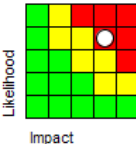




## Climate, Homes and Economy - Directorate risk register.

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CH&amp;E 001 - Cost of living crisis on CH&amp;E</p>	<p>The current cost of living crisis continues to present risks which could impact on the Directorate in multiple ways, whether from the perspective of residents, services, businesses or partners. All of these could ultimately affect the overall cohesion and stability of the Borough.</p> <p>There is a risk of tenants/ leaseholders struggling to pay their rent/service charges/ heat charges. There could also be increased pressures on private rented sector tenants which could see increased demands on LBH services such as Housing Advice and adult social care teams. This would strain resources and possibly affect the quality of service delivery. This may also create an impact and ripple effect through to key partners such as housing associations, charities and independent sector organisations.</p> <p>Risks are also posed to Registered Provider (housing association) residents on heat networks as it is not clear how it will be covered by cap. Residents are covered within the cap for electricity but not for their heat charges but these charges currently are significantly lower than the capped gas rate.</p> <p>Civil unrest and increased crime within the Borough is also a possibility, and could challenge the Council's resources to deal with it.</p> <p>Residents employed by local businesses/SMEs may be at higher risk of reduced working hours and reduced hours contracts and/or redundancy if local businesses are struggling.</p>	<p><b>Climate, Homes and Economy</b></p>		<p><b>November 2023</b> - There is an overarching Corporate risk on the cost of living crisis, but this version focuses specifically on the challenges concerning the Climate, Homes and Economy Directorate. The impacts here are particularly severe within the Homes and Economy divisions.</p> <p>So many other related/sub risks could also be fitted into the description from the perspective of the CHE Directorate. Problems for residents in the Borough will result in an increased demand for advice, health and care interventions. There is also likely to be an increased demand/enquiries into the Regeneration and Economic Development Service for business support and advice. There could also be opposition to low carbon energy systems in new build and retrofit, which can be more expensive to operate. In the longer term, this environment may make it more difficult to increase charges to social housing tenants on heat networks which are currently well below market rate.</p> <p>There will be a wider economic impact if businesses close i.e higher unemployment,</p>

	<p>There is a strong likelihood of Increased Rent Arrears for the Council and an impact on the ability to increase rents. Also in a time of cutbacks and impending recession there is likely to be reduced commercial waste income, and reduced parking income if people stop using cars due to fuel cost concerns. Increased risk of damp and mould if people do not heat their homes. Again, obligations could fall back on the Council, placing more pressure on resources and service delivery outcomes.</p> <p><a href="#">Rent Increase and Inflation Briefing</a></p> <p>Risks increase of businesses being unable to pay bills, or losing premises (due to rent pressures), reduced trading hours, cutting staff (likely to be local residents), going out of business etc. Business may be unable to plan for the future, scaling back growth or expansion plans. This will all prove very damaging to the local economy.</p>			<p>less spend in borough, loss of business rates receipts etc.</p> <p>Increased risk of poor mental health in local business owners/staff employed by SMEs.</p> <p>The financial pressures of this crisis are unfolding and evolving on a daily basis, and will continue to pose increasing pressures on services within this Directorate.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E 001a Support for residents	<p>Clear information and advice for private sector housing tenants and landlords on LBH website. Specific messaging through the Landlord Forum. Set up a new PRS Tenant Forum for information and feedback. Potential for warm hubs in community halls.</p> <p><a href="#">Energy Price Cap v Cost of Heat</a> (overview of the CAP, the current charges for heat and how the Council energy purchasing affects heat and compares it with the CAP).</p>	Rickardo Hyatt	James Goddard    Steve Waddington	Ongoing	<p><b>November 2023</b> Website updated. New Better Renting Campaign being developed for 2024. Alongside launch of new landlord Forum.</p> <p>The heat charge per kWh was reduced in Oct 23 to all communal heat network residents to reflect the fact that energy was purchased at a slightly lower rate than estimated. Whilst the cost of energy for 2024/25 is not yet known, it is anticipated that the cost will reduce slightly from the 20223/24 position.</p> <p><b>March 2023</b> Residents living in council owned block on heat networks will see significant increases in cost for 2023/24. Heat charges have not increased for a number of years but given the increase in energy costs the council is having to pass these onto residents. To ease the impact of the rise it has been agreed to phase the increase over 2 years, 85% in 2023/24 and then 15% in 2024/25 The shortfall as a result of the phasing will not be recovered.</p>

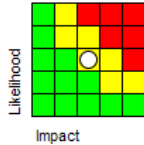

					These are a new range of controls being developed to tackle this assortment of financial problems. Responsibility for these lies amongst the various divisions of Climate, Homes and Economy. Clearly this risk spreads across the whole Council, but these actions focus on what lies under the CHE's control.
CH&E 001b Business support	Support for businesses being rolled out by the Economic Development team with information on Hackney and London wide business support and advice set out and regularly updated on the LBH website and Hackney Business Network webpage:  <a href="https://hackney.gov.uk/support-for-business#cost">https://hackney.gov.uk/support-for-business#cost</a>  <a href="https://www.hackneybusinessnetwork.co.uk/get-business-support">https://www.hackneybusinessnetwork.co.uk/get-business-support</a>	Rickardo Hyatt / Stephen Haynes	Suzanne Johnson	Ongoing	<b>November 2023:</b> Existing business forums and groups (e.g. pubwatch meetings, Stoke Newington Business Association, Hackney Wick Cultural Interest Group etc) are being utilised to provide advice and support to businesses.  The UK Shared Prosperity Fund (UKSPF) funded Hackney Impact business support programme has now launched to provide local businesses with business support and advice, including on the cost of living/doing business crisis, offering energy audits and energy grants to upgrade businesses premises: <a href="https://www.hackneyimpact.com/programme">https://www.hackneyimpact.com/programme</a>  The Love Hackney, Shop Local campaign is being refreshed and rolled out over winter 23/24 (coordinated with Small Business Saturday on the 2nd Dec 2023) encouraging people to shop and spend locally: <a href="https://www.lovehackney.uk/shop-local">https://www.lovehackney.uk/shop-local</a>

## **ECONOMY, REGENERATION AND NEW HOMES (ERNH)**

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CH&E ERNH 001 Libraries, Culture & Heritage - Capital programme and building management risks	The Libraries, Culture & Heritage services have an ambitious capital programme to deliver over the next three years to modernise and repair library buildings and the local authority museum. The projects will protect Council owned cultural assets and make them fit for the future. The museum project is planned over 5 years and the libraries projects will be delivered over 2-3 years because: a) they are diligently co-designed with the local community to meet future demands b) require external financial investment to match Council budgets. The risks to the capital programme therefore are the rise and inflation of building materials, building maintenance and energy bills costs. The risks of conflicting timetables with internal and external stakeholders to deliver projects as well as existing	CEH - ERNH		 Risk reviewed <b>November 2023</b>

	constraints around the TLC building on Reading Lane which is being leased under a PFI agreement.			
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E ERNH 001 Libraries, Culture & Heritage - Capital programme and building management risks	<ul style="list-style-type: none"> <li><b>Procurement and project management</b> - Working groups between Libraries and Heritage and Strategic Properties and Regeneration Teams have been set up to co-deliver the capital programme as part of the LUF Programme. Further cross-Council working partnerships need to be established for Stoke Newington Library and Stamford Hill Library undergoing improvement works over the next 3 years.</li> </ul>	Stephen Haynes	Petra Roberts	Ongoing	New risk registered since CLH services joined ERNH division.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CH&E ERNH 001 Employment, Skills and Adult Learning- External risks	Local/regional employers are increasingly demanding around skills levels of employees, this is related to pressures on improving productivity and decreased investment in workplace training. The increased divergence of skill levels of Hackney residents may result in a lack of access to opportunity for certain cohorts. This is compounded by ongoing cuts to Further Education and Adult and Community Learning budgets.	CEH - ERNH		 Risk reviewed <b>November 2023</b>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E ERNH 001a Employment & Skills - External risks	<ul style="list-style-type: none"> <li><b>Meeting inclusive economy related training and green skills priorities</b> - Organisational capacity of Functional Skills &amp; Vocational team will limit progress on delivering against key local priorities. Funding for proposed vocation green skills officer is yet to be confirmed in order to proceed with delivery against the green manifesto commitment without a further review of the team structure.</li> <li><b>Ofsted</b> - Meeting Ofsted standards as part of continuous quality improvement process. The previous Ofsted inspection took place in 2018, which brings the service in scope for an inspection in 2023. The service is currently self-assessing as a grade 3 -</li> </ul>	Stephen Haynes	Dujon Harvey	Ongoing	November 2023 - control updated.

	<p>requires improvement. There is a Quality Improvement Plan in place which details specific measures required to address areas for development which are monitored on an ongoing basis.</p> <ul style="list-style-type: none"> <li>• <b>Hackney Apprenticeship Levy Transfer &amp; Network</b> - The economic situation / cost of living crisis has made it more difficult for employers and maintained schools to commit to taking on apprenticeships. Levy Transfer is supported for new hires paid at NLW (£9.50 as a minimum) and a Hackney link (Resident or Educated) exists. Maintained schools should take on new apprentices to bridge recruitment gaps. Failure to increase support for external business and Schools to employ new apprentices increases the risk of expired funds being returned to HMRC.</li> <li>• <b>Supported Internships - <a href="#">Placements quality and delivery risks</a></b></li> </ul>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CH&E ERNH 002 LLDC Transition Risk	<p>Since the start of the transition process amongst Growth Boroughs in 2020, the GBP (Growth Borough Partnership) have made good progress in re-aligning the relationship with London Legacy Development Corporation (LLDC) from stakeholder to partner. An MoU has been signed between the GBP, LLDC and the GLA to set out what the organisations have agreed to date and how they will work together on transition.</p> <p>The risks concerning transition are set out below:</p> <ul style="list-style-type: none"> <li>• Lack of sustainable long-term funding associated with current LLDC social and economic (inclusive economy) programmes post March 2025.</li> <li>• Lack of available resources within boroughs to develop and deliver inclusive economy programmes - agreed as a key priority for the reset MDC. Discussions are underway with GBP members and the LLDC on how to manage this risk, a task and finish group has been established and an IE programme is being developed by the BTG working in partnership with LLDC.</li> <li>• Change of leadership within boroughs could alter the current relationship- this has happened in some cases and is being managed.</li> <li>• Scale of work and time pressures involved in the transfer of planning powers back to the boroughs by 1st Dec 2024 including governance and approvals (transfer of planning powers back to boroughs requires a GLA Mayoral Decision and approval by all the boroughs Cabinets by the end of 2023), IT, resources etc. Risks are being actively managed by the planning officer sub-group, LLDC, Borough Transition Group, and transition programme manager, all working in collaboration.</li> </ul>	CEH - ERNH		<p>Control reviewed <b>November 2023.</b></p> <p>Risks are currently high in relation to resources and timescales.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E ERNH 002a LLDC Transition Risk	<p>Risks associated with LLDC are centred around the need for information to be shared between themselves and the GBP. Steps taken to ensure this are:-</p> <ul style="list-style-type: none"> <li>Recording instances of where information requested has not been provided.</li> <li>Discussing with LLDC colleagues at the formal BTG regarding these issues. If requests are still not provided then the issue is escalated to a political level, where formal representations are made via the GBP to the Chief Exec of LLDC.</li> <li>Informal meetings between officers have also been organised to ensure that dialogue can be achieved prior to escalating issues.</li> <li>A notable success of this is LLDC now sharing transition related papers prior to other parties so that we can steer on particular issues.</li> </ul> <p>For risks associated with the BTG, the following controls have been devised:-</p> <ul style="list-style-type: none"> <li>Ensuring that any potential changes in leadership have been highlighted so that existing GBP members can provide a steer to new members.</li> <li>A review of the GBP has been completed and the review paper has been distributed to the GBP members for review and approval of actions going forward to successfully manage and govern the programme.</li> </ul>	Stephen Haynes/ Suzanne Johnson	Suzanne Johnson	Ongoing	Control reviewed November 2023.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CH&E ERNH 005 Building Safety (HR&D 16, SAP 09 & 20)	New building safety legislation places additional responsibilities on services and will have a significant impact on the design, specification, cost and timescale for new homes delivered by the Council. This creates additional pressures to enforce fire safety measures in the private rented sector, as well as ensuring the 'golden thread' of building information is passed from Regeneration to Housing Services for new council homes. This will require additional officer training	CHE		<p>Control reviewed November 2023</p> <p>This continues to be a risk with emerging legislation yet to be fully embedded into working practices.</p>

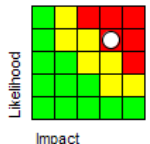

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E ERNH 005a Building Safety	Established a Hackney New Build standardised brief and building information/quality assurance systems. Incorporating Fire Safety	Stephen Haynes	Diana Hall Ken Rorrison	Ongoing	Utilising BIM as 'Golden Thread' of information from Regeneration through to Housing Services. Futureproof buildings: modifying mid-design or

	Strategies and guidance issued by the central government. Clerk of Works employed as part of ongoing governance.				re-briefing early stage projects to meet requirements. Revise specifications: V5 spec included early Grenfell findings, V6 includes complete recommendations. Quality: Only brick facades, cladding issues generally avoided. Key stakeholder engagement including DLUHC and GLA.
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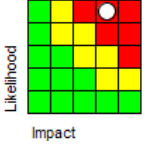

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CH&E ERNH 006 Recruitment and Retention (R&ED02, SAP01, HR&D 06)	If the ERNH Division is unable to recruit or retain appropriate staff resources, this could impact on the Division's ability to meet their service area priorities and objectives, especially programmes which are linked to time limited grant funding. This will also compromise our ability to deliver key strategic policy objectives and improve the quality of the private rented sector.	Climate, Homes and Economy		<p>Risk reviewed November 2023</p> <p>This continues to be a risk until the Phase 2 Service Review has completed and a new structure put in place for ERNH.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CH&E ERNH 006a Recruitment and Retention	Training and development programmes run by DPO/HR and external courses available. Career graded posts implementation to allow progression within roles. Frequent communication with staff is required in order to reduce concerns for those on FTC to March 24.	Stephen Haynes	James Goddard Rachel Bagenal Suzanne Johnson Dujon Harvey	Ongoing	November 23 update - HR/OD specialist role is currently vacant and will need to be recruited, therefore the in house development programme is on hold. Implementation of Phase 1 of the Service Review completed Feb 23. Individual service area reviews are underway, with Phase 2 restructures expected to complete in Spring 24. Fixed term contracts will be extended where necessary. Inner Circle Consulting has provided additional recommendations on new homes delivery.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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<p>CH&amp;E ERNH 007 Covid impacts on regeneration (R&amp;ED 03, SAP 08)</p>	<p>Long term and wider impacts of Covid 19 may mean that we need to change what and how we deliver in terms of future regeneration projects, for example to accommodate shifts in the function and use of workspaces, as well as demographic and lifestyle changes in the local population. Increased build costs may also reduce our ability to deliver new homes.</p>	<p>Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p>Control reviewed November 2023</p> <p>This continues to be a risk - evidence and data kept under review and up to date to inform policies and approaches.</p>
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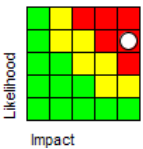

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>CH&amp;E ERNH 007a Covid</p>	<p>Continued business engagement helps to understand business concerns and respond to these. Adapting existing programmes to respond to changing priorities. Programmes at the feasibility stage will explore broader questions about the function of high streets, how we travel to work and what our work spaces look like.</p> <p>Adapting existing programmes to respond to changing priorities. Programmes at feasibility stage will explore broader questions about the function of the house building/affordable housing sector in Hackney.</p> <p>Uncertainty and impact on supply chain (both labour and materials) resulting in higher tenders than estimated leading to unviability.</p>	<p>Stephen Haynes</p>	<p>Suzanne Johnson James Goddard</p>	<p>Ongoing</p>	<p>Service managers to engage stakeholders at the scoping stage and throughout the design development stage of any project to ensure projects meet future needs and changing priorities. To review and re-evaluate project deliverables throughout the process.</p> <p>Continued engagement helps to understand real time business concerns, adapting programmes to respond to changing priorities.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CH&amp;E ERNH 008 Funding and Financial Viability (R&amp;ED 01, HR&amp;D 02 &amp; 13, SAP 04)</p>	<p>If stagnant/falling house prices continue to be compounded by increasing build costs due to labour/materials shortages following Covid/Brexit, this will have a significant impact on the financial viability of the Council's house building programmes and the quantum of new affordable homes that can be delivered. These adverse market factors may also result in reduced external funding for area regeneration projects.</p>	<p>ERNH</p>		<p style="text-align: center;"></p> <p>Risk reviewed November 2023</p> <p>This continues to be a risk with falling house prices and increased build costs.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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<p>CH&amp;E ERNH 008a Funding and Financial Viability</p>	<p>Planning and delivering projects in phases. Considering options/scenarios for delivery which include a scenario with a reduced scope. Improving the quality of bid submissions.</p> <p>Homes could be rented (as a build to rent, market rent product) with an option for some to be rented out at Hackney Living Rent if viable.</p> <p>The legal agreement for Woodberry Down provides for the Council and its partners to work together to address viability on each phase, and it provides for mechanisms (e.g. the use of overage, tenure mix, mix of uses) to address challenges to viability.</p>	<p>Stephen Haynes</p>	<p>Suzanne Johnson Rachel Bagenal James Goddard</p>	<p>Ongoing</p>	<p>New economic development function and changes to team revenue budget will help develop the evidence base to improve quality of external grant bid submissions.</p> <p>Ongoing monitoring of the housing market and impact of Brexit on supply chains (labour and materials).</p> <p>Hackney Living Rent opportunities are constantly sought, particularly by the housing company.</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CH&amp;E ERNH 009 Damp and Mould</p>	<p>The potential extent and prevalence of damp and mould throughout the housing stock in Hackney, private and socially rented, in terms of risk to residents and to building fabric. Damp and mould constitutes a wide range of risk from threat to life to minor effect and intervention. Different landlords, residents and stock typology will require different treatment and responses. Underlying data is fragmented and with gaps in key areas. A timely response to any problems here will be critical to the Council's reputation.</p>	<p>Climate, Homes and the Economy</p>		<p style="text-align: center;"></p> <p><b>January 2024</b> This risk was escalated in December 2022 and remains red.</p> <p>Likely to remain a medium to long term risk.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>CH&amp;E ERNH 009a Damp and Mould</p>	<p>An initial Hackney Damp and Mould Plan was developed early in 2023. The plan is designed to cover all tenures in Hackney. Work is ongoing.</p> <p>A new approach to managing damp and mould has been introduced where all reports are inspected within 5 working days. New</p>	<p>Stephen Haynes/Steve Waddington</p>	<p>Heads of Service</p>	<p>Ongoing</p>	<p><b>January 2024</b> Housing Services have introduced a number of new ways of working to improve our response to damp and mould and reduce the prevalence within our homes. These are monitored at a monthly 3:1 with the Chief Executive &amp; the Mayor.</p>

	specialist ventilation contracts have been procured to support this area of work.				<p>Letter to Secretary of State was sent in November 2022 outlining initial damp and mould response from Hackney.</p> <p><b>March 2023</b> Responses sent to SoS and the Social Housing Regulator Dec 22 / Jan 23. Work is ongoing on developing the action plan, for LBH Stock a new leaks policy has been introduced which will see all reports of leaks prioritised and responded to by the end of the following working day. All reports of damp and mould will be inspected rather than sent to a painter to treat the mould so that the route cause can be identified. To help respond to the significant increase in legal disrepair claims, often which are damp related, a new Alternative Disputes Resolution process is being developed.</p>
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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>	Climate, Homes and Economy		<p style="text-align: center;"></p> <p><b>January 2024 -</b> There remain challenges with ICT support. In some areas there is a limited ICT platform to work on and in others it can only be classed as a Minimum Viable Product (MVP). Lack of an integrated system will negatively impact on staff morale, our ability to deliver effective services and meet KPIs. Until recently, the impact of the pandemic was a key contributor to the backlog of repairs and increase in disrepair issues. The Housing Regulator did investigate whether the Council is in breach of the consumer standards (but was found not to be in breach in November 2022).</p>

					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 has been incorporated into our Service Planning for 2023/24.
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>	Rickardo Hyatt	Directors	30 June 2024	<p><b>November 2023</b> - lack of feasibility funding to explore alternative uses for underused assets/assets in need of investment and the need for a strategic approach to delivering projects to upgrade/regenerate assets to maximise their benefits to the Council (including income generation and delivery of Strategic Plan priorities) and the borough.</p> <p><b>January 2023</b> - Delays in the procurement of framework contractors to undertake improvement works will impact on the condition of the stock and result in increased complaints and customer dissatisfaction.</p>
<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> </ul>	Rickardo Hyatt	Directors	30 June 2024	<p><b>January 2024</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>

	<ul style="list-style-type: none"> <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>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0039</b> Climate Change / Climate Emergency <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b>	<p>The Council fails to meet its own 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>With the addition of more ambitious targets set by the Environment Bill 2021, this risk will continue to grow and increase in importance.</p>	Climate, Homes and Economy leading (but applying to all Directorates)		<p><b>December 2023</b> </p> <p>The impact is categorised as 5, as despite having our net zero targets, which are clear, the consequences of not achieving them (both operationally and reputationally) would be severe. The likelihood remains at level 3. The Climate Action Plan (CAP) was approved by full Council in May (2023). The Council's actions for the next three years are set out in the Implementation Plan and this went to Full Council in July. There is still a significant amount of cross organisational work to be undertaken to embed climate action, and whilst the funding and resourcing strategy identifies those actions that have planned spend, and those that have a sound business case, funding for decarbonisation on some other more ambitious actions remains a key issue.</p> <p>In light of the clear evidence of climate change only progressing ever more rapidly, along with time moving closer towards the 2040 target (2030 for net zero across key functions), it seemed reasonable to raise the likelihood from a 2 to a 3 at the end of last year (the score remains the same) - the impact necessarily remains at the maximum score.</p> <p>The CAP provides 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. The plan is for everyone - and, through our consultation and the ongoing actions in the plan, the CAP intention is that we want to make sure that everyone knows how they can influence and benefit from a greener Hackney.</p>

				<p>The CAP is set out under five key themes - consumption, buildings, transport, adaptation and environmental quality - it sets out how residents, businesses and institutions, community groups and organisations and the Council could work together to tackle the climate and ecological crisis.</p> <p>Alongside this plan is the Council's draft three year Implementation Plan (IP) that sets out the key actions that the Council will progress in the period of the CAP, considering where the Council has direct control and most influence to maintain momentum with its own climate response. The IP will be reviewed annually and form part of the current annual reporting commitments, detailed service delivery plans for the specific projects will sit underneath.</p> <p>Further, whilst the Council's own emissions only contribute to 5% of the Borough's emissions, the Council must continue to lead by example, and has therefore rejoined the UK100 network of Councils, committing us to reaching net zero emissions by 2030 across key functions.</p> <p>The Council's ability to deliver capital and resource intensive actions within the implementation plan is largely contingent on the impact of recent economic shocks in the UK and beyond. These are likely to have a bearing on the capacity of the Council to deliver our climate responses in the short and medium term; particularly if there is a reinvigorated period of public sector austerity.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p><b>SRCR 0039a</b> Councillors have approved motion committing to a series of actions</p>	<p>Council commitment:  - To tell the truth about the climate emergency we face, and pursue its declaration of a climate emergency with the utmost seriousness and urgency.  - 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.  - Call on the UK Government to provide powers and resources to make the 2030 and 2040 targets possible.  - Actively campaign to change national policy where failure to</p>	<p>Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Sam Kirk</p>	<p>Ongoing</p>	<p><b>December 2023</b> - These are ongoing commitments but essential to adhere to in order to comply with ambitious targets. The Council is resolved to follow this. From a political level, these actions are being strongly supported by Members.</p> <p>An annual report on the progress on decarbonisation was considered by Council in July.</p> <p>The CAP was approved in May 2023, having been out for consultation Autumn / Winter 2022.</p>

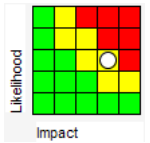
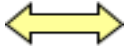
	<p>tackle the challenge of heating our homes without fossil fuels, fossil fuel subsidies, insufficient carbon taxation, road-building, and airports expansion, for example, has actively undermined decarbonisation and promoted unsustainable growth.</p> <ul style="list-style-type: none"> <li>- Support the 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>Rejoined UK100 Network bringing the emissions target for council functions to 2030.</p> <p>Executive response to the recommendations of Scrutiny Panel Overarching Review into Net Zero approved by Cabinet in October 2023.</p> <p>Citizen's Jury in preparation to be undertaken in Spring.</p>
<p><b>SRCR 0039b</b> Hackney Light and Power.</p>	<p>Hackney Light and Power has been created to support the Council to meet declared targets and become a zero-net carbon borough by 2040. HLP is an energy services arm of the Council which is still looking at options for operating as a separate entity.</p> <p>To maximise carbon emission reduction the energy services arm will:</p> <ul style="list-style-type: none"> <li>- deliver annual rounds of the Green Homes Program – the first borough wide thermal efficiency housing program in London</li> <li>- deliver annual rounds of the Hackney Community Energy Fund</li> <li>- support the installation of innovating renewable heating measures</li> <li>- support the rolling out of electric vehicle charging points</li> <li>- Install 1MW generation of solar PV on Hackney residential buildings each year from 2024</li> <li>- supply the grid with green energy</li> <li>- reduce fuel poverty</li> <li>- improve residents' health and well being</li> </ul>	<p>Rickardo Hyatt; Jackie Moylan</p>	<p>Jason Powell</p>	<p>Ongoing</p>	<p><b>December 2023:</b> Hackney Light and Power was officially unveiled as a publicly-owned energy services arm of the Council on November 1st (2019).</p> <p>From the off, the primary objective of the energy arm is to help deliver the ambitious decarbonisation pledges included in its climate emergency motion.</p> <p>At the launch of this, HLP confirmed it had already delivered 50% renewable electricity for the Council and many local schools' needs on 1 April, and would switch to 100% in 2020. The clear aim was to establish a publicly-owned clean energy company.</p> <p>Plans to set up the company have been adapted in line with the market landscape. Two projects are planned to be rolled out in 2024: the Colville Heat Network and Residential Solar - operations to be transferred to the municipal energy company once established.</p>

	<p>- promote an inclusive economy and contribute to the nationwide green agenda</p> <p>- help make Hackney a sustainable, green borough</p>				
<p><b>SRCR 0039c</b> Communication</p>	<p>Communication is key, with the Council getting the correct message out both internally and externally</p>	<p>Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Comms</p>	<p>Ongoing</p>	<p>There has already been lots of coverage in local papers and online about Hackney's progress.</p> <p>External communications strategy developed, and launch of climate action plan undertaken using personal stories linked to each of the themes. Using behaviour change principles, the three core ambitions of the strategy are:</p> <ul style="list-style-type: none"> <li>• Hackney as London's climate leader</li> <li>• Increasing awareness, informed and participation levels among disengaged groups</li> <li>• Growing our green-interested audiences in the borough</li> </ul>
<p><b>SRCR 0039d</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. Evidence of this happening can be seen within Fleet services and the ongoing work with the NLWA.</p>	<p>Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Sam Kirk</p>	<p>Ongoing</p>	<p><b>December 2023</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> <p>As part of the Council's internal audit plan, the audit team is undertaking an audit with the main objective being to review evidence of the extent to which officers across the whole Council are adequately engaged in managing preparedness to respond effectively to climate change events and emergencies and associated risks. Acknowledging the breadth and complexity of climate change and output from recent deep dive and Scrutiny reviews, this audit will focus on specific aspects of internal officer engagement and operational risk management of climate event preparedness and its implications for delivering the relevant goals outlined in the CAP.</p>
<p><b>SRCR 0039e</b> North London Waste Authority (NLWA) Partnership</p>	<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>Jackie Moylan/Rickardo Hyatt</p>	<p>Sam Kirk</p>	<p>Ongoing</p>	<p><b>December 2023</b> - The appointment of a Head of Partnerships, shared amongst all Director's of Environment, will ensure a more joined up approach amongst all facets of NLWA engagement.</p> <p>Also, the Council's Lead Member for Environment and Transport is now the Vice Chair of NLWA.</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>Hackney's 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.</p>				
<p><b>SRCR 0039f Restricting residual waste</b></p>	<p>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 waste sent for incineration we can eliminate the associated carbon dioxide emissions, reducing the carbon intensity of Hackney's waste system. 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>	<p>Rickardo Hyatt</p>	<p>Sam Kirk</p>	<p>30 June 2024</p>	<p><b>December 2023</b> This service is now business as usual.</p> <p>The recycling rate improved last year after the introduction of fortnightly waste collections, and reached a high of 31% but the end of year out turn was 29%. Reductions in recycling rates have been seen across North London boroughs, likely because of light weighting of packaging, consumer choices, in part due to the cost of living crisis, and the impact of a very dry summer.</p> <p>The Reduction &amp; Recycling Plan has been approved by the GLA and contains recycling rate forecasts and a list of actions to reduce waste and increase recycling in the borough for the next three years</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>				
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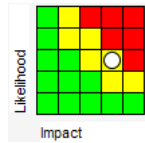

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 003</b> Delivery of Capital Projects</p> <p><b>EXTERNAL and INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Major Capital Schemes, including the Major planned maintenance programmes, may not be managed or targeted 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>Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p><b>January 2024</b> - Procurement of major capital contractors has been delayed, but this is now moving forward. In the interim Housing Services have been using a number of procurement frameworks to issue contracts to undertake essential capital works.</p> <p><b>March 2023</b> - The pandemic and the cyber attack are no longer affecting the delivery of schemes any more- certainly not to the extent of a year ago. The main issue now relates to the delays to procurement, which means the Council cannot commission the necessary capital works.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<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.	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</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.	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</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	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</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.	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</b> – Whilst the delivery of the capital programme this year (and last few years) has been adversely impacted by some recent external factors, 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> </ul>	Steve Waddington	Sinead Burke	Ongoing	<b>January 2024</b> - New senior management capacity has been added to the structure bringing together the building maintenance, asset management and resident

	<ul style="list-style-type: none"> <li>• manage demand/service, and</li> <li>• re-prioritise service delivery.</li> </ul>				<p>safety function under a single management structure to ensure that we move forward with the improvements needed in a coordinated way.</p> <p><b>March 2023</b> - Delays in the procurement of framework contractors to undertake improvement works will impact on the condition of the stock and result in increased complaints and customer dissatisfaction. Limited investment has taken place in 2022/23 and the delay will also impact on the level of investment in 2023/24.</p>
<p><b>NH 003f</b> Oversight of Housing Capital Monitoring Board</p>	<p>Housing Investment 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>	<p>Rickardo Hyatt</p>	<p>Steve Waddington/ Sinead Burke</p>	<p>Ongoing</p>	<p><b>January 2024</b> - No change</p> <p><b>March 2023</b> - This was originally called the Housing Capital Monitoring Board - and was not operating for most of 2022 but is now back up and running, and has been renamed the Housing Investment Board. Responsibilities remain the same - the ToR were reviewed and remain largely unchanged.</p>

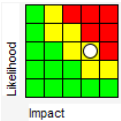

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p><b>NH 004</b> Budget pressures / insufficient budgets to deliver our service plan</p> <p><b>EXTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Due to the financial challenges facing the Council and the expectations of our 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.</p> <p>This then results in a budget overspend or an unacceptable call on reserves. The Coronavirus pandemic and subsequent cost of living crisis has significantly impacted income collections in the directorate with income streams reducing and services still to be delivered.</p>	Climate, Homes and Economy	<p>Likelihood Impact</p>	<p><b>January 2024</b> - The financial challenge for the Council and directorate continues. The current cost of living crisis is placing intense pressures on budgets. Additionally, the pandemic created 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 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> <p>The HRA Rent Cap has resulted in a real term reduction of income to the HRA having a significant impact on our ability to deliver services.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>NH 004a</b> Service and Financial Planning</p>	<p>Service planning is linked to the Corporate Planning Process and aligned to corporate objectives and budget planning cycle - over the medium term.</p> <p>Senior financial managers ensure they are well informed on changes which have key financial implications.</p>	Rickardo Hyatt	All Directors	31 Mar- 2023	<b>January 2024</b> – Control established and continuing.
<p><b>NH 004b</b> Housing Revenue Account Business Plan</p>	<p>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.</p>	Rickardo Hyatt	Deirdre Worrell	30 Sep 2023	<b>January 2024</b> – Control established and continuing.
<p><b>NH 004c</b> Savings Strategy and Budget Development</p>	<p>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</p>	Rickardo Hyatt	Deirdre Worrell	Ongoing	<b>January 2024</b> – Control established and continuing.

	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.				
<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.	Rickardo Hyatt	Deirdre Worrell	Ongoing	<b>January 2024</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.	CHE Directorate Leadership Team	Directors	Ongoing	<b>January 2024</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.	Rickardo Hyatt	Deirdre Worrell/Vernon Strowbridge	Ongoing	<b>January 2024</b> – Control established and continuing.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<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>	Climate, Homes and Economy		<p style="text-align: center;"></p> <p><b>January 2024</b> -The Housing and Planning Act 2016 and the 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 increased flexibility for investment decisions in respect of the Council's housing stock. However, there are pressures on investment in existing stock arising from</p>

				<p>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 financial resources that may be required. This needs to be kept under review as each legislation is passed and implemented.</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 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>January 2024</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 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 are both examples of new legislation which have been dealt 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 rising cost pressures, changes in government policy and legislation, and any service changes.</p>	Steve Waddington	Heads of Service	30 June 2024	<b>January 2024</b> - The RSH have published 4 proposed new consumer standards. Housing against which landlords will be judged. A programme of work has been established to self assess against these, develop a gap analysis and to develop action plans to address any gaps. An external critical friend is also being procured to ensure there is appropriate challenge within the process. A mock inspection will also take place during 2024 to support our learning to ensure we are compliant with the regulations.

<p><b>NH 005c</b> New policies affecting public realm services</p>	<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 to date planning policies in place, alongside a 5 year housing supply with 20% buffer, as well as Housing Delivery Test Action Plan.</li> <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>	<p>Geeta Subramania m-Mooney</p>	<p>Heads of Service</p>	<p>30 June 2024</p>	<p><b>January 2024</b> - control in place and continuing</p>
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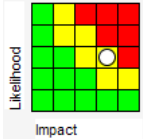

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 006</b> Response to Civil Emergencies</p> <p><b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Risk that the Council is unable to respond effectively to civil emergencies and does not have an updated, robust and tested 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</p>	<p>Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p><b>January 2024</b> - This risk is stable and continuing. The Council's business continuity arrangements are kept under regular review and reported to the Council's Corporate Resilience Group which meets quarterly Along with six monthly updates to Corporate Leadership Team Gold Sessions.</p>

	is available. This could result in services not being able to invoke their continuity plans effectively due to incorrect assumptions.			
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
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>	Geeta Subramaniam - Mooney	James Groom	30 June 2024	<b>January 2024:</b> Plans have been rigorously tested throughout the crises of the past three years 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>	Geeta Subramaniam - Mooney	James Groom	1-Dec 2024	<b>January 2024</b> over the past year the number of trained loggists has decreased slightly. A recruitment plan is in place for early 2024.
<b>NH 006c</b> Corporate Resilience Group	A Corporate Resilience Group (CRG) has been established and will take overall strategic lead reporting to CLT. It is supported by the emergency planning team.	Geeta Subramaniam - Mooney	James Groom	1-Dec 2024	<b>January 2024</b> - CRF meeting regularly and supporting the response to crises facing the organisation.



	<p>The CRG 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 CRG is supported by the Emergency Planning service within Public Realm</p>				
<b>NH006d</b> Review of Business Continuity Plans	<p>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.</p> <p>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.</p>	Geeta Subramaniam - Mooney	James Groom	1-Dec 2024	<b>January 2024</b> - Updates to business continuity plans continue on a rolling basis. Recruitment has begun to provide additional support in embedding and reviewing plans across the organisation. Rollout of the 11 part bite sized business continuity training has commenced with over 180 attendees to date.

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>	<p>Services across the directorate struggle to effectively and successfully recruit for certain positions, leading to a negative impact on service delivery.</p> <p>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.</p> <p>The directorate may struggle to retain good staff and experiences high attrition rate, a demotivated workforce and an increase in sickness levels</p>	Climate, Homes and Economy		 <b>January 2024</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 had 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

<p><b>NH 007a</b> Recruitment and retention</p>	<p>Directors and Heads of Services are continuing to work with HR / OD to carry out the following suggested mitigations:</p> <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> <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>	<p>Rickardo Hyatt</p>	<p>Directors</p>	<p>31 Mar-2024</p>	<p><b>January 2024</b> – these controls are in place and continuing</p>
<p><b>NH 007b</b> Training and Development</p>	<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>	<p>Directors</p>	<p>Heads of Service</p>	<p>30 June 2024</p>	<p><b>January 2024</b> – these controls are in place and continuing</p>
<p><b>NH 007c</b> Staff development</p>	<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>	<p>Rickardo Hyatt</p>	<p>Directors</p>	<p>31 Mar-2024</p>	<p><b>January 2024</b> – these controls are in place and continuing</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>NH 008</b> Failure of ICT Infrastructure  <b>INTERNAL RISK</b></p>	<p>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.</p>	<p>Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p><b>January 2024</b> - In Housing Services the decision has been reached to move away from the Modern</p>

<b>FUTURE RISK</b>				Tools For Housing 'build' approach to purchase an integrated housing UCT platform for the all of the housing service.  <b>January 2023</b> - In October 2020 the Council's ICT systems suffered a serious cyberattack. This impacted the directorate's key systems, Universal Housing, Planning and land charges.  In the years following the attack, managers have worked closely with ICT colleagues to assist in the recovery of services and alternative methods of delivering services - such as more cloud based hosting, helping to minimise future risks.	
<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	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</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.	Rickardo Hyatt	All Directors	Ongoing	<b>January 2024</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>January 2024</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>January 2024</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.	Directors with ICT	Heads of Service with ICT	31 Mar 2023	<b>January 2024</b> We continue to use alternatives such as Google workplace as we work with ICT to progress procurement of cloud

	Service Managers are working ICT colleagues to make use of these tools and re-establish services				based systems to replace legacy systems.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>NH 010</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.</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 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 DLUHC is currently trying to add new burdens on LAs in relation to privately owned blocks.</p>	Climate, Homes and Economy		<p><b>January 2024</b> - No Change - risk stable and ongoing</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 011a</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>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>January 2024</b> - No change</p> <p>The fire risk assessment schedule is still on track with a three year programme of fire risk assessments. We have had a backlog of FRAs due to staffing / capacity issues but new working arrangements have been put in place to clear the backlog and ensure we meet our timescales. 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> <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>Steve Waddington</p>	<p>Michal Jankowski</p>	<p>Ongoing</p>	<p><b>January 2024</b> - Additional trade operative resource is being put in place to ensure that all FED can be inspected and where necessary work is carried out at the same time. The FED replacement programme has been let and contractors are now working through the replacement programme.</p> <p><b>March 2023</b> Arrangements are being put in place to ensure that we can comply with the new requirement to inspect all Front Entrance fire doors on an annual basis in blocks above 11m. This will need additional staffing capacity to both inspect and undertake any identified repairs. A new FED capital contract is now in place which will see approx 2000+ front entrance doors replaced each year for the next 3 / 4 years.</p> <p>Housing Officers and Health and Safety Advisers carry out regular checks of our buildings to identify fire safety hazards. A programme of post inspection of all fire safety related works has been implemented in co-operation with Planned Asset Management.</p> <p>A new Building Safety Portal is being developed which will be part of the councils website where residents will be able to see all relevant building safety information for their block. See outline <a href="#">here</a></p>
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<p><b>NH 011e</b> Fire Safety – everyone’s responsibility</p>	<p>Develop and implement a communications strategy that, amongst other things,</p> <ul style="list-style-type: none"> <li>(a) communicates the need for residents to take responsibility for fire safety in their area and also that we have taken all necessary action to keep them safe from the risk of fire,</li> <li>(b) ensure effective communication and engagement with tenant representatives,</li> <li>(c) manage communications with Members so that they are engaged and up to speed with the work that we are doing but we are not distracted from the work that we are doing,</li> <li>(d) keep staff up to speed with developments,</li> <li>(e) respond quickly to press enquiries.</li> </ul> <p>The website is regularly updated to provide fire safety advice to residents. 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. 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. Training has been provided to TMO’s and Housing Officers on fire safety.</p>	<p>Steve Waddington</p>	<p>Michal Jankowski / Terry Edwards</p>	<p>Ongoing</p>	<p><b>Jan 2024</b> - No change - this is ongoing.</p> <p>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 2024</p>	<p><b>Jan 2024</b> - No Change</p> <p>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</p>

					<p>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 is reviewed regularly 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 fire safety is at the heart of our capital works programme.</p>	<p>Steve Waddington</p>	<p>Michal Jankowski</p>	<p>30 June 2024</p>	<p><b>Jan 2024</b> - No change Risk control in place and continuing</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. 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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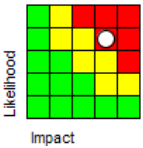

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p><b>NH 012</b> Contract Procurement and Management <b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>As a result of Contract Management not being carried out properly or with regard to agreed parameters, revenue is lost 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>Climate, Homes and Economy</p>		<p><b>January 2024</b> – Risk continues in light of the delay to the Housing Planned Maintenance contracts.</p> <p>The pandemic and now the cost of living crisis also increased the likelihood of problems for suppliers and contractors who may be dependent on financial variables outside the control of the Council.</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>Kain Roach</p>	<p>Head of Service and Each Contract Manager</p>	<p>Ongoing</p>	<p><b>Jan 2024</b> - No Change – these controls are in place and continuing and KPIs are regularly reviewed along with monitoring of spend pattern / profile. The Council is onboarding new contractors and starting to take over more direct control of KPI management than was provided for in previous contracts.</p>



<p><b>NH 012b</b> Tender Stage process followed</p>	<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>	<p>Rotimi Ajilore</p>	<p>Each Contract Manager</p>	<p>Ongoing</p>	<p>Resourcing for this is currently not in place, with a decision being awaited. Once in place, the work will be able to properly progress.</p>
<p><b>NH 012c</b> Contract Monitoring and Fraud Prevention</p>	<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>Kain Roach</p> <p>Kain Roach</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>	<p>Ongoing</p>	<p><b>Jan 2024</b> - No change - these controls are in place and continuing.</p>
<p><b>NH 012d</b> Review of form of Contract</p>	<p>The Contract options are being reconsidered to ensure that the contract form is fit for Hackney's purpose.</p>	<p>Steve Waddington/ Rotimi Ajilore</p>	<p>Kain Roach</p>	<p>Ongoing</p>	<p><b>Jan 2024</b> - New contracts are being brought forward to deliver the necessary work. Each contract form</p>

					is discussed before procurement is undertaken
<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>Jan 2024</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 (now Group Director Climate, Homes and Economy) established a Housing Investment Board (HIB) 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>	Rickardo Hyatt/Deirdre Worrell	Kain Roach	Ongoing	<p><b>Jan 2024</b> -No change, the HIB regularly meets.</p> <p><b>March 2023</b> – This was originally called the Housing Capital Monitoring Board - and was not operating for most of 2022 but is now back up and running, and has been renamed the Housing Investment Board. Responsibilities remain the same - the ToR were reviewed and remain largely unchanged.</p>
<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</p>	Rickardo Hyatt/Deirdre Worrell	Kain Roach	Ongoing	<b>Jan 2024</b> - Capital investment has restarted through the allocation of works via a number of existing frameworks that the council is party to. New one off direct contracts have

	<p>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>			<p>also been let for a number of specific areas of work. The lift contract is out to tender and it is expected that the main framework contract will be out to tender shortly.</p> <p>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 the leading social housing provider.</p> <p>As a result of the pandemic and the delays in replacing the capital framework contracts there has been limited capital investment over the last 2 years. We are undertaking a sample stock condition to understand the impact of this which may result in a refresh of the 7 year programme.</p>
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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.</p> <p>The risk remains not meeting the expectation of tenants / leaseholders and not providing the service which residents feel they are entitled to.</p>	<p>Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p><b>Jan 2024</b> - Significant improvements in ways of working have been implemented over the last 12 months. A new approach to managing damp and mould has been introduced where all reports are inspected within 5 working days. New specialist ventilation contracts have been procured to support this area of work.</p> <p>Changes to the repairs policy have also been introduced where all reports of leaks from pipes are now raised as emergency repairs and attended to by the end of the following working day.</p>

				<p>Positive steps have been taken to increase the size of the DLO, with 20 new trade operatives appointed, a 14% increase, with plans to increase this further. Nine new trade apprentices have also been set on.</p> <p>A review of our approach to managing legal disrepairs claims has been undertaken which has resulted in a new Alternative Dispute Resolution (ADR) process being put in place. The aim of this is to ensure that repairs are done quicker, tenants are compensated, with 100% going to the tenant cutting out the opportunity for 'no win no fee' solicitors to get involved. A recent 'invest to save' business case was approved to support this way of working which will see further significant investment in this area.</p> <p>In 2023, significant steps were made to reduce the responsive repairs backlog, with all the 7,088 repairs that were overdue in Dec 2021 completed.</p> <p>The approach to managing Legal Disrepair works is still a concern and whilst some activities are having a positive impact, we are not seeing the overall improvements expected within the system which will mean works get addressed as quickly as possible.</p> <p>This risk really intensified and was escalated during the pandemic. At this time, Council workers have had limited access to residents' homes, and this resulted in numerous instances of long waits for fixes, and occasionally the repairs not being up to expected standards. There were also incidents (as reported in the media), where tenants had 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.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>NH 0013a</b> Housing Repairs Improvement Board	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	Rickardo Hyatt	Steve Waddington	June 2024	<b>Jan 2024</b> - This board is still in place, but given the improvements that we have seen, this is now chaired by the Assistant Director for Building Maintenance.

	<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>				
<b>NH 0013b</b> Targeted Funding	<p>An extra £1m 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>	Rickardo Hyatt	Steve Waddington	June 2024	<p><b>Jan 2024</b> - The additional funding has been built into the base budget to support long term improvement.</p> <p>The backlog built up as a result of the pandemic and cyber attack has now been cleared.</p> <p>Additional trade operatives have been recruited, but the construction market is challenging at the moment and we are not seeing the level of quality candidates as we would have hoped. 26 additional operatives were approved and 14 are in place.</p> <p>Additional resources have been put into the repairs contact centre which alongside improvements in working practices has seen improvements in performance.</p>
<b>NH013c</b> Improvement Action Plan	<p>An Improvement Action plan has been put in place with a performance tracker which will be monitored by the Repairs Improvement Board.</p> <p>As part of this we will publicly report against this action plan to enable residents to hold the Council to account</p>	Rickardo Hyatt	Steve Waddington	June 2024	<p><b>Jan 2024</b> - A new performance dashboard has been developed in partnership with the RLG based on the key indicators that they feel are important to residents.</p>

	with KPIs and objectives against it. Performance Indicators will be published				<p>New customer services standards have also been developed in partnership with the RLG and set within 4 key themes:</p> <ul style="list-style-type: none"> <li>• Treating people fairly and with respect</li> <li>• Being easy to do business with</li> <li>• Keeping our promises</li> <li>• Keeping people safe</li> </ul>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
NH014 - Housing Ombudsman - Para 49 Investigation	<p>The Housing Ombudsman has announced that they will undertake a paragraph 49 investigation into LBH to assess if they feel there is systemic failure within the way we deliver four areas of the housing service</p> <ul style="list-style-type: none"> <li>• Repairs</li> <li>• Response to damp &amp; mould</li> <li>• Leaks</li> <li>• Complaints.</li> </ul> <p>This will present reputational risks</p>	Climate, Homes and Economy (Housing Services)		<p><b>Jan 2024</b> -New Risk</p> <p>The decision to undertake the paragraph 49 investigation is based on the number of maladministration findings that the Housing Ombudsman (HO) have found against LBH in the last 12 months. Hackney as a major landlord within London is not the only landlord to be subject to such investigations.</p> <p>The investigation will take place over the coming months with the outcome report being published Sept / Oct 24.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH014 - Housing Ombudsman - Para' 49 Investigation	<p>Significant changes were introduced to how we manage the repairs service, particularly around leaks and damp and mould prior to the HO announcing their investigations. These changes are in place and ongoing.</p> <p>Housing Services are reviewing how they manage complaints and this review was underway before the HO announcement.</p> <p>Reviews of all Para' 49 investigation reports are being undertaken by Housing Services to ensure learning from other investigations is taken on board and to understand if any of the issues raised in other areas resonate with what we see in LBH.</p>	Steve Waddington	Heads of Service	Ongoing	<b>Jan 24</b> - controls in place