

# Chief Executive's Directorate Risks June 2019

**Report Type:** Risks Report

**Generated on:** June 2019



## STRATEGY, POLICY AND ECONOMIC DEVELOPMENT

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> <ul style="list-style-type: none"> <li>Welfare Reform. Continued changes to the benefits system resulting in further reduction to the welfare 'safety net' likely to significantly increase demands for employment &amp; skills services.</li> <li>The impact of Brexit on available funding. Traditionally EU funding – particularly ESF – has been a key funding source of revenue for employment &amp; 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.</li> <li>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 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</li> </ul>	SPED		Control reviewed June 2019

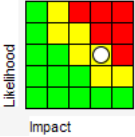

	and ACL budgets.				
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 003a Employment & Skills - External risks	<ul style="list-style-type: none"> <li>A new management structure of Employment &amp; Skills Service has been implemented. This provides strategic oversight and managerial support for the service.</li> <li>A new Welfare Reform employment adviser post has been introduced to ensure we can support clients affected by the introduction of Universal Credit.</li> <li>An overarching funding strategy for service is currently in development.</li> <li>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 the Hackney Learning Trust Adult Learning offer.</li> </ul>	Stephen Haynes	Andrew Munk	June 2020	Control reviewed June 2019

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE CS 004 Employment & Skills - Safety and security	<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 the context of increasing pressures on personal finances (in the context of welfare reform) as well as wider UK security issues.</p>	SPED			
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE CS 004a Employment & Skills - Safety and security	<ul style="list-style-type: none"> <li>A risk assessment will be carried out at each hub on an annual basis</li> <li>A risk management plan has been put in place for each hub.</li> <li>A training plan has been put in place for all staff delivering</li> </ul>	Stephen Haynes	Andrew Munk	June 2020	Control reviewed June 2019

	<p>front-line service, to include dealing with emergency situations, abusive customers and safeguarding issues.</p> <ul style="list-style-type: none"> <li>• A Business Continuity Plan has been put in place for whole Employment &amp; Skills service.</li> </ul>				
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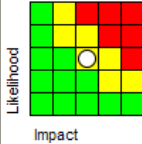

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE PS 004 A range of key external factors that have the potential to undermine our ability to deliver against the priorities of our Community Strategy 2018-2028.	<p>Due to the complexity of the wider environment, there are external factors which 'blow off course' the delivery of the Community Strategy 2018-2028. These factors include:</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.</p> <p>Major National Policy agendas including Welfare Reform.</p> <p>Uncertainty caused by Brexit and Fairer Funding Review.</p>	SPED			
				<p>Updated June 2019–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 004 Analysis and proactive forward planning to support the management of the increased complexity of the external environment.	<p>A new Community Strategy has been developed with extensive internal dialogue, and was approved by Council in 2018.</p> <p>We will also continue to:</p> <p>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>Clearly articulate what is within local authority control and what we can deliver and what is outside our control and what we need to influence.</p>	Stephen Haynes	Sonia Khan	June 2020	<p>Updated June 2019 Community Strategy is approved by council in July 2018</p> <p>Single Equality Scheme adopted in November 2018.</p>

	Maintain an overview of community tensions  Maintain a single equality scheme which sets out how we will tackle key equality and cohesion issues.				
CEPS 004b Focus of CE support to manage the impact and opportunities associated with reduced resources.	The directorate capacity is closely aligned to supporting HMT to identify and deliver solutions to manage the impact of reduced funding.  The establishment of Strategic Business Managers within the Corporate Programmes team has increased the capability of the Directorate to influence strategic programmes across the organisation.  There is also an established CE directorate management team to corporately manage and monitor impacts and opportunities.	Tim Shields	Stephen Haynes	June 2020	Updated June 2019

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE PS 002 Key LB Hackney partners' strategies and implementation plans diverge from the overall vision and strategy for Hackney - as articulated in the Community Strategy 2018-2028, undermining the cross cutting priorities which require partners to work collectively rather than institutionally.	<p>LB Hackney partners' strategies and implementation plans diverge from the agreed approaches leading to:</p> <ul style="list-style-type: none"> <li>a failure to deliver new cross cutting priorities in the Community Strategy that address the strategic risks and opportunities in Hackney</li> <li>an ineffective or misdirected use of resources, with individual partners approaching issues in a piecemeal or siloed way</li> <li>short termism and a lack of join up around long term preventative strategies</li> <li>the value of Hackney's Voluntary and Community Sector (VCS) and their potential to leverage in external resources is not maximised</li> </ul>	SPED		 Updated May 2019 - Risk redefined but same level	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CEPS 002a Strategic partners own and drive cross cutting priorities identified in	The Community Strategy Board, chaired by the Mayor, will steer cross cutting priorities in relation to inclusive economy, poverty reduction, sustainable procurement and workforce diversity.	Stephen Haynes	Sonia Khan	March 2020	Updated May 2019 - Control amended The Community Strategy Partnership met in

the Community Strategy.					February 2019 to agree the four priorities. Partners will be involved in workshops and implementation during the year, with review points (and Partnership Meetings in autumn and spring)
CEPS 002b The Council's partnership with the voluntary and community sector is underpinned by a shared strategy that defines how we will work together and our shared priorities, framed by the Community Strategy	The Voluntary and Community Sector Strategy sets out actions we will take over the next three years to support effective partnership working with the sector.	Stephen Haynes	Sonia Khan	March 2020	A new Voluntary Sector Strategy was adopted in March 2019.
CEPS 002c The Council's investment and support of the voluntary and community sector is framed by the current institutional and external current context and ultimately supports the long term goals in the Community Strategy.	A review of grants and other investment in the voluntary and community sector will take place between July 2019 and March 2020. The key issues that the review will address have been identified in the Voluntary and Community Sector Strategy. The outcome of the review will inform decisions taken in 2020/21.	Stephen Haynes	Sonia Khan	March 2020	Grants review to be complete by March 2020.

## COMMUNICATIONS, CULTURE AND ENGAGEMENT

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.	COMMUNICATIONS, CULTURE AND ENGAGEMENT		 Updated June 2019 – Risk is stable This risk is ongoing.	
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>Community Engagement 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 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>	Polly Cziok	Polly Cziok	June 2020	Updated June 2019 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 the Council 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>	COMMUNICATIONS, CULTURE AND ENGAGEMENT			
				Updated June 2019 - This is an ongoing risk. We continue to correspond with the DCLG on this	
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 a contingency plan to support closure should this be required.	Polly Cziok		june 2020	ongoing

## **HUMAN RESOURCES AND ELECTORAL SERVICES**

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

<p>Risk LR HR 1920 004 Workforce</p>	<p>There is a risk that after many years of austerity, the Council's workforce is not fit for the services that we deliver in the future or how we deliver them. There is also a risk that the Council's workforce does not reflect the diverse community that we serve.</p>	<p>HUMAN RESOURCES AND ELECTORAL SERVICES</p>		<p>Following HMT awayday in February 2019 a new Hackney Workforce Strategy designed to control risk is being developed and HMT will take responsibility for implementation.</p>
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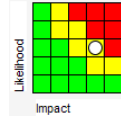

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1920 004 A Workforce Strategy	A comprehensive workforce strategy addressing all of the salient points to be put into place and approved by HMT.	Tim Shields	Dan Paul	June 2020	May 2019 - workforce strategy in development
LR HR 1920 004 B Inclusive Leadership Action Plan	A specific and comprehensive action plan that addresses workforce diversity priorities and embeds and inclusive leadership culture to be put into place and delivered. By Sonia Khan April 2020	Sonia Khan	Sonia Khan	April 2020	May 2019 -Inclusive Leadership work underway including Inclusive Leadership Champions Director Focus Groups
LR HR 1920 004 C Enhanced Workforce Data	Workforce analysis capability to be enhanced, including analysis of pay gaps and a review of the data provided in the workforce profile.	Dan Paul	Dan Paul	April 2020	May 2019 - Data review underway
LR HR 1920 004 D Data monitoring of HR processes	Work to be undertaken to collect demographic data of employees within HR processes, starting with the Grievance process as a proof of concept.	Dan Paul	Dan Paul	December 2019.	May 2019- Work commencing on Grievance process as a proof of concept.
LR HR 1920 005 E	The Chief Executive to set targets (and they be delivered) for Group Directors on reducing agency spend in order to reduce the risk of an	Tim Shields	Tim Shields	by June 2019	



	unstable workforce. 2020				
LR HR 1920 006 F Local Recruitment	The Council undertake a local recruitment campaign in order to attract local people to work for us.	Polly Cziok	Polly Cziok	by December 2019	
LR HR 1920 004 G	Workforce is a regular monthly item on the HMT agenda, where progress on the actions and controls outlined in this risk are discussed.	Tim Shields	Tim Shields	ongoing.	
LR HR 1920 004 H	There is a technology strategy and plan in place to ensure the technology we operate keeps pace with the way we need to deliver services.	Rob Miller	Rob Miller	ongoing	
LR HR 1920 004 I	There is a comprehensive and best practice organisational change policy and procedure in place to manage the changes that the Council needs to implement in the workforce.	Dan Paul	Dan Paul	ongoing	

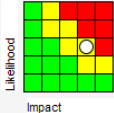
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LR HR 1516 002 Equalities	Equalities risks in the pay, grading and terms and conditions structure lead to grievances and/or claims alleging equal pay, equal value and/or discrimination	HR - Chief Executive's		This is of particular relevance as LBH has two sets of employees and policies, managed separately but all still employed by LBH (HLT is the second organisation). This risk is increasing as a result of potential issues in the Housing Fair Pay scheme

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1819 002 A	Reports to and decisions made by HMT in relation to Housing Fair Pay scheme to be progressed	Kim Wright	Ajman Ali	TBC	May 2019 - New control. Project is being managed by Ajman Ali.
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 001 HR Systems	HR and payroll systems are critical to the operation of the Council. If these were to fail, the consequences would be severe.	HUMAN RESOURCES AND ELECTORAL SERVICES		 <p>Risk reduces in severity and likelihood as new system now implemented. Incremental improvements being made.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR HR 1819 001 A HR systems	There is ongoing monitoring of system speed, resource issues and support issues by ICT	Rob Miller	Henry Lewis	June 2020	May 2019 - control updated

LR HR 1819 001 B HR systems	A project has been set up to manage improvements to the system and processes whilst maintaining core performance	Dan Paul/Rob Miller	Jacqueline King / Stuart Thorn	June 2020	May 2019 - control updated
LR HR 1819 001 C HR systems	Switch more resources into payroll and HR systems as this is where the issues currently are.	Dan Paul	Dan Paul	October 2019	May 2019 - New control

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Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
LR HR 1516 003 Breach of Statutory Requirements on Elections / 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.	HR - Chief Executive's		<p>Any breaches or problems will impact severely on the authority and Returning Officer. Risk score remains static.</p>

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, particularly in relation to the annual canvass	Dan Paul	Dan Paul	June 2020	May 19 - updated control
LR HR 1516 003 C Breach of Statutory Requirements on Elections / Electoral Registration	Regular review of systems and infrastructure for both electoral registration and elections	Dan Paul	Dan Paul	June 2020	Reviewed May 2018
LR HR 1516 003 E Breach of Statutory Requirements on Elections and Electoral Registration	Continue to review team resources to ensure continued accurate and consistent delivery of priorities.	Dan Paul	Dan Paul	June 2020	The team successfully delivered 7 elections in 2016, a snap election in 2017 and a local election in 2018. The team structure will continue to be monitored. Additional staff will be brought in at election times.

## LEGAL & GOVERNANCE 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 & Governance Services		<p>The likelihood has reduced following regular client training, client liaison meetings and quarterly team updates being given to clients (updated June 2019).</p>

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>	Suki Binjal	Dawn Carter-McDonald	June 2020	Control on-going

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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LR LS 0809 0019 Legal and Governance compliance	Failure of Lawyers and Governance Team to identify in a timely manner Legal and Governance Risks that arise in case management and non-compliance with Governance procedures, this also includes providing legal advice and governance support on matters instructed upon by clients and directorates.	Legal & Governance Services		 This continues to be a risk with caseloads in some areas increasing – June 2019
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
LR LS 0809 0019 Legal and Governance compliance	<p>Ensuring that appropriate authority for the legal action proposed is sought at the outset of instructions</p> <p>Lawyers to review cases at commencement to identify potential risk</p> <p>Matters and areas of concern relating to identified risks are escalated</p> <p>Regular review of the Risk register by all lawyers and senior management.</p> <p>Monitor the submission timetable for reports in advance of the due dates</p> <p>Monitor late submission to identify trends and escalate where necessary</p>	Suki Binjal	Dawn Carter-McDonald	June 2020	Workloads and cases are being monitored closely. The High profile case list is carefully monitored - June 2019