

Detailed Risk Report

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Required Control Measures	Target Risk			Responsibility	CPT
					L	I	Total		L	I	Total		
DRCPD0057	(New Town Hall Project): That the contingency budget allowance of £5m is not sufficient.	Discoveries that fit outside of the Design and Build contract.	Additional time and money cost to the project.	Design workshops are being held with BYUK, Client side Design Guardians and Cost consultants. Additional works relating to the retained building are being reviewed - the contingency is now committed to the Roof and Façade repairs. Review of the residual risks on the project impacting cost and programme are being worked through with the contractor and Employers agent.	5	5	25	Additional discoveries outside of the Design and Build Contract The team are reviewing all variations and client instructions against the available budget. The contingency needs to be increased from £5m and will be progressed via required governance process - Capital programme Board. <i>Yasmin Ali</i> <u>Required Control Measure Target Date:</u> 29/04/2022 The client held contingency has been exceeded. The £5m risk allowance has been committed and additional contingency is being sought via the capital governance process. <i>Yasmin Ali</i> <u>Required Control Measure Target Date:</u> 31/03/2022	5	5	25	Yasmin Ali	A Borough That Our Residents Are Proud Of And Love To Live In.
HRG0002	Failure to meet the manifesto commitment to build 2,000 new homes.	1. Insufficient capital financing to deliver new homes on available sites. 2. Planning permissions not forthcoming 3. insufficient staff in key teams to deliver 4. availability of sites 5. resident resistance to development 6. Market conditions (labour, price of raw	1. Increase in homelessness 2. Increase in costs for temporary housing e.g. B&Bs 3. Council fails to achieve its targets 4. Reputation damage	Refresh of the approach to supply The delivery and identification of sites has progressed to the point where sufficient sites have been identified. However the build out of these is still subject to viability, planning and the availability of funding. Schemes are more likely to be mixed tenure than wholly affordable housing. The HRA Business Plan can deliver a significant number of the 2,000	5	5	25	<u>Required Control Measure Target Date:</u>	5	5	25	Rupert Brandon	People Are Aspirational, Independent And Have Equal Access To Opportunities.

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		materials).		and meet its commitments to major works, fire and building safety and carbon reduction but as non development capital expenditure does not attract subsidy via RTB receipts, GLA grant or S.106 the greater the amount spent on existing stock reduces the amount available for new build. An alternative is to rely on new build sales within development schemes but this reduces the amount of affordable housing within them.											
CLPRCG0051	With the current shortage of HGV drivers across the country, there is a risk that our staff can be lured to other organisations who may be offering better salaries and conditions.	Skills shortage across the country	The service will not perform to its optimum level as there will be no drivers to operate the vehicles.		4	5	20	Tolerate This risk will have to be tolerated and monitored. The council offers good pay and conditions of service, so this is one that will need to be observed to see how things progress. <i>Oli Kapopo</i> <u>Required Control Measure Target</u> <u>Date:</u> <i>01/03/2022</i>					Oli Kapopo	OLD *** A Great Place To Live	
DRCPCD0061	(New Town Hall Project) Failure to secure a technical specification and brief for the proposed relocation of the CCTV service in the new Town Hall Building.	CCTV requirements are not clearly communicated to the Town Hall Delivery Team in a timely manner and as a result the space does not cater to need and the CCTV service is unable to move into the new Town Hall. Changes made to the brief and/or requirements.	Inability to develop a sufficient technical specific leaves the project at risk of escalating abortive costs and inadequate design solution. This will have a negative financial impact on the project and cause significant disruption. If the CCTV service is unable to move to the new town hall, alternative office space must be sought, potentially leading to increased down time for the service and risk of not vacating Mulberry		4	5	20	Enhanced Communication and Discussion Regular and reliable communication channels established. Town Hall attendance at CCTV project board. Regular briefings with senior officers. <i>Sarah Steer</i> <u>Required Control Measure Target</u> <u>Date:</u> <i>30/11/2021</i>	2	4	8	Sarah Steer	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		

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			Place by December 2022. This also presents a reputational risk for the council.									
SDBCD0033	If the planning application for South Dock Bridge does not gain planning consent or does not received planning consent in a timely manner, this will significantly delay the project programme and could increase costs. This risk has increased due to the number of comments and objections received on the application. The objection from CRT as a statutory consultee on the loss off moorings has intensified this risk due to their strong stance on the provision of pontoons alongside the bridge. The planning application is currently on hold while a feasibility study into the provision of a pontoon is being considered.	Not gaining planning consent.	Delays to bridge programme / increased project costs / potential re-working of bridge design.		4	5	20	4	4	16	Jaskaren Mahil-Sandhu	A Borough That Our Residents Are Proud Of And Love To Live In.

Jaskaren Mahil-Sandhu
Required Control Measure Target
Date:
31/01/2022

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DTLC0003	Local Land Charges section provide information on property being purchased in the borough through 'search requests'. Searches answer a series of legally drafted questions as part of the wider conveyance process. The Local Land Charges search is a small transaction in terms of cost to a prospective purchaser, but is extremely important in informing whether there are any limitations, charges etc. that can impact future living or development potential. The search can allow the purchaser to take on a property having assessed any risk identified. This can include for example details such as planning site constraints which may impact future development/use or plans. Data informing the search is pulled from sources within different parts of the Council. Some services are not aware that information must be provided to LLC department in order that it can be revealed or data is often not updated regularly. Changes to the public realm structure and	System failure- The system is already failing on a regular basis	Compensation claims possible if information, especially that relating to financial charges is not revealed		4	4	16	Review all Sources of Data Review of all source data held spatially and in all other formats. This will involve different departments across Place with project and potential collaboration, where possible to ensure information provided is accurate and up-to-date always. Process reviews likely required. <i>Umbreen Qureshi</i> <i>Required Control Measure Target</i> <i>Date:</i> <i>03/04/2023</i> Acquisition of New database 11/10/21 Work ah commenced on project to acquire new replacement system - full funding yet to be agreed Acolaid database is used for the whole of the P&BC service and holds the Council-wide Local Land and Property Gazetteer. The database is over 30 years old with very little interoperability and API functionality. The dependency on this one out-of-date system, now with limited supplier support and no future development opportunity, must be replaced at the earliest opportunity to enable a timely service providing the correct data. <i>Umbreen Qureshi</i> <i>Required Control Measure Target</i> <i>Date:</i> <i>01/04/2023</i>	4	2	8	Umbreen Qureshi	A Borough That Our Residents Are Proud Of And Love To Live In.

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	<p>processes has resulted in knowledge loss in this area of work, and highlights need for automation.</p> <p>The current database is hampered by its limitations and data volume. As data continues to accumulate and grow, this results in the system unable to cope. Intermittent results can be given with information that is either missing, partial or false. Additionally GIS functionality is extremely slow impacting on turnaround times and risking property transactions to fall through.</p> <p>This information is pulled through on public browsers where members of the public will view and take information as provided. Again issues with the source data remain and continue to leave exposed</p>											
PLC0024	<p>The Council may fail to adequately discharge its health & safety and/or other statutory compliance responsibilities for its property estate that is outside of the Corporate Landlord Model (CLM) and for property that is inside CLM but excluded from its scope.</p>	<p>Compliance and/or maintenance requirements cannot be passed to occupiers via a lease. The Council has inadequate resources to undertake compliance checks and remedial action.</p>	<p>Potential for death or serious injury to tenants, building occupiers. Failure to meet statutory responsibilities, breach of regulatory framework. Reputational damage. Financial loss from fines and other claims.</p>	<p>Monitoring and Escalation As soon as the risk was identified weekly meetings were set up between asset management and facilities management to address the concerns. The first step has been to identify the properties that are associated with the risk. In parallel, steps are being taken to secure appropriate resource in order to conduct checks of the leases and other arrangements that dictate where responsibility for</p>	4	4	16	2	2	4	Ann Sutcliffe	A Borough That Our Residents Are Proud Of And Love To Live In.

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				compliance lies. The matter has also been raised with the Corporate Director, Place.				Team to undertake compliance activity and coordinate remedial action and/or maintenance. Vicky Clark <u>Required Control Measure Target Date:</u> 31/03/2022							
SDBCD0029	South Dock Bridge - If the contracts for the appointment of consultants and contractors are not awarded in a timely manner then this could have an impact on the overall delivery of the project, as it will hinder the progression of the works and appointment of sub-consultants. This risk has increased slightly due to the Covid-19 procurement changes and delays.	Delays with procurement approvals / signing-off paperwork / issuing contracts.	significant delays with project delivery and bridge opening Project on hold.		4	4	16	As below Building in extra time for the procurement and appointment of consultants and contractors Engaging with the Procurement team and Legal Services to communicate the tight timeframes for the project Looking at other options such as appointing existing corporate suppliers where possible. Jaskaren Mahil-Sandhu <u>Required Control Measure Target Date:</u> 01/06/2023	4	3	12	Jaskaren Mahil-Sandhu	A Borough That Our Residents Are Proud Of And Love To Live In.		
HPHS0002	Hanbury Street - Demolished garages contain Asbestos.	R and D Surveys Identify Asbestos.	Asbestos specialists will have to be appointed for removal. Potential programme slippage. Potential Cost implications to undertake works.	R&D Surveys are undertaken. Initial surveys have already identified asbestos in several of the existing garages. Once the R&D Survey of the full site has been completed, the full impact of the asbestos can be assessed. Once the main Contractor has been appointed, they will be notified of the Asbestos and will be instructed to oversee it's removal through a specialist contractor. The contractor will be carrying our the removal and demolition surveys.	5	3	15	<u>Required Control Measure Target Date:</u>	5	1	5	Enamul Goni	A Borough That Our Residents Are Proud Of And Love To Live In.		

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HPHS0003	Hanbury Street - Works outside of the site boundary for the infill new council housing scheme. Works to public pavement, roads and landscaping.	Contractor approaching and undertaking external works to public realm areas, as proposed in the development.	Interruptions to access for the local community and public. Stoppage of access to one way roads, stopping residents from being able to access their homes. Backlash, complaints, opposition from the local community Failure to deliver a mayoral commitment - the Mayor is committed to the delivery of 1,000 new council homes that are genuinely affordable, being let on social rents or Tower Hamlets Living rents.	Nofity Contractor LBTH are to notify the appointed contractor as soon as possible and ensure they are aware of the risks and potential impacts any disruptions to the public realm will cause. LBTH to work with contractor to assure works are phased in such a way to mitigate any impact on the surrounding communities access.	5	3	15	<u>Required Control Measure Target Date:</u>	5	3	15	Enamul Goni	A Borough That Our Residents Are Proud Of And Love To Live In.
HPSS0001	Sidney Street - Demolished Library contains Asbestos	R and D Surveys identify Asbestos.	Asbestos specialists will have to be appointed for removal. Potential programme slippage. Potential cost implications to undertake works.	The Contractor has been notified of the likelihood to find Asbestos. As included in the Contract, the contractor will undertake R&D Surveys to identify the full extent and impact of Asbestos if found. Once the extent of the Asbestos has been identified the contractor will remove it accordingly, complying with their Risk Assessment and Method Statement.	5	3	15	<u>Required Control Measure Target Date:</u>	5	1	5	Enamul Goni	A Borough That Our Residents Are Proud Of And Love To Live In.
PAR0055	Loss of CIL income from CIL Compliance Project	For the last 12 months and to continue for a further 12 months Infrastructure Planning have been undertaking a compliance exercise to collect CIL from developments who did not comply with the CIL regulations and therefore have outstanding CIL debts. To date this has	Potential loss of CIL income - value to be confirmed., but potentially £2m - £3m, split equally between Mayoral (TfL) CIL and Local (LBTH) CIL.	Establish legal position Secure legal advice from internal and external legal sources, to establish consequences of court case and legal options for pursuing outstanding debt. Assess Case Load Assess case load against legal advice on a case by case basis, establishing cases that: - Can be legally pursued unaffected by the court case	3	5	15	Implement plan for pursuing outstanding debts that are found legally pursuable Based on value and risk profile prioritisation pursue debts. Excluding delays through court proceedings, have pursued / secured payment of all debts by end of June 2022.	2	3	6	Matthew Pullen	A Borough That Our Residents Are Proud Of And Love To Live In.

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		<p>been successful in securing outstanding income.</p> <p>A court judgement in April 2020 (Trent vs. Hertsmere Borough Council) has brought into question the legality of collection of historic outstanding CIL in certain circumstances.</p>		<p>- Can be pursued currently but are approaching time limits for doing so and thus require urgent action</p> <p>- Can no longer be pursued and need to be written off.</p> <p>Create plan for pursuing outstanding debts that are found legally pursuable Establish plan to include prioritisation based on value and risk profile.</p> <p>Implement plan for issuing all Liability Notices for 'at risk' cases following Trent Court Case Plan in place states completion by 27th August. To check commencement, measure and issue Liability Notices for all at risk cases following Trent Court case. Check on progress weekly.</p>				<p>Matthew Pullen <u>Required Control Measure Target Date:</u> 30/06/2022</p>							

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PLC0013	Following the Grenfell Fire tragedy residents of tower blocks in the borough are not safe or do not feel safe from fire following reassurance, advice, interim measures and completed, in progress or scheduled remedial actions to improve fire safety.	Accountability for fire safety is not correctly designated, communicated and understood Fire Risk Assessments: * are incomplete, inadequate or not carried out in accordance with the latest advice from DCLG and fire and rescue services * are not published in accordance with the Mayor's commitment * do not include the time limits on recommendations Fire Risk Assessment Action Plans: are not produced and/or delivered within appropriate timescales Limited current contractor supplier chain for scale of identified fire safety works Constrained and limited ability for Tower Hamlets Homes to complete all the Fire Risk Assessment work identified in the new round of comprehensive Fire Risk	Loss of life Loss of housing stock Lobbying and/or protesting The council and local housing management organisations lose the trust of residents Individual prosecution under a number of Acts of Parliament and common law offences with potential penalties including unlimited fines and a maximum of life imprisonment Corporate prosecution with potential penalties of unlimited fines, remedial orders and publicity orders Adverse national media coverage Uninsured financial loss Council perceived as not having fulfilled statutory duty to keep local housing conditions under review	Work with MHCLG to ensure owners of private residential tower blocks are taking measures to ensure their residents safety Officers within the Council, representing Environmental Health, Planning and Building Control and Housing and Regeneration meet weekly at Fire Safety meeting, to discuss progress with the remediation of ACM from tall buildings, this also includes progress on responses to EWS survey. Information from the EWS survey are inputted onto the the Department for Levelling Up's (DfLU) DELTA system and details of information received are sent to a Technical Officer in the Building Control Team for analyses. Council Officers are in weekly contact with the GLA on the progress of each development's individual grant application to remediate ACM from particular buildings and this is reported back to the Fire Safety Meeting. This has now progressed to EWS work and applications to the Department for Levelling Up's (DfLU) BSF fund to remediate materials of concern other than ACM.	3	5	15	1	5	5	Ann Sutcliffe	A Borough That Our Residents Are Proud Of And Love To Live In.

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		<p>Assessments Unable to justify block prioritisation policy for programmes of Fire Risk Assessment works Leaseholders do not fit fire rated flat entry doors (ALL flat entrance doors in a block will need to be compliant to achieve good fire compartmentalisation and a 'Tolerable' fire safety standard) Fire safety measures are uncoordinated</p>		<p>Likewise Officers are in regular dialogue with DfLU on buildings which are of concern and also to discuss various freeholders and managing agents who are not communicating well or slow in responding for information requests.</p> <p>Monthly meetings are held with DfLU and Council officers to monitor progress on each building of concern.</p> <p>Tower Hamlets Housing Forum , Council Officers and the London Fire Brigade have a close working partnership on resident consultation.</p> <p>LBTH Client Management Fire risk assessments for all buildings are up to date and FRA as fire risk assessor UKAS credited. There are No building categorised as substantial or intolerable level of risk. All high-rise buildings surveyed in early 2020 and none has been identified with High Pressure Laminate (HPL) or Aluminium Composite Material ACM cladding. Cladding on 2 tower blocks (malting & Brewster), where there were concerns, has been removed already. Joint working with THH in preparation of the Building Safety Bill including, a pilot of a building safety case, ICT preparation, and a paper which will spell out the roles and responsibilities including those of the Accountable Person and the Building safety Manager is</p>								

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				<p>earmarked for November Cabinet.</p> <p>A leading fire engineering consultancy has reviewed all buildings over 6 storey and identified those that may present a greater level of risk. Subject to approval of LBTH, we will shortly carryout external wall surveys on these buildings (by April 2022).</p> <p>Procurement is underway to appoint more permanently a fire engineering consultant to complete fire strategies, means of escape reports and external wall surveys for all other buildings that require one.</p> <p>THH regularly communicate with residents through newsletters and resident association presentation in conjunction with the London Fire Brigade. We also meet with the LFB on a regular basis.</p> <p>THH/LBTH capital investment programme has been reviewed and refocussed the works programme to accelerate front door replacements and make provision for major works arising from EWS surveys and Type 4 fire risk assessments.</p> <p>THH report progress on major works projects as well as more broadly on compliance at regular liaison meetings with the LBTH client team.</p> <p>Fire Safety is also regularly discussed at QSM and the Mayor's Housing meeting</p> <p>A monthly compliance dashboard is in place that covers a wide range of compliance related KPIs including those relevant to fire.</p>											

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PLC0021	No buildings insurance for Chater House	Failure to manage the building Failure to inspect and maintain Shop tenants unidentified	Financial Loss over £12M Reputational loss	<p>Tenant Audit Programme to be implemented Programme to include regular review of tenants fire and safety management - Fire risks, electrical safety, property owners liability guidance, housekeeping, maintenance</p> <p>Protection of unoccupied units Inspection to take place, utilities disconnected, combustible materials removed</p> <p>Cooking extractions cleaned Tenants to be made aware of the risk and their obligations to have cooking extractions cleaned to minimise fire risk.</p> <p>Gas Cylinders removed Tenants to be advised. Use of gas cylinders to cease as this is a fire hazard.</p> <p>Process to be implemented with Legal Action to be taken against shop tenants who fail to adhere to their lease, fail to insure and carry out maintenance relating to health and safety</p>	3	5	15	<p>Buildings Valuation Valuation expected by Friday 19th February Vicky Clark <u>Required Control Measure Target Date:</u> 19/02/2021</p>	1	5	5	Vicky Clark	Risk Corporate Plans		
PMP0006	Town Hall delivery - overall delivery of project				3	5	15	<p>Programme Review Monthly progress against programme of works - Extension of Time claimed by Contractor to be robustly challenged. There are programme delays in relation to Covid19 and additional works to the retained building that are in review. End of September 2021 before further clarity is expected. Yasmin Ali <u>Required Control Measure Target Date:</u> 30/11/2021</p>				Yasmin Ali	A Borough That Our Residents Are Proud Of And Love To Live In.		

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SDBCD0002	If there is not sufficient funding for the whole of the South Dock Bridge Project, the bridge may not be delivered and the £7m SIP grant funding from London Councils will likely be lost. The bridge is estimated to cost circa £20m with additional resources required for its operation and maintenance, the funding is coming from a number of different routes some as yet to be identified. The project costs could increase due to the preparation of a feasibility study for the provision of a pontoon and the potential provision of a pontoon.	Insufficient project budget.	Failure to secure sufficient funding will result in the project being delayed or cancelled.		3	5	15	<p>Funding</p> <p>Ongoing review of funding opportunities, including opportunities for sponsorship and advertising for the bridge and early identification of funding gaps.</p> <p>The successful bid for £7m SIP funding from London Councils has brought the overall risk down by reducing the funding gap.</p> <p>The allocation of an extra £5m funding for the project funding has also helped to lower the risk, giving a total budget of £20m for the project.</p> <p><i>Jaskaren Mahil-Sandhu</i> <u>Required Control Measure Target Date:</u> 31/12/2024</p>	2	5	10	Jaskaren Mahil-Sandhu	A Borough That Our Residents Are Proud Of And Love To Live In.

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SDBCD0024	<p>If South Dock Bridge is not delivered or not delivered in a timely manner, it may significantly hinder or halt the delivery of housing and commercial development on the Isle of Dogs and will limit pedestrian and cycle access in and around South Quay. This risk has intensified due to the objections/hold on the planning application and delays caused by Covid-19 and other factors.</p> <p>This risk has increased due to the objections on the planning application and delays caused by Covid-19 and other factors.</p>	Election results / funding sources / not getting planning consent / not agreeing land use issues / other project delays.	Scheme is suspended or significantly delayed.		3	5	15	<p>As below</p> <p>Maintain stakeholder, public and political support for the project, including thorough early engagement and positive comms Regularly review and manage project programme Seek external funding opportunities and advertising and sponsorship to secure project delivery.</p> <p>Jaskaren Mahil-Sandhu <u>Required Control Measure Target Date:</u> 31/12/2024</p>	3	4	12	Jaskaren Mahil-Sandhu	A Borough That Our Residents Are Proud Of And Love To Live In.
SDBCD0035	<p>There is a risk that findings from surveys and ground investigation at Stage 4 Detailed Design could potentially change the scope of the bridge design or the landscaping works. There is also risk that planning conditions imposed on the bridge could generate significant changes such as an addition of a pontoon. These issues would add significant costs and time delay to the project and may require a variation to the Stage 4 contract.</p>	Outcomes of the Stage 4 Design. Planning outcomes. Outcomes of discussions with the Canal and River Trust.	Cost and time delay.		3	5	15	<p>As below</p> <p>Regularly monitoring of the project programme and budget. The appointment of Arcadis for the Stage 4 works will help manage this risk as they know the project and can deal with any changes efficiently. Consider alternative/back-up options for works such as the landscaping improvements.</p> <p>Jaskaren Mahil-Sandhu <u>Required Control Measure Target Date:</u> 31/10/2022</p>	3	4	12	Jaskaren Mahil-Sandhu	A Borough That Our Residents Are Proud Of And Love To Live In.