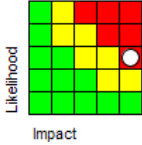



Chief Executive's Directorate Risks October 2023



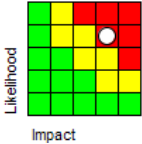

Report Type: Risks Report

POLICY AND STRATEGIC DELIVERY

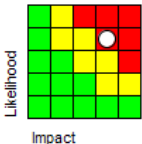

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>CE DR 001 A range of key external factors that have the potential to undermine our ability to deliver against the priorities of our Community Strategy 2018-2028.</p>	<p>Due to the complexity of the wider environment, there are external factors which can 'blow off course' the delivery of the Community Strategy 2018-2028.</p> <p>The main external factors are:</p> <p>Ongoing impacts of the pandemic, population churn and change, economic uncertainty (particularly with the current cost of living crisis), growing and entrenching poverty and inequality, housing affordability, increased complexity of need in communities and eroded trust and confidence. There are a growing number of refugees and asylum seekers, including through planned schemes.</p> <p>This becomes more difficult, however, when reacting to growing demands and pressures and a growing budget gap to our core revenue grant and housing revenue. This is before we factor in inflation, fuel costs and a recession on the horizon. This cost of living crisis and recession will impact the Council and partners' ability to deliver services as well as their staff, and will put some organisations at risk. Nationally the policy environment is likely to lead to a continued move of resources away from London directly and indirectly.</p>	<p>Policy and Strategic Delivery</p>		 <p>Risk updated September 2023–Risk of impact high due to external context and continuing uncertainty around ongoing Cost of Living Crisis and capacity. Likelihood high without mitigation.</p> <p>Risk description updated in line with latest analysis in draft strategic plan 2022-26.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>CE DR 001a Analysis and proactive forward planning to support the management of the increased complexity of the external environment.</p>	<p>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.</p> <p>The Community Strategy was developed with extensive external and 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 continue to progress our single equality scheme which sets out how we will tackle key equality and cohesion issues.</p> <p>We have also adopted a poverty reduction framework which is now in place.</p> <p>We are taking actions to shape a more inclusive economy as set out in our strategy adopted in November 2019.</p> <p>A new strategic plan will be presented to Cabinet in November 2022 which sets out the key risks to the community strategy vision and sets out priorities for the Council and partners for the next four years. This is based on refreshed analysis of data and impacts (including the latest Census and residents' survey data), takes account of the financial context and the political commitments of this administration.</p>	<p>Dawn Carter-McDonald</p>	<p>Sonia Khan</p>	<p>March 2024</p>	<p>May 2023</p> <p>Community Impact Assessment to identify direct and indirect impacts of pandemic- refreshed in Jan 2022 and now an underpinning tool to support the new strategic plan.</p> <p>Poverty reduction framework developed and in use.</p> <p>New strategic plan adopted in November 2022 takes on board key risks outlined in this register.</p>

<p>CE DR 001b Focus of CE support to manage the impact and opportunities associated with reduced resources.</p>	<p>The directorate capacity is closely aligned to supporting CLT to identify and deliver solutions to manage the impact of reduced funding.</p> <p>The establishment of Strategic Business Managers (SBM) within the Policy and Strategic Delivery Service 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.</p>	<p>Dawn Carter-McDona Id</p>	<p>Sonia Khan</p>	<p>March 2023</p>	<p>Updated May 2023 Since February 2023, one Strategic Business Manager has been in post, working 50% of their time on a cross directorate brief, and 50% of their time to one specific directorate.</p> <p>This reduction reflects the fact that there is only permanent funding for one post; the other post was funded by directorates and their strategic support arrangements have changed. We also now have a Head of CE's office.</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p>CE DR 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>	<p>LB Hackney partners' strategies and implementation plans diverge from the agreed approaches leading to:</p> <ul style="list-style-type: none"> • a failure to deliver new cross cutting priorities in the Community Strategy that address the strategic risks and opportunities in Hackney • an ineffective or misdirected use of resources, with individual partners approaching issues in a piecemeal or siloed way. • short termism and a lack of join up around long term preventative strategies • the value of Hackney's Voluntary and Community Sector (VCS) and their potential to leverage in external resources is not maximised • Risk of partners not being able to progress with longer-term aspirations due to increased demands and costs etc. Potential closure of VCS orgs. 	<p>Policy and Strategic Delivery</p>		 <p>Updated September 2023 - Risk has risen with an increased likelihood due to the likely closure of VCS organisations. The Council cannot fully mitigate in these situations or have a rescue package each time an impactful organisation struggles. This is still a risk because of capacity -the pandemic has highlighted the importance of long term goals that promote fairness, equality and 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>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>CE DR 002a Strategic partners own and drive cross cutting priorities identified in</p>	<p>Strategic Partnership working is under review and new arrangements will be in place early in 2023, in line with the Council's Strategic Plan and informed by partner plans and aspirations for partnership working.</p>	<p>Dawn Carter-McDonald</p>	<p>Sonia Khan</p>	<p>March 2023</p>	<p>May 2023 New arrangements under development</p>

the Community Strategy.					
<p>CE DR 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>Dawn Carter-McDonald</p>	<p>Sonia Khan</p>	<p>March 2023</p>	<p>Updated May 2023 Voluntary Sector Strategy was adopted in March 2019 and is providing the frame for priorities which are now being progressed on: ways of working together investment property volunteering and community action</p> <p>This work has been accelerated by the pandemic, confirming that it was the right area to focus on.</p> <p>We have used this work to embed into longer term approaches to volunteering and community action and developing a new grants programme, lettings policy.</p> <p>Strategy should remain in place for next four years as the framework to inform partnership working.</p>
<p>CE DR 002c The Council's investment and support of the voluntary and community sector is framed by the current institutional and external contexts 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 has taken place. The key issues were identified in the Voluntary and Community Sector Strategy. The outcome of the review is informing future investment.</p>	<p>Mark Carroll</p>	<p>Sonia Khan</p>	<p>March 2023</p>	<p>May 2023 Review complete and informing investment from 2023 with new grants supporting community infrastructure, an increase proportion of grants going to advice, and a more detailed review of specialist grants underway. Changes to the way we invest and the processes used have also been implemented and have satisfied internal audit.</p> <p>A full review of investment in the VCS across the Council and by partners is under way.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE DR 003 Cost of Living.	<p>The current cost of living crisis continues to present risks which could impact on the Directorate in multiple ways, whether from the perspective of residents, services, businesses or partners. All of these will ultimately affect the overall cohesion and stability of the Borough.</p> <p>There is a risk of residents in private accommodation being unable to pay bills or keep up rent/mortgage payments as well as the most vulnerable households. This poverty could result in social problems and even civil unrest.</p> <p>Internally, staff experiencing poverty could impact on attendance levels (with possible increased sickness, or staff not able to afford travel) or result in potential industrial action</p> <p>Increased poverty is likely to increase demand on advice, food banks and other voluntary sector partner services. With increased costs for VCS partners - could lead to cutting of services and/or staff (could lead to job losses for local residents). Increased competition for council funding as well as funding generally. All of this would impact severely on overall service delivery.</p>	Policy and Strategic Delivery		 <p>September 2022 - There is an overarching Corporate risk on this, but this version focuses specifically on the challenges concerning the Chief Executive's Directorate with regards to this. The themes here are particularly building on existing work on Poverty Reduction</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 003a	<p>Most vulnerable residents are already under the scope of Poverty Reduction Framework: Responding to the cost of living crisis and worsening levels of poverty in Hackney. This will continue to be applied</p> <p>Cost of Living Resident Leaflets are going to be issued to those affected.</p> <p>Winter Fuel Poverty Action Plan is being developed</p> <p>Communications campaign to destigmatize benefits and explain how the council is in the best position to help residents maximise their benefits.</p> <p>Livestream with Senior leaders.</p> <p>Signposting to advice via internal comms channels</p> <p>Promote wellbeing offer, Employee Assistance Programme and hub of tools for staff to deal with crisis.</p>	Dawn Carter-McDonald	Assorted CEx Directors	March 2023	<p>May 2023</p> <p>These are a new range of controls being developed to tackle this assortment of financial problems.</p> <p>This includes £250k investment in developing longer term approach to poverty reduction. Responsibility for these lies amongst the various divisions of the Chief Executive Directorate. Clearly this risk spreads across the whole Council, but these actions focus on what lies under the CEx's control.</p>

COMMUNICATIONS AND ENGAGEMENT

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
CE DR 004 Involvement: uncertainty regarding residents feeling involved in Council key projects and view on achieving the goals of the community strategy.	<p>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.</p> <p>The Covid pandemic exacerbated this risk as many people found it difficult to participate in digital engagement, but face to face participation opportunities were still limited. The events of the past 3 years have strengthened communities in some ways but have also served to create a number of divisive narratives which have led to some people feeling further excluded from participation and decision making.</p> <p>If the Council fails here, an inclusive approach will not have been achieved, and without proper community engagement, the credibility of work undertaken is adversely affected. The organisation's reputation would also be damaged.</p>	HR & OD - Comms & Engagement			
				<p>Updated September 2023 – Risk is stable This risk is ongoing.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CEDR 0004a 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. Our 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> <p>The Council had not carried out a full residents survey for more than two years. Covid had affected both the timing and the funding for</p>	Dawn Carter-McDonald	Martin Szybut	March 2023	Updated May 2023

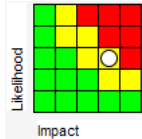

	<p>this. A survey was carried out in Summer 2022. The results of this have been shared with CLT, members and Senior Managers Network. Individual teams have engaged our Consultation and Engagement service to better understand the findings of their areas. The results of the survey are now used to inform communication and engagement campaigns.</p> <p>The Council continues to develop and implement an insight and engagement led approach to communications and to work across the Council to ensure that residents are given the chance to influence the decisions that most affect them. Matrix management has been established to strengthen links between the Tenant Participation Service in Housing, and the corporate team, to ensure we are effectively reaching and engaging residents in social housing.</p>				
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LEGAL, DEMOCRATIC & ELECTORAL SERVICES

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE DR 006 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. Clear reputational and financial risks.	Legal & Governance Services		<p>Risk remains static, regular client training, client liaison meetings and quarterly team updates will continue to provide mitigation. In addition, training is being delivered by the Governance Service around Constitutional matters.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 006a No Legal Advice Sought or Given	<p>Governance training for Legal Services and Directorates. 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 decision making requests on urgent items.</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</p>	Louise Humphreys	Juliet Babb	March 2024	The Governance Service has carried out, and continues to offer, training on the role of the Service and decision-making generally.

	<p>effective communication is carried out between teams, and effective templates are distributed by Legal Services.</p> <p>During the 2023/2024 financial year, work will commence on the creation of a 'knowledge hub' which will act as a single repository for information about governance processes as well as information relating to decision-making, challenges to decisions and 'self-service' guidance notes, training and legal documentation.</p>				
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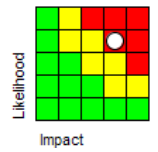

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE DR 007 Legal and Governance compliance	Failure of Lawyers and Governance Team to identify in a timely manner Legal and Governance Risks that arise in case management and non-compliance with Governance procedures, this also includes providing legal advice and governance support on matters instructed upon by clients and directorates. This would present legislative, reputational and financial risks to the Council.	Legal & Governance Services		 <p>Risk remains static, albeit that in some areas, such as childcare, litigation, procurement and housing there has been an increase in the volume of instruction in a non-timely manner.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 007a 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 Legal 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>	Louise Humphreys	Juliet Babb	December 2023	<p>Workloads and cases are monitored closely by line managers via supervisions / check-ins / team meetings.</p> <p>Concerns are escalated to SMT where appropriate.</p> <p>The internal Legal Risk Register is carefully monitored</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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CE DR 008 Council Meetings	Conduct of Council meetings - lack of resources to support live streamed meetings and members may be in 'remote attendance', and issues with Town Hall infrastructure (i.e. microphones, ICT and other elements). Risk of reputational damage as result, or legal challenge due to meeting procedures not being followed correctly.	Legal & Governance Services		 This continues to be a risk while stop-gap solutions are in place and resolutions being sought.
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 008a Council Meetings	Regular meetings between ICT, Facilities and Governance Services to identify issues and solutions. Continued support for staff and Councillors in using ICT equipment for formal meetings.	Louise Humphreys	Juliet Babb	December 2023	Procurement of a permanent ICT solution is in progress.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE DR 009 Risk to Resources	Demand for Legal Services is greater than the service can deliver due to lack of sufficient resources (i.e. legal staff), leading to decrease in staff morale, higher workplace stress levels and associated risk of absence due to ill-health. Alternative service provision via external lawyers would place increased financial pressure upon the Council at a time when its budget is constrained.	Legal & Governance Services		 Updated September 2023 – Risk is stable This risk is ongoing.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 009a Risk to Resources	Early engagement with Legal Services should be encouraged to enable matters to be more effectively managed throughout and to enable advice to be provided which could obviate difficulties arising later on, such as avoidable legal proceedings. Client relationship meetings take place on a regular basis to ensure that, where possible, the Legal Service has an indication of likely future demand. Where pressures have been identified, business cases will be presented to client services where more resources are required.	Louise Humphreys	Juliet Babb	March 2023	Updated September 2023

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE DR 0010 Case Management System	<p>Following the cyber attack in October 2020, the legal case management system became unusable. An alternative system was in process of being implemented, which had to be accelerated even though the system was not fully functional and tests had not been completed. Despite the best efforts of everyone involved to secure the necessary improvements to the system over time, the system is not fit for the Council's requirements and issues continue to be experienced on a regular basis and the root causes of these issues are not easy to identify / fix swiftly.</p> <p>Impact on staff morale and productivity (e.g. time wasted having to manually import emails into the system rather than their being automatically imported).</p> <p>Risk of loss of Lexcel (Law Society) accreditation due to non-compliance with the Lexcel standards and being able to demonstrate to the Assessor that files are being appropriately managed (not a qualitative assessment of the work undertaken).</p>	Legal & Governance Services		<p>Updated May 2023 – Risk is increasing This risk is ongoing.</p>

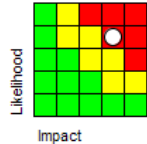
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 0010a Case Management System	<p>Discussions are underway with ICT about an alternative case management system, but only two providers have been identified who claim to be fully integrated with Google systems - one of whom is the current supplier.</p> <p>A trial of the second supplier's system has been delayed as there are a number of ICT issues that need to be resolved. A trial start date is still awaited and is becoming more critical as the year progresses due to the contract end date with the current supplier.</p> <p>A significantly greater number of options would be available if the Legal Service was permitted to utilise Windows / MS products.</p> <p>This continues to be a priority for the Legal Service.</p>	Louise Humphreys	Juliet Babb	November 2023	Risk ongoing- controls in place

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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CE DR 011 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.	Chief Executive's		 Reviewed February 2023 - Any breaches or problems will impact severely on the authority and Returning Officer. Risk score remains static.
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 011a 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	Louise Humphreys	Bruce Devile	March 2024	Reviewed February 2023
CE DR 011b Breach of Statutory Requirements on Elections / Electoral Registration	Regular review of systems and infrastructure for both electoral registration and elections	Louise Humphreys	Bruce Devile	March 2024	Reviewed February 2023
CE DR 011c Breach of Statutory Requirements on Elections and Electoral Registration	Continue to review team resources to ensure continued accurate and consistent delivery of priorities.	Louise Humphreys	Bruce Devile	March 2024	The team successfully delivered elections in recent years, including the local elections in May 2022 which required additional Covid-19 requirements (although less than those in 2021). Additional staff will be brought in at election times.

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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<p>CE DR 012 Delivery of elections in light of the requirements of the Elections Act 2022. next scheduled elections May 2024.</p>	<p>The Elections Act 2022 brings the biggest change to election legislation in a lifetime including the introduction of Photo ID at polling stations. These changes have been identified as very high risk by the Association of Electoral Administrators as they are both numerous and far reaching in terms of affected electors.</p>	<p>Chief Executive's</p>		<p>New risk</p>
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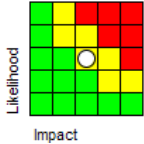

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CE DR 012a Staff training & knowledge	Working in detail with the Association of Electoral Administrators (AEA), Government and the Electoral Commission as well as London elections colleagues to ensure there is a detailed understanding of the new requirements of the act and implications. Core staff training and sessional staff training from the AEA.	Louise Humphreys	Bruce Devile	March 2024	Sept 2023 - control added
CE DR 012b Public awareness & knowledge	Public awareness to supplement that from the Government / Electoral Commission (lead responsibility) to ensure Hackney residents are aware of the Election Act changes - predominately this relates to the requirement of Voter ID in polling stations. Additional communications will take place nearer elections on other specific changes - eg Postal vote forms now required in polling stations.	Louise Humphreys	Bruce Devile	March 2024	Sept 2023 - control added
CE DR 012c Public engagement	To complement the public awareness, engagement work (visits/talks) will take place with community groups to raise awareness of voter ID requirements and what ID is acceptable and how to apply for Voter Authority Certificates for those who need them.	Louise Humphreys	Bruce Devile	March 2024	Sept 2023 - control added

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

Risk Title *	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>Risk LR HR 1920 004 Workforce / Equality</p>	<p>There is a risk that after many years of austerity, the Council's workforce is less well equipped to deliver services effectively and provide the support that the community expects. If resources and ability are not in place or effectively supported, service delivery will suffer.</p> <p>There is also a risk that the Council's workforce does not reflect the diverse community that we serve.</p> <p>Also, risks relating to equality within the pay, grading and terms and conditions structure could lead to grievances and/or claims alleging equal pay, equal value and/or discrimination. This would damage the Council's reputation for valuing diversity and equality at the top of its agenda.</p>	Finance and Corporate Resources		<p>October 2023.</p> <p>HR & OD has recently moved from Finance and Corporate Resources to the Chief Executive's Directorate</p> <p>The HR & OD Service has been established as well as a restructure of the Service, and a new Director is now in place. The HR&OD Strategy is under development and the delivery programme will reflect mitigations in all areas of risk. The Strategy is expected to be signed off by the end of the year.</p>

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 issues raised by Covid pandemic has been put into place and approved by CLT. Workforce is a regular monthly item on the CLT agenda (with the HR Director in attendance), where progress on the actions and controls outlined in this risk are discussed.	Chief Executive	Sandra Farquharson	Dec 2023	<p>October 2023</p> <p>The new HR & OD Strategy is under development and the delivery programme will reflect mitigations in all areas of risk. The Strategy is expected to be signed off by the end of the year.</p>
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. Also, the Council undertook a local recruitment campaign in order to attract local people to work for the Council.	Chief Executive	Sandra Farquharson	Dec 2023	<p>October 2023</p> <p>There has been a review of the OD Board Terms of Reference and membership will now include all staff network chairs to support delivery of the HR & OD Strategy and plans outlined above.</p>
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.	Chief Executive	Sandra Farquharson	Mar 2024	<p>October 2023</p> <p>Gender and Equalities Pay Gap reports are submitted to full Council in January each year. Gender Pay Gap Report is then published on the Council's Website. Annual Pay Statement is also approved by Full Council in January each year. There is work underway to consider a wider data report which includes areas of</p>

					intersectionality. In addition the Service Redesign includes a specific Workforce Data Insight Officer proposal. We anticipate concluding the restructure by end of Oct 2023, subject to staff and TU consultation.
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. Also, there is a technology plan in place to ensure the technology we operate keeps pace with the way we need to deliver services.	Chief Executive	Sandra Farquharson	Mar 2024	October 2023 Because of the Cyber Attack ICT have not been able to focus resources on this. Work will be able to be moved forward once we have a proposed Workforce Data and Insight specialist within the Service.
LR HR 1920 005 E Agency Spend	The Chief executive tasked CLT with reducing agency spend in order to reduce the risk of an unstable workforce and excess spend	Chief Executive	Chief Executive	ongoing	October 2023 - this is ongoing and has been identified as a further opportunity for savings.
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.	Chief Executive	Sandra Farquharson	Mar 2024	October 2023 - There is a Policy Review project under development to ensure best practice and embedding the council's commitments in areas such as EDI. The Organisational Change Policy will be reviewed within the timeline being developed.
LR HR 1920 004 J Equalities in pay	The legal landscape and equality in the pay and grading structure continue to be monitored ongoing. Also, a control and monitoring system has been implemented for market supplements	Sandra Farquharson	Meryl Wade	Mar 2024	October 2023 - Plans for the review of the Housing Bonus Scheme is underway and areas related to equal pay will be explored as part of that project.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
CE DR 0005: Organisational Development: risks to the workforce strategy aims of an engaged, motivated workforce, and inclusive workplace.	The new OD Strategy is under development alongside the HR OD Delivery Programme and an implementation timeline for our future workplace programmes. Whilst staff have returned to doing more office based work, the OD strategy needs to ensure that staff feel engaged and supported and there is cohesion within hybrid teams. There is potential for there to be a disproportionate impact on some groups of staff, and there are existing perceived disparities between front line/field based and office/home based staff	Finance and Corporate Resources		 Updated September 2023 – Risk is stable Approach to hybrid working is now under review. Work will commence with all staff groups, network and TUs to co-design the future hybrid ways of working which takes staff motivation and workforce inclusion into account. firmly embedded as a normal way of working across the Council. Challenges still remain in some services, in ensuring a widespread return to the office for all staff (even at only 1 / 2 days a week). Corporate communications have emphasised the importance of a

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CEDR 0005a Ongoing programme of staff engagement and insight, OD board focusing on emerging needs of workforce	The Council is piloting training for all managers with home/office staff to help them gain the skills to effectively manage a hybrid workforce. 65 took part in the pilot in Oct 21 with the aim to use their feedback to further adapt and tailor the course content for Hackney and deliver organisation wide. An organisation wide staff survey has been completed to test staff engagement/morale/informed levels. Data has been provided at directorate and dept level and support provided for Directors to shape action plans. Regular staff insight work was carried out throughout the pandemic and has shaped the organisational response and future workforce plans. The workforce strategy has been updated in the light of the pandemic.	Group Director	Sandra Farquharson	March 2024	The OD Board Membership and TORs are under review. The HR & OD Strategy under development will include proposals to ensure the training, development and succession plans of the council take into account the diverse and ageing workforce as well as succession planning in light of local and national hard to recruit skills.