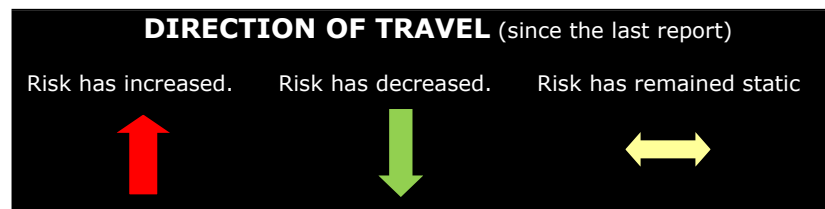


Appendix 1: Chief Executive's Directorate Risks May 2017

Report Type: Risks Report
Generated on: June 2017



CORPORATE STRATEGY

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CS 001 Local Economic Development	<p>The Economic and Community Development Board is charged with strategically overseeing a range of actions to enable the economic success of the local community (both residents and local businesses) and ensuring that neither local residents nor local businesses are "left behind".</p> <p>The risk is that the Board fails to identify and respond fully and effectively to the opportunities and challenges associated with its strategic objectives, with some potential for reputational damage. It is moderately likely that it will encounter issues that it struggles to find suitable responses to, although the impact would be moderate, as the Board has only capability to shape and influence economic development, rather than determine it.</p>	Chief Executive's (with operational links to the Regeneration Division in Neighbourhoods and Housing)		New risk 2017 – builds on previous risk relating to Regeneration Delivery CE RD 1314 001 and delivery of Legacy Benefits CE 2012 001

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 001a Local Economic Development	The Board is informing its work through a variety of channels – review of academic base, monitoring of key local economic data and the development of strategic metrics and close attention to relevant performance metrics. It has identified a challenging programme of work that will better align work across the organisation. Its work will also be informed by the work of the Working in Hackney Scrutiny	Tim Shields	Paul Horobin	Sep-17	Control reviewed June 2017

	Commission.				
--	-------------	--	--	--	--

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CS 002 Business Relationships	<p>The Business Relationships Delivery Group of the EDC Board is charged with ensuring that the Council aligns its work and relates effectively to local businesses to secure their economic success, whilst maximising the benefits (and minimising dis-benefits) to residents and other local businesses.</p> <p>The risk is that relationships with local businesses fail to meet these objectives, that work is not aligned and that businesses develop a negative perception of the Council and this impacts whilst their role as a key local stakeholder expands through business rate retention. It is not very likely that relationships will deteriorate, as services are generally well-managed, but the impact on the organisation will be significant if it is seen as indifferent or hostile to local businesses.</p>	Chief Executive's		New risk - 2017

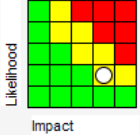
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 002a Business Relationships	The Delivery Group has identified a programme of work that will improve relationships, both through more accessible and better co-ordinated services and better information and support to new and growing businesses. This work will be delivered on the basis of significant engagement with local businesses to ensure that their needs are being met. The work will involve the delivery of some early improvements.	Polly Cziok	Paul Horobin	Oct-17	Control reviewed June 2017

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CS 003 Employment & Skills - External risks	<p>The Hackney Works service delivers employment advice, support and signposting to residents who are unemployed or underemployed. The wider Employment and Skills service works with businesses to broker a range of opportunities as well as developing new opportunities in house, for example, through the Corporate Apprenticeship Programme.</p> <p>There a number of external risks that could have a significant impact both in terms of increasing the level of need in the borough and compromising the service's ability to deliver. These include:</p>	Chief Executive's		New risk - 2017

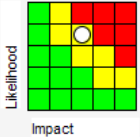
	<ul style="list-style-type: none"> Welfare Reform. Continued changes to the benefits system resulting in further reduction to the welfare 'safety net' likely to significantly increase demands for employment & skills services. The impact of Brexit on available funding. Traditionally EU funding – particularly ESF – has been a key funding source of revenue for employment & skills. This will no longer be available post Brexit. This reduction in resource needs to be seen alongside the ongoing lack of government funding for local authority led employment and skills programmes since 2010. Skill levels: Local/regional employers are increasingly demanding around skills levels of employees, this is related to pressures on improving productivity and decreased investment in in work 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 FE and ACL budgets. 			
--	--	--	--	--

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 003a Employment & Skills - External risks	<ul style="list-style-type: none"> A new management structure of Employment & Skills Service is currently being implemented. This will provide strategic oversight and managerial support for the service. A new Welfare Reform employment adviser post is being introduced to ensure we can support clients affected by the introduction of Universal Credit. An overarching funding strategy for service is currently in development. Work is underway to improve the training and developmental offer of the Hackney Works service to address the need for upskilling – this will include better integration with Hackney Learning Trust's Adult Community Learning's offer. 	Stephen Haynes	Andrew Munk	Dec-17	Control reviewed June 2017

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
------------	---------------------	-------------	---------------------	--------------------

<p>CE CS 004 Employment & Skills - Safety and security</p>	<p>Hackney Works is a key front-line service for vulnerable residents. Service delivery is from 3 'Opportunity Hubs'; through outreach in locations including voluntary sector organisations, youth hubs, job centres, housing estates; and in schools/colleges.</p> <p>This places staff and other service users at risk which requires effective management – particularly in context of increasing pressures on personal finances (in the context of welfare reform) as well as wider UK security issues.</p>	<p>Chief Executive's</p>		<p>New risk - 2017</p>
--	--	--------------------------	---	------------------------

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>CE CS 004a Employment & Skills - Safety and security</p>	<ul style="list-style-type: none"> • A risk assessment's will be carried out at each hub on annual basis • A risk management plan is being put in place for each hub. • A training plan will be put in place for all staff delivering front-line service, to include dealing with emergency situations, abusive customers and safeguarding issues. • A Business Continuity Plan is being put in place for whole Employment & Skills service. 	<p>Stephen Haynes</p>	<p>Andrew Munk</p>	<p>September - 17</p>	<p>Control reviewed June 2017</p>

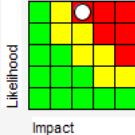

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CE CS 005 Change for Everyone</p>	<p>HMT have initiated a programme of "people-based" work to improve the culture and staff organisational processes, to improve delegation, engagement and efficiency, and to secure the recruitment and retention of highly-able staff.</p> <p>This is a complex programme, where the links between deliverables and benefits are unproven and where the impact needs to be far-reaching and sustained. The risk is that objectives are not met, with the potential for demotivation, inefficient use of resources and loss of talent.</p>	<p>Chief Executive's</p>		<p>New risk - 2017</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 005a Change for Everyone	The programme of work has been developed from a high level of stakeholder engagement, with a robust approach to diagnostics. Potential solutions are based on input from relevant professionals and engaged managers from across the organisation. The work is carefully monitored by HMT, the Chief Executive and a steering group of senior officers. Programme controls are applied to ensure that is being delivered to time and quality.	Tim Shields	Paul Horobin	Oct-17	Control reviewed June 2017

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CS 006 National Graduate Development Programme	<p>The National Graduate Development Programme is a scheme to attract talented graduates to the Council, to provide them with development opportunities whilst they deliver pieces of work demanding of high intelligence, and to retain in established roles those who display high levels of ability.</p> <p>The risk is that the programme does not meet its objectives and resource is not well-used, with an additional risk that the reputation of the Council is damaged by a highly inexperienced graduate not fully appreciating the parameters of an assigned task and making a significant mistake.</p>	Chief Executive's		New risk – June 2017

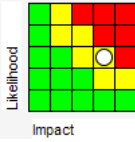
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 006a National Graduate Development Programme	The programme is continuously reviewed and improvements made – in recruitment, in induction, in probation, in placement organisation and in the managing of the final stages to ensure that objectives are met. New graduates are given a thorough induction and probation, and are initially managed within the Corporate Programmes Team until they are sufficiently experienced and knowledgeable to operate elsewhere within the Council.	Stephen Haynes	Paul Horobin	Sept-17	Control reviewed June 2017

POLICY AND PARTNERSHIPS; COMMUNICATIONS AND CONSULTATION

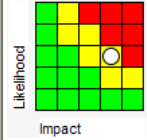
Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE PS 0910 0004 A range of key external factors that have the potential to undermine our ability to deliver against the priorities of our Sustainable Community Strategy.	<p>Due to the complexity of the wider environment, there are external factors which 'blow off course' the delivery of the Sustainable Communities Strategy and key recommendations identified through SCS Review. This includes;</p> <p>Population growth and change, economic growth and change and housing affordability could undermine community cohesion and increase community tension.</p> <p>Continued and substantial funding reductions beyond 2016/17.</p> <p>Major National Policy agendas including Welfare Reform.</p> <p>Uncertainty caused by Brexit and the General Election 2017.</p> <p>Local response to recent terrorism in the UK taking time and focus.</p>	Chief Executive's		<p style="text-align: center;"></p> <p>Updated June 2017–Risk remaining the same but high due to external context and our reduced control and capacity (the later associated with continuing reductions in settlement) on key external factors including housing affordability, education and development.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CEPS 0809 0004 Analysis and proactive forward planning to support the management of the increased complexity of the external environment.	<p>Develop a new community strategy, informed by the 2015 resident engagement (Hackney a Place for Everyone). This began with a scenario planning exercise to help us shape new priorities based on a consideration of the longer term context. Through this process we have drawn together a refreshed evidence base about population and economic growth and change, a community profile and the likely future direction for public service. A Community Strategy draft has been developed with extensive internal dialogue, and will be consulted on between July and September including partners' engagement.</p> <p>We will also continue to: Monitor impact of policy and funding reform on vulnerable groups and develop a new single equality scheme to ensure focus on equality and cohesion.</p> <p>Deliver cross cutting programmes on employment and child poverty.</p> <p>Clearly articulate what is within local authority control and what we</p>	Joanna Sumner	Sonia Khan	November 2017	Updated June 2017


	<p>can deliver and what is outside our control and what we need to influence.</p> <p>Maintain a Community Tensions Group which: Provides strategic oversight of cohesion and community tension issues.</p>				
<p>CEPS 1314 0004b Focus of CE support to manage the impact and opportunities associated with reduced resources.</p>	<p>The directorate capacity is now even more closely aligned to supporting HMT to identify and deliver solutions to manage the impact of reduced funding.</p> <p>The CE directorate restructure (which came into effect 1 April 2016) set out a series of clear principles to guide the work of the services within the directorate. These principles align to the context of this identified risk.</p> <p>In addition, the programmes and projects function has moved into the new Corporate Strategy service. Corporate Programmes work is now directly aligned to HMT priorities. Work is currently underway to ensure the CS function – in collaboration with the range of services that sit within the ACE’s division - is able to effectively support the CE and HMT in this area.</p> <p>Furthermore, there is now an established CE directorate management team (comprising the post 1 April functions) to corporately manage and monitor impacts and opportunities.</p>	Joanna Sumner	Stephen Haynes	December 2016	Updated June 2017

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CE PS 0910 0001 Value of Hackney’s Voluntary and Community Sector (VCS) and associated opportunities is not maximised.</p>	<p>Failure to support delivery of the Sustainable Community Strategy objectives through an investment into and partnership working with the VCS.</p> <p>Intense period of public sector funding and policy reform and institutional change if not carefully managed could lead to a failure to maintain effective partnerships with the voluntary sector to enable delivery of the Sustainable Community Strategy objectives.</p>	Chief Executive's		<p style="text-align: center;">↔</p> <p>Updated June 2017 – Risk is the same level in terms of likelihood and impact. Even though the Grants Review and Compact Refresh have been completed and these were designed to control these risks, the pace of institutional change is such that the risks remain. The VCS may not understand the reasons for institutional change or service redesign and this might affect partnership working.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE PS 0809 0001 Hackney VCS Grants Allocation and partnership working.	<p>A new strategic agreement (Compact) with the voluntary and community sector was agreed by Cabinet in June 2015.</p> <p>A review of voluntary sector grant investment was also completed during 2015 which is intended to ensure that grant investment continues to contribute to strategic priorities by redefining our approach in order to:</p> <ul style="list-style-type: none"> - enable a strong and diverse voluntary sector which can build its resilience and response to the current economic challenges; - reduce dependency on Council funding as a means for organisations to remain sustainable; - increase the emphasis on the VCS to secure funding from external sources; - position the sector to provide more local services on a contractual basis; and - develop social capital. <p>In 2017/18 we are delivering a change and transformation programme with the voluntary sector, which redefines our relationship with voluntary sector. This will inform a new voluntary sector strategy to be adopted by Cabinet in November 2017. It will also inform specialist grant investment from 2018, so that our redefined relationship is reflected in funding arrangements with key umbrella organisations. It will inform open competitive grant priorities from 2019.</p>	Joanna Sumner	Sonia Khan	November 2017	<p>Updated June 2017</p> <p>The control description has been amended.</p>

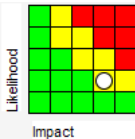
Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE PS 0910 0002 Key LB Hackney partners' strategies and implementation plans diverge from agreed Sustainable Communities Strategy and/or do not evolve in a way that assures the best use of collective resources.	<p>LB Hackney partners strategies and implementation plans diverge from the agreed approaches leading to a failure to deliver Sustainable Communities Strategy.</p> <p>This includes a commitment to make the best use of collective resources and integrating services, creating ladders of opportunities for residents and communities in most need and working together on preventative strategies.</p>	Chief Executive's		<p style="text-align: center;">↔</p> <p>Updated May 2017 - Risk is the same level</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CEPS 0809 0002a Ensuring the LSP and associated partnerships continue to focus agreed Sustainable Communities Strategy priorities and mature to assure the best use of collective resources.	A review of formal partnership working was agreed in 2016/17 and will be put into place in 2017/18. This places emphasis on formal partnership providing leadership and strategic direction so that all partners are working towards a coherent, shared vision for the local area, as articulated in a Community Strategy.	Joanna Sumner	Sonia Khan	December 2017	Updated May 2017 - Control amended

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CC 0910 0001 Reputation Management: uncertainty regarding perceptions of the Council performance/image which do not reflect the relative levels of performance / service improvements and efforts being made to deliver services with reduced funding. (SRCR 0009 on Corporate Register)	Risk that (through press / media) perceptions about the Council's performance/image do not reflect relative levels of performance and the huge service improvements leading to public dissatisfaction or misunderstanding about the progress actually being made. Essentially, this risk is about not capitalising on the opportunity that the Council's positive progress presents us with.	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		 <p>May 2017 – Risk has decreased slightly due to positive progress made.</p> <p>Although the scale of continuing funding reductions announced in the 15/16 settlement is sizeable, the risk has not increased due to careful mitigation. Impact remains steady, benefitted by an (external) website and (internal) intranet refresh. However, past MORI results and continued positive media coverage, prestigious events and other awards illustrate that this risk is being managed. Earlier in 2016, the Council was awarded the prize by the LGC for 'Best Council of the past 20 years". This clearly indicates positive progress. The latest MORI staff survey closed on November 11th 2016, with results pending.</p>

				Also, more generally, the Olympics (and now their legacy) are an excellent example of something very major being communicated in a positive and effective way (an example of a risk - for things <i>could</i> have gone wrong - being turned into an opportunity). The Risk applies to all Directorates, but is centrally managed by Communications.
--	--	--	--	--

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CECC 0910 0001 Communications strategy, individual strategies and forward plans	Key ongoing activities include active press engagement, key stakeholders involvement, MORI and active media coverage. Corporate Communications are very proactive in managing this and always quick to respond to any issues. Media monitoring is carried out quarterly and this examines coverage of Hackney as a Council and a Borough. Analysis of this informs communication work plans. Collection and use of robust performance and customer intelligence. A two pronged approach is taken to the specific risks associated with reduced funding: firstly communications associated with overarching budget setting and secondly communications associated with major changes to specific services. There is also a 6 weekly forward public affairs forward plan circulated to senior management and members.	Joanna Sumner	Polly Cziok	30-Oct-2017	May 2017 - ongoing. Controls continue to be applied. Latest MORI survey was completed at end of 2016.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CC 0910 0003 New technologies: failure to keep up with developments in communications technology	Communications is not fully up to speed with developments in new technology and residents, service users and stakeholders do not receive the information they need.	Chief Executive's		<p style="text-align: center;">↓</p> <p>Updated June 2017 – Risk remains low due to successful developments in this area.</p> <p>There was an intranet and external website refresh in 2016. Electronic newsletters for residents have been introduced. A fresh channel review is in progress.</p>

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

CECC 0910 0003 Communications Channel Strategy	Communications and consultation strategy is up to date and fit for the digital age.	Joanna Sumner	Polly Cziok	June 2018.	Updated June 2017
--	---	---------------	-------------	------------	-------------------

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CC 0910 0004 Involvement: uncertainty regarding residents feeling involved in Council key projects and view on achieving the goals of the community strategy.	Consultation and community engagement activity not providing relevant information and/or not reaching or getting feedback from a wide and diverse range of people in Hackney. People do not feel listened to and cannot relate their views, priorities and interests to work being delivered to deliver the goals of the community strategy and do not feel that the local growth and change in the borough is benefiting them.	Chief Executive's		<p>Updated June 2017 – Risk is stable This risk is ongoing.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CECC 0910 0004 Consultation and community engagement strategy and individual consultation and engagement plans	<p>Sustainable Community Strategy is a key driver of the Communications Strategy alongside Council Corporate Plan; all consultation adheres to the standards of the Council's consultation charter and community engagement plans align with corporate priorities.</p> <p>Communications strategy is be informed by a community insight gathering and engagement, which considers the priorities and interests of Hackney's diverse communities. This includes regular surveys and engagement work by the Council and with partners. The Hackney A Place For Everyone resident's survey has been a major exercise to engage with local people about the key benefits and opportunities arising from growth and how these can be maximised. This exercise provides the basis for the council's long term engagement strategy.</p>	Joanna Sumner	Polly Cziok	June 2018	Updated June 2017 Community Insight Group continues to feed into partnership priorities and strategies.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CC 1415 0005 DCLG wins case to force closure of Hackney Today.	<p>DCLG have forced a legal challenge against a number of London Councils including Hackney to close Hackney Today as they consider it is in breach of statutory directives on promoting political interests and value for money.</p> <p>Hackney has put forward a strong case that the publication provides the best value solution for statutory notices, meets the information needs of the borough and is apolitical.</p> <p>If DCLG win the case the business model of the Communications Service will require a radical shift with financial and major workforce implications.</p>	Chief Executive's		<p style="text-align: center;">↔</p> <p>Updated June 2017 – This is an ongoing risk. We continue to correspond with the DCLG on this</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CC 1415 0005a Legal Challenge to DCLG Directive	Closely monitor progress and prepare contingency plan to support closure should this be required.	Joanna Sumner			May 2017 - ongoing

HUMAN RESOURCES

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
LR HR 1516 001 HR Systems	Failure of HR systems. HR and payroll systems are critical to the operation of the Council. If these were to fail, the consequences would be severe.	Legal, HR & Regulatory Services		This risk is the one that the team are currently focussed upon – update June 2017.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1718 001 A	Implementation of a new HR and Payroll system and agency	Dan Paul / Rob	Lorraine Robinson /	August 2017	

HR systems	contract is ongoing in conjunction with ICT. There is a detailed plan in place	Miller	Ewa Glowacka		
LR HR 1718 001 B HR systems	There is ongoing monitoring of system speed, resource issues and support issues by ICT	Rob Miller	Ewa Glowaka	On-going	
LR HR 1718 001 C HR systems	Additional temporary resources have been assigned to payroll and recruitment	Dan Paul	Lorraine Robinson / Stuart Thorn	ongoing	Additional resources have been assigned temporarily to implement the new system, and one additional resource on a permanent basis
LR HR 1718 001 D HR systems	A new recruitment system is being procured	Dan Paul	Lorraine Robinson	April 2018	Business case currently in production

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
LR HR 1516 002 Equalities	Equalities risks in the pay, grading and terms and conditions structure lead to grievances and/or claims alleging equal pay, equal value and/or discrimination	Legal, HR & Regulatory Services		This is of particular relevance as LBH has two sets of employees and policies, managed separately but all still employed by LBH (HLT is the second organisation). Updated June 2017.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1516 002 C Equalities	The legal landscape and equality in the pay and grading structure continue to be monitored ongoing	Dan Paul	Meryl Wade	Ongoing	This is a continuing activity
LR HR 1718 002 D Equalities	A control and monitoring system has been implemented for market supplements	Dan Paul	Meryl Wade	Ongoing	This is a continuing activity

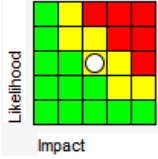

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
--------------	---------------------	-------------	---------------------	--------------------

LR HR 1516 003 Breach of Statutory Requirements on Elections and Electoral Registration	Non-compliance with the Statutory Requirements for Elections may lead to invalid processes resulting in legal action and the need to re-hold elections incurring additional costs and reputational damage.	Legal, HR & Regulatory Services		 Any breaches or problems will impact severely on the authority and Returning Officer. Risk score remains static (updated June 2017).
--	--	---------------------------------	---	---

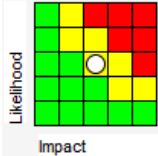

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1516 003 A Breach of Statutory Requirements on Elections and Electoral Registration	Electoral Services to monitor and maintain procedures for all Electoral Requirements to ensure compliance with new and existing processes using appropriate advice and guidance. Regular review of systems and infrastructure particularly with future legislative electoral changes in the next 3 years.	Dan Paul	Dan Paul	ongoing	This work is ongoing following a change in management in the service.
LR HR 1516 003 C Breach of Statutory Requirements on Elections and Electoral Registration	Regular review of systems and infrastructure for both electoral registration and elections	Dan Paul	Dan Paul	ongoing	A new system has been implemented to assist with the implementation of this control
LR HR 1516 003 E Breach of Statutory Requirements on Elections and Electoral Registration	Additional resources have been put into the team in light of the significant additional burden that IER creates	Dan Paul	Dan Paul	complete	The team successfully delivered 7 elections in 2016. The team structure will continue to be monitored. Additional staff will be brought in at election times.

LEGAL SERVICES

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
------------	---------------------	-------------	---------------------	--------------------

LR LS 0809 0016 No Legal Advice Sought or Given	Directorates and services fail to seek timely advice on the right decision-making process and to seek legal advice on contracts or litigation resulting in adverse court rulings and increased costs or compensation.	Legal		 The likelihood has reduced following regular client training, client liaison meetings and quarterly team updates being given to clients (updated June 2017).
--	---	-------	---	---

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR LS 0809 0016 No Legal Advice Sought or Given	<p>Governance training for Legal Services and Directorates. Urgent decision making procedure note prepared and provided to clients and staff; regular advice provided to clients on governance and decision making; close management and monitoring of urgent decision making requests to the Mayor on late reports.</p> <p>Consider and review team training, including reporting and authority limits and accuracy checks on high risk activities and briefings of arrangements to other directorates. Training on procurement procedures to mitigate the risk of service departments following the incorrect procedure. Also ensure effective communication is carried out between teams, and effective templates are distributed by Legal Services.</p>	Yinka Owa	Patricia Narebor / Stephen Rix	01-Jan-2018	Control on-going

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
LR LS 0809 0019 Litigation	Failure in litigation processes or outcomes which expose the council to potential delays, increased costs and reputational risks due to increased workloads from clients in certain areas.	Legal		 This continues to be a risk with caseloads in some areas increasing – January 2017

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

LR LS 0809 0019 Litigation	Monitoring workloads, regular client liaison to review numbers of likely cases to be referred, review staff resources as necessary	Yinka Owa	Patricia Narebor / Stephen Rix	01-Jan-2018	Workloads and cases are being monitored closely. The High profile case list is carefully monitored – January 2017
-------------------------------	--	-----------	-----------------------------------	-------------	---