

# Chief Executive's Directorate Risks October 2020

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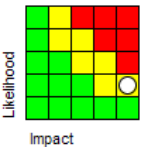



## STRATEGY, POLICY AND ECONOMIC DEVELOPMENT

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE CS 003 Employment, Skills and Adult Learning- 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 are 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>Covid Pandemic: 44,100 employees living in Hackney had been put on the CJRS as per 31 July. Across London, 75% of eligible jobs in the accommodation &amp; food services industry have been put on furlough, 69% of jobs in the arts, 57% of those in construction and 44% in the wholesale &amp; retail industry. A breakdown per industry for Hackney residents doesn't exist. The Office for Budget Responsibility's projections assume that more than one million furloughed workers may not have jobs to return to when the scheme ends in October, risking a second spike of unemployment.</li> <li>The creative, arts and cultural industries in Hackney provide over one in 10 jobs and are key to the success of the borough's economy, however, in the face of coronavirus the sector is among the most vulnerable of industries.</li> </ul>	SPED	<p>Likelihood</p> <p>Impact</p>	Control reviewed September 2020

	<ul style="list-style-type: none"> <li>The data on UC claims shows that per 16 July, there were 30,000 people on UC in Hackney - 10,393 in employment and 19,603 not employed. This compares to 13,125 in Feb 2020, of which 4,373 were employed and 8,750 were.</li> <li>A report published by LSE shows that individuals who are young, low-paid, black, in self-employment and those who have low education levels or live in large families are disproportionately affected by the current recession.</li> <li>There are issues with vulnerable residents who are out of work having no access to ICT or broadband eg. homeless making it challenging for them to find work or access support to find work.</li> <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 and ACL budgets.</li> </ul>				
<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>
CE CS 003a Employment & Skills - External risks	<ul style="list-style-type: none"> <li>A new management structure of Employment, Skills and Adult Learning Service has been established. This is providing strategic oversight and managerial support for the service.</li> <li>An employment advisor working with homeless/those at risk of homelessness was introduced in 2019</li> <li>An overarching funding strategy for service has been developed.</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 service's Adult Learning offer</li> </ul>	Stephen Haynes	Andrew Munk	June 2021	Control reviewed September 2020

	<ul style="list-style-type: none"> <li>• Employment, Skills &amp; Adult Learning has applied to be a Kickstart intermediary to connect residents to DWP funded paid work placements.</li> <li>• Employment, Skills &amp; Adult Learning is working with HR to maximise opportunities to connect residents to Council opportunities.</li> <li>• Development of the digital service provision to support residents accessing service provision online</li> <li>• Additional funds secured via the GLA to address barriers relating to COVID.</li> <li>• Employment, Skills &amp; Adult Learning are exploring options for some face to face provision for those needing it most</li> <li>• Further development of key partnerships (e.g. New City College &amp; Ingues) to ensure that there is a coordinated offer of support for key groups e.g. young people.</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.	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:  Covid Pandemic, population churn and change, economic uncertainty, growing poverty and inequality, housing affordability and growing demands on services could undermine community wellbeing and cohesion increase community tension. Continued and substantial funding reductions. Uncertainty caused by Covid Pandemic, Brexit and Fairer Funding Review. Reactive national policy environment	SPED		 Updated September 2020–Risk of positive impact are high due to external context and uncertainty around ongoing pandemic and capacity.	
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	Adopt a suite of frameworks and strategies, and the corporate planning and delivery infrastructure needed to respond to uncertainty and complexity - helping us focus on long term goals, and maximising the benefits and mitigating the impacts as they arise.	Stephen Haynes	Sonia Khan	June 2020	Updated September 2020 Control amended.  Developed Community Impact Assessment undertake to identify

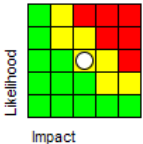

external environment.	<p>A new Community Strategy has been developed with extensive internal dialogue, and was approved by Council in 2018 along with a Single Equality Scheme.</p> <p>We continue to clearly articulate what is within local authority control and what we can deliver and what is outside our control and what we need to influence.</p> <p>We maintain an overview of community impacts and to progress our single equality scheme which sets out how we will tackle key equality and cohesion issues. We will also adopt a poverty reduction framework.</p> <p>We will take actions to delivery a more inclusive economy as set out in our strategy adopted in November 2019</p>				<p>direct and indirect impacts of pandemic.</p> <p>Corporate plan refreshed in the light of these impacts to strengthens focus on vulnerability and equality - adopted by Cabinet in July 2020.</p> <p>New approach to corporate planning agreed to embed corporate priorities.</p>
CEPS 004b Focus of CE support to manage the impact and opportunities associated with reduced resources.	<p>The directorate capacity is closely aligned to supporting HMT to identify and deliver solutions to manage the impact of reduced funding.</p> <p>The establishment of Strategic Business Managers with in the Corporate Programmes team has increased the capability of the Directorate to influence strategic programmes across the organisation.</p> <p>There is also an established CE directorate management team to corporately manage and monitor impacts and opportunities.</p>	Tim Shields	Stephen Haynes	June 2020	Updated June 2019

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CE PS 002 Key LB Hackney partners' strategies and implementation plans diverge from the overall vision and strategy for Hackney - as articulated in the	<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> </ul>	SPED		<p style="text-align: center;"></p> <p>Updated September 2020 - Risk same level Although this is still a risk because of capacity -the pandemic has highlighted the importance of long term goals that promote fairness, equality and</p>

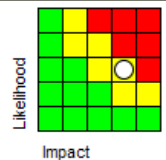
<p>Community Strategy 2018-2028, undermining the cross cutting priorities which require partners to work collectively rather than institutionally.</p>	<ul style="list-style-type: none"> <li>• short termism and a lack of join up around long term preventative strategies</li> <li>• the value of Hackney's Voluntary and Community Sector (VCS) and their potential to leverage in external resources is not maximised</li> </ul>			<p>cohesion. Having a strategy and partnership in place has demonstrated that Hackney had a level of preparedness to respond to the pandemic and to develop our strategic response. Partners are therefore valuing this infrastructure and engaging with it, as a way to focus on cross cutting priorities, which ultimately will help us address the immediate demands on services and inequalities in communities.</p>	
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<p>CEPS 002a Strategic partners own and drive cross cutting priorities identified in the Community Strategy.</p>	<p>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.</p>	<p>Stephen Haynes</p>	<p>Sonia Khan</p>	<p>March 2020</p>	<p>Updated September 2020</p> <p>The Community Strategy Partnership set four priorities in February 2019. Since then they have met three times and progressed priorities outside of this with a focus on:</p> <ul style="list-style-type: none"> <li>inclusive leadership and workforce diversity</li> <li>anchor institutions</li> <li>local employment</li> </ul>
<p>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</p>	<p>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.</p>	<p>Stephen Haynes</p>	<p>Sonia Khan</p>	<p>March 2020</p>	<p>Updated September 2020</p> <p>A new Voluntary Sector Strategy was adopted in March 2019 and is providing the frame for priorities which are now being progressed on:</p> <ul style="list-style-type: none"> <li>ways of working together</li> <li>investment</li> <li>property</li> <li>volunteering and community action</li> </ul> <p>This work has been accelerated by the pandemic, confirming that it was the right areas to focus on.</p>

<p>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.</p>	<p>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.</p>	<p>Stephen Haynes</p>	<p>Sonia Khan</p>	<p>March 2020</p>	<p>Updated 2020: We have had to defer the grants (planned for March 2020). It is now being progressed and we are drawing on the more dynamic and relational ways of investing that we have had to put in place during the pandemic.</p>
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## COMMUNICATIONS, CULTURE AND ENGAGEMENT

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE CC 0004 Involvement: uncertainty 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 September 2020 – Risk is stable This risk is ongoing.	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CECC 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 2021	Updated September 2020 Community Insight Group continues to feed into partnership priorities and strategies.

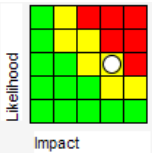
## **HUMAN RESOURCES AND ELECTORAL SERVICES**

<b>Risk Title *</b>	<b>Description of Risk</b>	<b>Directorate</b>	<b>Current Risk Matrix</b>	<b>Risk - Latest Note</b>
Risk LR HR 1920 004 Workforce	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.	HUMAN RESOURCES AND ELECTORAL SERVICES		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. Workforce Strategy will need to be reviewed in light of the Covid pandemic.

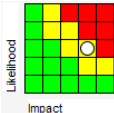

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LR HR 1920 004 A Workforce Strategy	A comprehensive workforce strategy addressing issues raised by Covid pandemic to be put into place and approved by HMT.	Tim Shields	Stuart Thorne	June 2020	October 2020 - workforce strategy to be reviewed in light of Covid pandemic.
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 2021	September 2020 The majority of senior managers participated in inclusive leadership training, delivered by inclusive leadership champions, recruited from across the organisation. We are progressing actions on workforce diversity, having drawn on insight from focus groups and co-produced solutions with staff. These actions and priorities have been revised in the light of the pandemic.



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.	Stuart Thorne	Stuart Thorne	April 2021	Gender Pay Gap published in October 2019. Gender, Disabilities and Ethnicity Pay Gap analysis produced in September 2020 and will be sent to Mayor later in October 2020.
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.	Stuart Thorne	Stuart Thorne	December 2019.	October 2020 - Work started on Grievance process as a proof of concept. The grievance system is not working very well. Needs to be reviewed further.
LR HR 1920 005 E Agency Spend	The Chief executive to task HMT with reducing agency spend in order to reduce the risk of an unstable workforce	Tim Shields	Tim Shields	ongoing	
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	October 2020 update: Campaign completed
LR HR 1920 004 G HMT	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 Technology Strategy	There is a technology 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 Organisational Change Policy	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.	Stuart Thorne	Stuart Thorne	ongoing	It is likely that the Organisational Change Policy may need to be reviewed to meet the needs of the Council going forward during the COVID Pandemic.

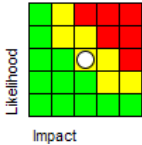

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
LR HR 1516 002 Equalities	Equalities risks in the pay, grading and terms and conditions structure lead to grievances and/or claims alleging equal pay, equal value and/or discrimination	HR - Chief Executive's		This is 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

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LR HR 1819 002 A	Reports to and decisions made by HMT in relation to Housing Fair Pay scheme to be progressed	Ajman Ali	Stuart Thorne	TBC	Ongoing. 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		

				Risk reduces in severity and likelihood as new system now implemented. Incremental improvements being made. Following the COVID Pandemic a review needs to take place in respect of the process for BACS payment and options could include asking our Payroll Provider to undertake this role.
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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	September 2020 - 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	September 2020 - 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	completed but continue to review. A structure review of Payroll and HR Systems is currently taking place.

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		 Any breaches or problems will impact severely on the authority and Returning Officer. Risk score remains static.

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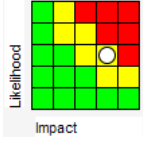

LR HR 1516 003 A Breach of Statutory Requirements on Elections and Electoral Registration	Electoral Services to monitor and maintain procedures for all Electoral Requirements to ensure compliance with new and existing processes using appropriate advice and guidance. Regular review of systems and infrastructure particularly with future legislative electoral changes in the next 3 years, particularly in relation to the annual canvass	Bruce Devile	Bruce Devile	June 2021	Reviewed September 2020
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	Bruce Devile	Bruce Devile	June 2021	Reviewed September 2020
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.	Bruce Devile	Bruce Devile	June 2021	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**

<b>Risk Title</b>	<b>Description of Risk</b>	<b>Directorate</b>	<b>Current Risk Matrix</b>	<b>Risk - Latest Note</b>
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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		 The likelihood has reduced following regular client training, client liaison meetings and quarterly team updates being given to clients (updated September 2020).
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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>	Dawn Carter-McDonald	Dawn Carter-McDonald	June 2021	Control on-going

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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 – September 2020

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
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<p>LR LS 0809 0019 Legal and Governance compliance</p>	<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>	<p>Dawn Carter-McDonald</p>	<p>Dawn Carter-McDonald</p>	<p>June 2021</p>	<p>Workloads and cases are being monitored closely. The High profile case list is carefully monitored - September 2020</p>
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