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. 1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS.</p> <p>The CRF is supported by the Emergency Planning service within Public Realm</p>	Aled Richards	Andy Wells	Ongoing	<b>December 2021</b> - CRF meeting regularly and supporting the response to crises facing the organisation.

<b>NH006d</b> Review of Business Continuity Plans	The Corporate Business Continuity Manager is supporting service managers across the Council in carrying out a review of their Business Continuity Plans. This is designed to identify critical services and their continuity requirements, and will help ensure that their plans are based on accurate expectations of the provision available. It is planned to implement a rolling 18 month schedule of review for all the council's BCPs. This will be in place following the current review of BCPs across all services, which has pretty much been completed within the last six months.	Aled Richards	James Groom	01-Dec-2022	<b>December 2021</b> - The Council's business continuity arrangements are kept under regular review and reported to the Corporate Resilience Forum which meets quarterly.
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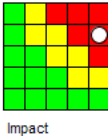

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<b>NH 007</b> Staff Retention and Recruitment  <b>INTERNAL RISK</b> <b>FUTURE RISK</b>	Services across the directorate struggle to effectively and successfully recruit for certain positions, leading to a negative impact on service delivery.  Also, with the directorate needing an increasingly agile workforce (not constrained by traditional customs and practises), it may struggle to compete with other organisations to get the best candidates.  The directorate may struggle to retain good staff and experiences high attrition rate, a demotivated workforce and an increase in sickness levels	Neighbourhoods & Housing		 <b>December 2021</b> - In a competitive market for skills the Directorate has experienced difficulties recruiting to a range of roles essential to delivery of services and planned service improvements such as Quantity Surveyors and Highway Engineers and Enforcement Officers. This could seriously impact on the ability to develop and maintain effective service delivery due to difficulties with recruitment and retention.  Covid has also introduced challenges with initial freezes on recruitment, but this has now finished.	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 007a</b> Recruitment and retention	Heads of Services are continuing to work with HR / OD to carry out the following suggested mitigations: <ul style="list-style-type: none"> <li>review recruitment strategy and identify other measures which can be taken to promote Hackney Council as a great place to work in technology and attract high quality candidates</li> <li>review salary supplements to ensure that these are providing market competitive salaries and are also fair and transparent</li> </ul>	Ajman Ali	Directors	31 Mar- 2022	<b>December 2021</b> - these controls are in place and continuing

	<ul style="list-style-type: none"> <li>review career development paths within the service and also ensure that apprenticeships / graduate trainee opportunities are being used effectively to develop internal talent.</li> </ul>				
<b>NH 007b</b> Training and Development	<p>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.</p> <p>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</p>	Directors	Heads of Service	30 Jun 2022	<b>December 2021</b> – these controls are in place and continuing
<b>NH 007c</b> Staff development	<p>Two staff development training programs in place. The Customer Service Excellence training is aimed at establishing a corporate standard in the delivery of customer service for all frontline staff within Housing Services.</p> <p>Being Exceptional training is aimed at all staff within Housing Services. It builds on the Being Exceptional housing values that were introduced a couple of years ago</p> <p>We are rolling out a number of initiatives to promote staff development and encourage staff retention. These include a job shadowing scheme which permits staff to shadow a manager; encouraging networking, greater understanding about other roles, sharing learning and experiences.</p> <p>We are also establishing a number of secondment opportunities within Housing Services which include elements of leadership training and qualifications.</p>	Ajman Ali	Directors	31 Mar- 2022	<b>December 2021</b> – these controls are in place and continuing

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>NH 008</b> Failure of ICT Infrastructure  <b>INTERNAL RISK</b> <b>FUTURE 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 in ICT services, a likely consequence would be serious disruption and potential service failure.	Neighbourhoods & Housing		<p style="text-align: center;"></p> <p><b>December 2021</b> - In October the Council's ICT systems suffered a serious cyberattack.</p> <p>This has impacted the directorate's key systems, Universal Housing, Planning and land charges.</p>


				Managers are working closely with ICT colleagues to assist in the recovery of services and alternative methods of delivering services,	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>NH 008a</b> 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	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 008b</b> 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	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 008c</b> 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	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 008d</b> Supplier Management	Service and Contract reviews are regularly held and documented with all major suppliers. Business Analysts/Project Managers assigned to projects from business case development onwards. Legal services engaged during the procurement process.	Directors in partnership with Rob Miller, Strategic Director Customer and Workplace	Heads of Service with ICT	Ongoing	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 008e</b> Maximising existing tools	While primary services systems are unavailable it is essential to explore alternative interim tools that can be made available to support service continuity arrangements. The Council has a number of tools it can deploy to provide this, including tools developed using the Amazon Web Services cloud platform and Google Workplace.  Service Managers are working ICT colleagues to make use of these tools and re-establish services	Directors with ICT	Heads of Service with ICT	31 Mar 2022	<b>December 2021</b> We continue to use alternatives such as Google workplace as we work with ICT to progress procurement of cloud based systems to replace legacy systems.



Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 009</b>  Pandemic (COVID-19)  <b>EXTERNAL RISK</b>  <b>FUTURE RISK</b></p>	<p>COVID-19 continues to persist (with the new variant Omicron leading to a reversal of some of the restrictions) having an undeniably damaging impact on the local area, both in the community and amongst staff within the Directorate.</p> <p>This continues to place a demand on resources around the Borough and also has a negative impact on effective service provision in all areas. This is adding financial pressures across the directorate particularly for income collection and the impact of the pandemic affects the economy and residents' incomes. There has been a significant impact on rents and commercial waste income.</p> <p>The pandemic is also affecting services across the directorate; absences, through sickness or the need to self isolate, could affect the ability of the directorate to continue to deliver the essential services for our residents.</p>	<p>Neighbourhoods &amp; Housing</p>		<div style="text-align: center; margin-bottom: 10px;">  </div> <p><b>December 2021</b> - The nature of the virus and its impacts have been constantly changing, and the situation at the end of 2021 seems an improvement on one year ago. However, the sudden emergence of (the new strain) Omicron introduces new worries. The controls that are in place and operating effectively enable a slight improvement in the (still high) overall risk assessment.</p> <p>Overall, services across the directorate have been maintained and officers who have been working from home are returning to work in the office following the Corporate guidelines. However, the recent messaging from the Government re working home means that officers have paused the return to the office.</p> <p>In the directorate it is recognised that some employees who cannot work from home the pressure of maintaining good service delivery may have an impact on staff morale which in turn may impact service delivery. Similarly, there are employees working from home that are finding it increasingly difficult and this may lead to health and well being issues. Managers need to be equipped to manage these issues.</p>

				Ultimately, this risk is external and is clearly difficult to manage from the perspective of Hackney . The details within the risk controls (and work already undertaken) should provide some assurance that the directorate is managing effectively and supporting the rest of the Council, through its Emergency Planning team, to be able to respond to the changing environment.	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 009a</b> Pandemic - Business Continuity / GOLD / SILVER meetings /	<p>The BECC (Borough Emergency Control Centre) continues to coordinate (when necessary) all critical activities that might support the Council's response. Senior management receive regular briefings about all developments and advice from the appropriate teams.</p> <p>Also, essential service obligations to residents are met by targeted communications (which includes warning and informing them of any risks to health, security, welfare property etc.).</p> <p>Managers of service areas have updated their contact lists (staff and suppliers) and reviewed the Loss of People section in their Business Continuity Plans (BCP) as a priority. The BCPs ensure service delivery can continue effectively in the light of disruption. Regular updates are being provided by the Communications team to keep everyone fully posted on all developments and the Council's latest response.</p> <p>GOLD (initially held daily) and SILVER (initially held twice weekly) meetings are on standby to be convened more regularly if the crisis escalates again. Corporate Resilience meetings, supported by the Emergency Planning and BCP Teams, have been occurring throughout the last 18 months supporting transparent leadership and guidance on the Council's overall resilience.</p> <p>The directorate leadership is ensuring that HR guidance about every aspect of how COVID-19 may affect staff and how staff should proceed in the light of COVID related difficulties is cascaded throughout the</p>	Senior Officers, advised and directed by Business Continuity	Emergency Planning/ Business Continuity	Reviewed weekly at the moment.	<b>December 2021</b> - Controls are in place and ongoing.

	<p>directorate. This clarity should ensure a clearer approach to work during this confusing time. This will be applicable if the situation worsens again.</p>				
<p><b>NH009b</b> Housing Services</p>	<p>Clear steps have been put in place to ensure the Council can continue to safely manage the 30,000 homes across Hackney's estates and street properties, and prioritising our resources to mitigate against the risk caused by coronavirus. Central to this is ensuring that any Council tenant who risks hardship as a result of the outbreak gets the support they need and does not have to worry about the security of their home; this included suspending any evictions up to July 2021.</p> <p>The Council has guaranteed that council tenants who are unable to pay their rent due to hardship caused by coronavirus will not face eviction proceedings. We continue to offer support to protect Housing Services tenants from the hazards of evictions or uncertainty of possession orders during the coronavirus pandemic. There is a need to balance support to the vulnerable with the need to collect income to ensure a financially viable HRA. Therefore we will only pursue possession orders in extreme, individual cases where non-payment is not a result of the pandemic, where the resident has refused offers of financial support, and where they have refused to engage on agreeing a suitable way forward.</p> <p>The Council's Housing Officers continue to support vulnerable residents and provide advice and signposting to make sure they have the support they need and are picked up through the Council's Here to Help service.</p>	<p>Steve Waddington</p>	<p>Heads of Services</p>	<p>Reviewed Monthly</p>	<p><b>December 2021</b> - COVID-19 has and continues to have a significant impact on Housing Services and in particular Council tenants. Housing Services continue to respond to the changing environment and offer much needed protection to our tenants, leaseholders and the local community.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 010</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>In the light of the Grenfell tragedy and the increased focus on materials / workmanship on Council properties nationally, this risk remains on the Directorate and Corporate risk register. As a result of the tragedy, extra focus and scrutiny continues to be applied to all elements of fire safety in residential rented properties in the Borough.</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 associations and privately owned blocks in the</p>	<p>Neighbourhoods &amp; Housing</p>		<p></p> <p><b>December 2021</b> – Risk stable and controls effective</p>

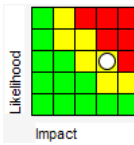
	borough. An incident in one of these blocks is also a risk to the Council, though obviously we have in place measures to meet the Council's responsibilities. The MHCLG is currently trying to add new burdens on LAs in relation to privately owned blocks.			
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NH 011a</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>All Fire Risk Assessments are published on the Council's website. This enables residents to track progress of the recommendations.</p>	Steve Waddington	Michal Jankowski	Ongoing	<p><b>December 2021</b> – 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><b>NH 011c</b> Fire Safety – high risk blocks</p>	<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> <p>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.</p> <p>A proactive approach to fire safety with a number of initiatives in places which includes:</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> </ul>	Steve Waddington	Michal Jankowski	Ongoing	<p><b>December 2021</b> - The three year programme of fire risk assessments is on track and continues to be delivered at a high standard.</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 in co-operation with Planned Asset Management.</p>

	<ul style="list-style-type: none"> <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>NH 011e</b> Fire Safety – everyone’s responsibility</p>	<p>Develop and implement a communications strategy that, amongst other things,</p> <p>(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,</p> <p>(b) ensure effective communication and engagement with tenant representatives,</p> <p>(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,</p> <p>(d) keep staff up to speed with developments,</p> <p>(e) respond quickly to press enquiries.</p> <p>The website is regularly updated to provide 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> <p>Regular briefings to members and to tenant and resident associations are provided.</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>	Steve Waddington	Michal Jankowski / Terry Edwards	Ongoing	<p><b>December 2021</b> - Communications strategy in place and the Resident Safety team carry out regular outreach meetings in co-operation with the Building maintenance team.</p>

<p><b>NH 011f</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>Steve Waddington</p>	<p>Michal Jankowski</p>	<p>30 June 2022</p>	<p><b>December 2021</b> - 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>NH 011g</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>Fire Safety policy reviewed regularly to ensure it is still fit for purpose and the legislation is still correct.</p>	<p>Steve Waddington</p>	<p>Michal Jankowski</p>	<p>30 June 2022</p>	<p><b>December 2021</b> - Risk control in place and continuing</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 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>We continue to lobby the Government alongside other London Boroughs with respect to resourcing the additional fire safety works and related costs arising from the Hackitt and the Grenfell review reports.</p> <p>Working party in place across Neighbourhood and Housing and Regeneration to ensure implementation of the new building safety regulations is managed in a timely and efficient manner.</p>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p><b>NH 012</b> Contract Procurement and Management <b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>As a result of Contract Management not being carried out properly or with regard to agreed parameters, revenue is lost or charges are levied which are not justified, leading to a poor level of resident's 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.</p>	<p>Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"><input type="text"/></p> <p><b>December 2021</b> – Risk continues in light of the delay to the Housing Planned Maintenance contracts.</p> <p>The COVID-19 pandemic clearly increases the likelihood of problems for suppliers and contractors who may be dependent on financial variables outside the control of the Council., This makes the controls more important than ever, and is also referred to in the Pandemic risk.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NH 012a</b> Contract Specification in place</p>	<p>Contracts clearly define the requirements of the business. Also, regular liaison meetings with contractors.</p>	<p>Robert Matheison/Sinead Burke</p>	<p>Each Contract Manager</p>	<p>Ongoing</p>	<p><b>December 2021</b> – these controls are in place and continuing and KPIs are regularly reviewed along</p>

					with monitoring of spend pattern / profile.
<b>NH 012b</b> Tender Stage process followed	<p>Robust tender process in line with EU procurement law and council standing orders.</p> <p>Internal procedures reinforced via regular Planned Asset Management/Procurement meetings, establishment of contract management board, and current recruitment to additional housing procurement resource.</p>	Rotimi Ajilore	Each Contract Manager	Ongoing	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 012c</b> Contract Monitoring and Fraud Prevention	<p>Restructure of the Asset Management Team is based around the new contracts and clarity of responsibility for the contract managers in line with the contract manual.</p> <p>Key performance indicators are 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.</p> <p>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.</p> <p>Governance arrangements have been established in Building Maintenance services to manage the reactive repairs and supply contracts.</p> <p>Regular contract audit.</p>	<p>Steve Waddington</p> <p>Sinead Burke</p> <p>Sinead Burke</p> <p>Steve Waddington</p> <p>Michael Sheffield</p>	<p>Sinead Burke</p> <p>Contract Managers</p> <p>Contract Managers</p> <p>Kain Roach</p> <p>Fraud Investigation Officers</p>	Ongoing	<b>December 2021</b> – these controls are in place and continuing.



<b>NH 012d</b> Review of form of Contract	The Contract options are being reconsidered to ensure that the contract form is fit for Hackney's purpose.	Steve Waddington/ Rotimi Ajilore	Sinead Burke	Ongoing	<b>December 2021</b> – these controls are in place and continuing
<b>NH 012e</b> 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	<b>December 2021</b> – these controls are in place and continuing.
<b>NH 012f</b> 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	Robert Matheison/ Sinead Burke	Ongoing	<b>December 2021</b> –Control established and ongoing.
<b>NH 012g</b> - 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</p>	Ajman Ali/Deirdre Worrell/	Sinead Burke/Simon Theobald	31-Dec-2020	<b>December 2021</b> - The AMS sets out the long-term objectives for investing in Hackney homes to ensure that the Council builds on recent successes, demonstrates continuous improvement and achieves the ambition of becoming

	implement the strategy (e.g. procurement strategy, staff resources, IT systems) and timeframes for identifying these.				the leading social housing provider.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 013</b> Council property repairs</p> <p><b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>Council repair services continue to fail to reach expected standards, with difficulties for tenants / leaseholders in effectively reporting their problems, and then long waits for satisfactory fixes to actually occur. With the pandemic persisting, the Council needs to progress beyond only being able to provide emergency repairs across Council properties. The risk remains not meeting the expectation of tenants / leaseholders and not providing the service which residents feel they are entitled to.</p>	Neighbourhoods & Housing		<p><b>NEW RISK</b></p> <p><b>December 2021</b> - During the COVID crisis, Council workers have had limited access to residents' homes, and this has resulted in numerous instances of long waits for fixes, and occasionally the repairs not being up to expected standards. There have also been incidents (as reported in the media), where tenants have been living in completely unsatisfactory conditions with properties in serious states of disrepair, and this is continuing to be investigated along with TMOs and questions relating to Adult Safeguarding. The Pandemic has created a backlog of around 7000 repairs which is being urgently tackled.</p> <p>With the controls that have been established below we expect to see significant delivery against the improvement action plan within six to nine months.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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<p><b>NH 0013a</b> Housing Repairs Improvement Board</p>	<p>The establishment of the Housing Repairs Improvement Board to oversee the reduction of the backlog of outstanding repairs and improvement of the repairs service experienced by tenants and leaseholders from the point of contact with the Council to the completion of the repair. The Board will</p> <ul style="list-style-type: none"> <li>• To ensure culture change and accountability within the service to provide high quality services that meets residents expectations</li> <li>• To receive regular progress reports on outstanding responsive repairs cases that are overdue and review corrective action where necessary</li> <li>• To approve the tenants service plan that sets out how the customer journey will be improved</li> <li>• To receive progress reports on the performance of the customer contact centre (housing)</li> <li>• To review customer complaints in connection with the repairs service</li> <li>• To identify appropriate measures to be taken in the event of failure to deliver against key actions and targets</li> <li>• Establish a task and finish group to review the councils approach to dealing with damp, mould and leaks</li> <li>• To receive key performance information for repairs from the TMO's</li> </ul>	Ajman ali	Steve Waddington	June 2022	<b>NEW control</b> established December 2021
<p><b>NH 0013b</b> Targeted Funding</p>	<p>An extra £1million is being injected into Hackney Council's repairs service, following a backlog of around 7,000 repairs due to the coronavirus pandemic. Having only been able to provide emergency repairs across council properties during the Covid crisis, the relevant teams are committing to improve this service, with the support and guidance of the Cabinet Member for Housing Service and other Directors. The Council is also recruiting more than 30 extra staff to ensure leaks, electrical problems and other housing issues are fixed more quickly.</p>	Ajman Ali	Steve Waddington	June 2022	<b>NEW control</b> established December 2021
<p><b>NH013c</b> Improvement Action Plan</p>	<p>An Improvement Action plan has been put in place with a performance tracker which will be monitored by the Repairs Improvement Board.  As part of this we will publicly report against this action plan to enable residents to hold the Council to account</p>	Ajman Ali	Steve Waddington	June 2022	<b>NEW control</b> established December 2021

	with KPIs and objectives against it. Performance Indicators will be published				
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