

Corporate Committee – 14 November 2019

Report title: Corporate and Strategic risk report Q2 2019/20

Wards: All

Portfolio: Cabinet Member for Finance and Performance: Councillor Andrew Wilson

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Report summary

This report provides Management Board, Informal Cabinet and Corporate Committee with an overview of the Council's key corporate and strategic risks for 2019/20. A summary of the latest Brexit risks are also included for information.

Finance summary

Funding for the administration of the Council-wide risk management process is contained within the existing budgets of Finance and Investment. Funding associated with individual risk mitigation measures are met from within the existing budgets of the risk owner's directorate or service area.

Recommendations

1. To note the key Corporate and Strategic risks identified for 2019/20 (tables 1-5 and Appendices A-B)
2. To note our intention to introduce assurance mapping for key risks (paragraphs 2.10-2.11)

1. CONTEXT

1.1 The Council's ongoing risk management aims are:

- To give Members and Senior Officers an understanding of the key risks facing the Council and its community and how these risks are being responded to.
- To implement and maintain a fluid process for the everyday management of risks relevant to our objective's, outcomes, services and assets.
- To improve the Council's risk management culture and ownership of risks and issues.
- To continue to meet the requirements of our external auditor and compliance providers.

2. PROPOSAL AND REASONS

2.1 The Council's risk register holds a variety of risks relating to:

- Corporate & Strategic objectives
- Risk appetite categories
- Significant operational risks (including health and safety risks)

2.2 Risks are prioritised for reporting in accordance with the scoring methodology highlighted within the Risk Management Strategy 2017-20 - Lambeth's risk scoring matrix is shown in Figure 1:

Figure 1: Lambeth's risk scoring matrix

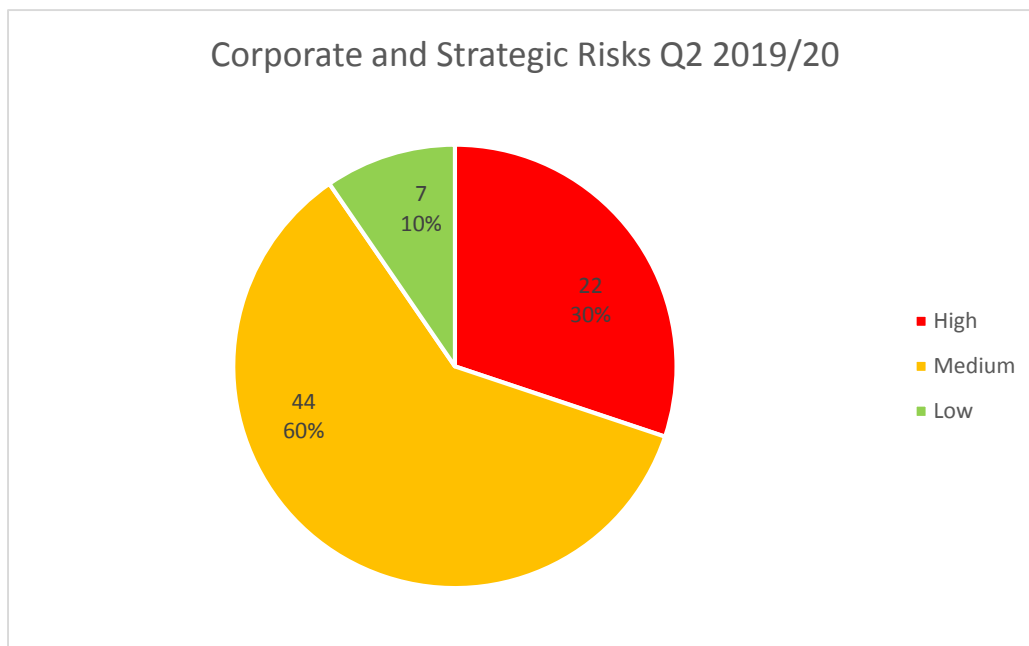
Opportunity				X	Threats			
Major (8)	Serious (4)	Significant (2)	Minor (1)		Minor (1)	Significant (2)	Serious (4)	Major (8)
32	16	8	4	Very Likely (4)	4	8	16	32
24	12	6	3	Likely (3)	3	6	12	24
16	8	4	2	Unlikely (2)	2	4	8	16
8	4	2	1	Very Unlikely (1)	1	2	4	8

- 2.3 Risks are identified and assessed by impact and likelihood on an ongoing basis across all Divisions and Directorates. The Council’s corporate risk management system “JCAD” holds the corporate, strategic and operational risks identified across the Council. The risk team manage and develop the system and responsible officers (risk and control owners) access the risk system to review and update risks directly or provide risk progress updates to the risk team for importing into JCAD.
- 2.4 Information from the Council’s risk system is used to create risk reports for Management Teams Members and partners and where possible, Internal Audit refer to the risks captured in JCAD to inform their annual audit planning (key risks are also included in Directorate Business Plans alongside other key data sets).

Risk numbers

- 2.5 Risk identification and review sessions were held with all directorates during April-May. There is now a total of **73** key risks captured on risk registers for 2019/20 (**31** Corporate and **42** Strategic).
- 2.6 The corporate risks relate to core business functions and corporate health (people, processes and systems), and the strategic risks relate to the Council’s overarching strategic objectives and Borough Plan outcomes.

Figure 2: Number of Corporate and Strategic Risks by Red Amber Green (RAG) status



2.7 Risk Appetite

“By defining its risk appetite, an organisation can arrive at an appropriate balance between uncontrolled innovation and excessive caution” (Institute of Risk Management 2016).

Lambeth’s Risk Appetite Statement (Included in LBL Risk Management Policy 2017-20)

- 2.8 The London Borough of Lambeth (LBL) seeks to identify, assess and respond to all key risks that may affect the achievement of key business objectives and borough plan outcomes. Once a risk has been identified and rated, LBL will adopt a risk response based on the risk score. LBL risk responses are:

- TREAT;
- TOLERATE;
- TRANSFER; or,
- TERMINATE.

Figure 3: Risk appetite matrix

Risk Appetite Matrix

Risk Category	Averse Risk Score 1-2	Minimal Risk Score 3 - 4	Cautious Risk Score 6 - 8	Open Risk Score 12 - 16	Hungry Risk Score 24 - 32	
Strategy & Finance						
Growth & Opportunity						
Governance & Compliance						
Customer Outcomes & Quality						
Contract Management						
Information Governance						
People						

Risk Appetite Level	Risk Appetite Description
Averse	Avoidance of risk and uncertainty is a key objective. Exceptional circumstances are required for any acceptance of risk.
Minimal	Preference for the ultra-safe options that have a low degree of risk and only have a potential for limited benefit.
Cautious	Preference for the safe options that have a moderate degree of risk and may only have limited potential benefits.
Open	Willing to consider all options and choose the one that is most likely to result in successful delivery. Risk will be minimised while also providing an acceptable level of business benefit.
Hungry	Eager to realise benefits and to choose options to achieve this despite the higher risk.

2.9 Risks outside of appetite

Risk appetite thresholds and risk responses have been applied to all Corporate and Strategic risks (risk appetite categories and tolerance scores are shown in figure 3). Currently there are 12 corporate and 23 strategic risks that are outside of appetite (35 in total). The highest rated of these risks are displayed in tables 1 – 4 and appendix A, and a summary of all Corporate and Strategic risks are included in appendix B.

2.10 Note regarding treatment of risks outside of appetite

Through the implementation of risk control measures risk owners aim to reduce “treated” risks to within appetite (or as close to appetite as possible). However, due to the potential major impact some key risks would have if they were to occur (such as total loss of ICT business systems), even if the risk likelihood was rated as “unlikely” the risk would still be rated as “high” overall due to its potential major impact. ***As long as risks are not maturing and becoming issues then its acceptable to have some high risks on the register.***

2.11 Assurance mapping key risks




Appendix 1 of the Internal Audit Plan for 2019/20 provides a summary of the internal audit work that is aligned to key risks. Most of the high risks included in this report have audit work linked to them, so an assurance rating will be provided in the audit reports. In addition colleagues from risk and audit are exploring options for assurance mapping key risks/ key services. The assurance map will provide information on and an assessment of the effectiveness of risk controls and “lines of defence” for the management of key risks – lines of defence are 1st (operational), 2nd (oversight),



3rd (internal audit) and 4th (external review) - further information on assurance mapping will be provided at a future meeting.

Table 1: Top 10 Corporate risks - Corporate risks relate to corporate health, key processes, people and systems

Ref	Risk	Current rating	Risk Owner	Directorate	Risk Response
1	Failure to achieve a high level of assurance against the Resilience Standards for London (emergency planning).	High (very likely/major)	Raj Mistry	Resident Services	Treat
2	Failure of a major contractor or supplier which could materially affect delivery of services or have significant financial impact.	High (very likely/serious)	Directors Network	All	Tolerate/Monitor
3	Food safety continues to have a “no assurance” rating.	High (very likely/serious)	Raj Mistry	Resident Services	Treat
4	Inadequate governance and control of Purchase Cards.	High (very likely/serious)	Patricia Anamoah	Resident Services	Treat
5	Threat to safety and security of frontline staff and customers.	High (unlikely/Major)	Paul Wickens	Resident Services	Treat
6	Continued underperformance of dealing with Subject Access Requests (SAR's).	High (unlikely/Major)	Tim Weetman	Finance & Investment	Treat
7	Cyber attack with resulting compromise of personal information.	High (unlikely/major)	Paul Wickens	Resident Services	Treat
8	Total or significant partial loss of core business systems (ICT) during key period of operation.	Medium (likely/Serious)	Paul Wickens	Resident Services	Treat
9	Significant failure or underperformance of key service due to poor contract management.	Medium (likely/serious)	Directors Network	All	Treat
10	Loss of expertise to delivery Council outcomes.	Medium (unlikely/serious)	Dean Shoeshmith	Finance & Investment	Tolerate

Table 2: Mitigations and comments for top five Corporate risks:

Risk Category & Description	Mitigations & comments
<p><u>Customer outcomes and quality</u></p> <p>RSDR0013: Failure to achieve a high level of assurance against the Resilience Standards for London (emergency planning)</p> <p>High risk (score 32)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>An independent review of the Council’s emergency planning and resilience arrangements -compared to the Resilience Standards for London, received a limited assurance rating in August 19.</p> <p>To ensure the Council and partners are able to deliver effective planning for, response to and recovery from a civil emergency the following controls are in progress:</p> <ul style="list-style-type: none"> - Creation of a Resilience Assurance Board to oversee improvements in Emergency Planning and Resilience - Review of Business Continuity Plans and arrangements to ensure plans are in place and conform to ISO 22301 - Introduction of resilience training programme for staff and Members - Review of Emergency Planning and Resilience team capacity and functions <p>Trend: new risk added Sept 2019</p>
<p><u>Contract Management</u></p> <p>ECIS0001: Failure of a major contractor or supplier which could materially affect the delivery of a service or have significant financial impact</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Tolerate & monitor</p> <p>Trend: </p>	<p>Risk is now rated as very likely given we have had Southern Cross, Carillion and Allied Healthcare failures even before the effects of Brexit have been felt.</p> <p>The Council is able to control and plan for certain aspects of this risk but cannot manage the stability of external providers so the risk has to be tolerated and monitored at its current level.</p> <p>Examples of mitigations which are in progress:</p> <ul style="list-style-type: none"> - Credit health checks on all major contractors – including additional stability checks on key suppliers post Carillion/Allied Healthcare - Business continuity planning - Building security into contracts <p>Trend: high risk since Jan 2018</p>
<p><u>Customer outcomes and quality</u></p> <p>CCAS0034: Food safety continues to have a “no assurance” rating</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>A follow up food safety audit completed in May 2019 resulted in a "no assurance" rating due to the following three high risk areas:</p> <ul style="list-style-type: none"> - Service planning - Food establishment interventions - Officer authorisation <p>This risk was primarily caused by resources issues but is expected to reduce quickly through the implementation of the following control measures:</p> <ul style="list-style-type: none"> - Recruitment exercise to ensure sufficient number of officers (recruitment of 8 FTE’s is in progress) - Implementation of an action plan to address the inadequacies identified by FSA - Monthly performance reporting <p>Trend: new risk added July 2019</p>

<p><u>Governance and Compliance</u></p> <p>ECBCS0042: Inadequate governance and control of Purchase Cards</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>An audit of Purchase Cards completed in 2018/19 resulted in a "no assurance rating" due to the identification of the following four high risk findings:</p> <ul style="list-style-type: none"> - Issuing of Purchase Cards: 25% of cards sampled did not have documentation demonstrating appropriate authorisation - Proof of purchase: 79% of cardholders had not uploaded proof of purchases - Approval of transactions: Sample testing showed that a card holder was able to approve their own purchase card transactions - Monitoring of Purchase Card use: 16 card holders had exceeded their limits <p>It is expected that this risk will reduce quickly through the implementation of four key control measures, including updating the process of escalation, updated procedures for approval of purchase cards and updated clarification and monitoring of purchase card usage (risk owner confirmed these control measures have now been implemented).</p> <p>Trend: new risk added July 2019</p>
<p><u>People</u></p> <p>RSDR0010: Threat to safety and security of frontline staff and customers</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>The risk of harm to frontline staff and customers is rated as Unlikely but the impact would be Major if it did occur.</p> <p>Causes of this risk include increase in civil unrest, increase in anti-social behaviour/crime and disgruntled customers.</p> <p>This risk is controlled and managed through the Implementation of robust security and access control arrangements including the use of ID cards, keyless entry systems, staff training, CCTV and frontline security arrangements.</p> <p>In addition Lambeth now has the highest number of Customer Centre security staff in London and regular.</p> <p>Trend: high risk since March 2019</p>

Additional comments for corporate risks:

- **ECBCS0042:** Inadequate governance and control of Purchase Cards: Following Audit review of the Card payment service, a new Payment card agreement form for staff has been developed that requires the P-Card holders' manager to expressly take responsibility for the review of their staff's P-card transactions by countersigning the P-Card agreement form alongside the staff P-card holder this requirement **is in line with audit recommendation.**
- **RSDR0010:** Threat to safety and security of frontline staff and customers: There is work currently underway following a strategic review of customer contact, including the customer centre. This will cover staff safety and the way we interact with our customers across all platforms. The chairs in the centre have already been identified as a safety risk and replacements have been identified and ordered. Staff are reminded daily to sign for a panic alarm. Security has been increased and CCTV coverage reviewed and escalated to FM.




Table 3: Top 10 Strategic risks - Strategic risks relate to strategic priorities and Borough Plan outcomes



Ref	Risk	Current rating	Risk Owner	Directorate	Risk Response
1	Increase (widening) in health inequalities as a result of austerity and cuts to public and prevention services.	High (likely /major)	Ruth Hutt	Adults & Health	Treat
2	Failure to deliver the estate regeneration programme (Homes for Lambeth) to plan & budget.	High (likely /major)	Sandra Roebuck	Growth & Opportunity	Treat
3	Increasing demand for Adults Social Care negatively impacts delivery of statutory obligations and customer outcomes*. see note below	High (very likely / serious)	Richard Outram	Adults & Health	Treat
4	The inability to meet the demand for temporary accommodation / increase in homelessness*. see note below	High (very likely /serious)	Candida Thompson	Resident Services	Treat
5	Increase in Looked After Children and increased cost of placements.	High (very likely /serious)	Alex Kubeyinje	Childrens Services	Treat
6	The possibility of a number of schools, achieving less well than other schools nationally and locally.	High (unlikely/ Major)	Cathy Twist	Childrens Services	Treat
7	Financial impact of Pre-exposure Prophylaxis for HIV (PReP)Impact trial.	High (unlikely / major)	Ruth Hutt	Adults & Health	Treat
8	Increased terrorism threat and failure to meet requirements of Counter Terrorism and Security Act.	High (unlikely/ major)	Tony Parker	Childrens Services	Treat
9	Loss of investment (sustainable growth and opportunity).	High (unlikely /major)	Sandra Roebuck	Growth & Opportunity	Treat
10	Failure to comply with Health & Safety legislation regarding Fire Risk, Legionella, Electrical and Asbestos regulations for Housing Management properties.	High (unlikely /major)	Darren Levy	Resident Services	Treat

***Notes:**

- Risk 3 has recently reduced to a medium rating following improvements to performance and progress against mitigations; and,
- Risk 4 has recently reduced to a medium rating as demand for temporary accommodation is currently being met, this has an impact on the TA budget and is included in the risk of overspend on the General Fund.

Table 4: Mitigations and comments for top five strategic risks:



Risk Category & Description	Mitigations & comments
<p><u>People</u></p> <p>AHSR0015: Increase (widening) in health inequalities as a result of austerity and cuts to public and prevention services</p> <p>High risk (score 24)</p> <p>Strategic risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>Risk remains high with continued challenges in the face of increasing need and demand and limited resources. Public Health services have been cut in line with grant reductions and corporate requirements for savings to manage overall financial position of the Council.</p> <p>We are managing increasing numbers of complaints about access to sexual health services in particular due to restrictions in place due to budget constraints. We continue to review services and focus them on areas of highest need and evidence of impact to ensure that the over impact on inequality is minimised as far as possible.</p> <p>A poverty summit will be held in the autumn which will look at actions to reduce the impact and extent of poverty in the borough.</p> <p>Trend: high risk since April 2019</p>
<p><u>Growth and Opportunity</u></p> <p>NGSR0027: Failure to deliver the estate regeneration programme (Homes for Lambeth) to plan & budget</p> <p>High risk (score 24)</p> <p>Strategic risk</p> <p>Risk Appetite threshold: 16 Risk Response: Treat</p> <p>Trend: </p>	<p>Risk is rated as likely to occur with a major impact.</p> <p>A key element of this risk is that £150m will be invested in the Homes for Lambeth programme and the return on investment could be under threat if the estate regeneration programme is not delivered to plan and budget.</p> <p>To mitigate this risk strategic commercial advisors have been procured for the whole programme, and development management teams are in place for four of the estates, with a fifth team to be appointed imminently. Planning permission has now been granted for the three lead estates and HfL are mobilising the teams to move to a start on site with construction. HfL are currently preparing a three year business plan that will confirm the wider programme for the remaining estates.</p> <p>Trend: high risk since November 2016</p>
<p><u>Customer outcomes and quality</u></p> <p>ASC0034: Increasing demand for Adults Social Care negatively impacts customer outcomes and statutory obligations</p> <p>High risk (score 16) recently reviewed to medium risk</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>Risk remains due to consistent increases in the number of older people in the borough, including those with dementia and those with learning disabilities, and the fact that referral rates to Adult Social Care in Lambeth remain higher than the London average. However, our conversion rate from referral to assessments remains consistent indicating we are offering the right level of information and advice and signposting appropriately.</p> <p>The key impacts resulting from increasing demand is that the council may fail to meet its statutory obligations and the services provided will result in poor customer outcomes and a reduction in the quality of service provided. A number of measures are now in place to mitigate this risk and performance has improved</p> <p>Trend: Decreasing from high to medium risk during October</p>

Risk Category & Description	Mitigations & comments
<p><u>Customer Outcomes and Quality</u></p> <p>HM0010: The inability to meet demand for Temporary Accommodation / increase in homelessness</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>This will always be an area of risk as demand is driven by external factors such as housing legislation and welfare benefit cuts. However, we have been successful at reaching our target for last year of maintaining occupancy of TA below 2250.</p> <p>Work to mitigate the risk is ongoing and this year has included: continuing, use of regen stock for TA, identifying decommissioned sheltered and other units for use as TA, increased monitoring and constant review of performance measures. The estimated risk remains high due to current levels of occupancy and the impact of the Homelessness Reduction Bill.</p> <p>Latest performance figures show that we are likely to be within our target of less than 2500 households in TA by the end of the year. We will continue to monitor the situation carefully and there is increased resource to focus on prevention.</p> <p>Trend: high risk since October 2015 but decreasing</p>
<p><u>Customer Outcomes and Quality</u></p> <p>CSC0002: Increase in Looked After Children and increased cost of placements</p> <p>High risk (score 16)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>There are currently 348 children in care (down from 408 in August 2018) The projected budget pressure on placements is £7.447m, this takes account of the 2018/19 overspend on placements of £4.883m.</p> <p>This overspend is caused by a number of factors including the number of children looked after and care leavers, increasing number of children becoming looked after due to contextual safeguarding concerns,</p> <p>There are a number of factors causing this increase in demand and overspend including increasing numbers of 14+ years children becoming looked after as a result of contextual safeguarding concerns and frequent use of 'spot' purchased external care provision.</p> <p>New budget controls are in place including the introduction of specialist teams to address placement demand and reduce cost and care provision is now block purchased to reduce delays.</p> <p>Trend: high risk since October 2018 but decreasing</p>

Key income / budget risks

Two key income/budget risks are included in table 5. Although these risks are currently within risk appetite, due to their significant nature they are included for information.

Table 5: Income/budget risks

Risk Category & Description	Mitigations & comments
<p><u>Strategy and Finance</u></p> <p>ECIS0018: General fund expenditure exceeds budget and income targets not achieved</p> <p>Medium risk (score 6)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Tolerate</p> <p>Trend: </p>	<p>Risk is rated as likely to occur with a significant impact resulting in a score of 6 which is at appetite for Strategy and Finance risks.</p> <p>A timetable for budget monitoring is in place, with regular reporting to Management Board and Informal Cabinet. Action plans to deliver savings are developed within each Directorate and are regularly monitored with Strategic Director and Finance.</p> <p>Where overspends are forecast mitigating management action to bring the overall budget back in line is provided and reported as part of the regular budget monitors.</p> <p>Reserves are in place to respond to this risk if it occurs.</p> <p>Trend: Medium risk since June 2018</p>
<p><u>Strategy and Finance</u></p> <p>ECIS0031: Failure to manage the impact of changes in local government funding arrangements</p> <p>Medium risk (score 8)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8 Risk Response: Tolerate</p> <p>Trend: </p>	<p>Risk is rated as unlikely and serious resulting in a score of 8 (medium risk).</p> <p>There are a number of control measures in place to manage this risk including enhanced service and financial planning, maintaining a detailed grants register which enables the impacts of spending settlements and reviews to be monitored and regular refresh of the Business Rate model and underlying datasets.</p> <p>The Medium Term Financial Strategy was refreshed and extended to cover 2019-2024 and includes prudent assumptions on grant reductions and funding changes.</p> <p>Trend: Medium risk since March 2019</p>

Summary of overarching Brexit risks:

2.10 The Council's Brexit Working Group has met with each Directorate Management Team and carried out Brexit risk identification sessions. The sessions have resulted in the identification of seven overarching Brexit risks and 46 sub risks - the seven overarching risks are shown below and the full Brexit risk register is provided at appendix C.

1. **Supplier resilience / failure (high risk);**
2. **Staffing – skills, supply & cost (high risk);**
3. **Contractual risks (high risk);**
4. **Council services fail to prepare appropriately for Brexit (medium risk);**
5. **Loss of EU funding (medium risk);**
6. **Decreased revenues & changes in demand (medium risk); and**
7. **Citizen & community impacts (medium risk).**

2.11 PWC reviewed the Council's Brexit Preparedness and reported that "Overall, the Council has made good progress with Brexit preparations and there is a good level of understanding of the range of risks to which the Council could be exposed to"

2.12 Although an extension to the 31st January 2020 has been agreed, the risk of a "no deal" remains. As a result the Council has stepped up Brexit preparations and the Brexit Resilience Forum / Task and Finish Group continue to monitor and identify "no deal" risks and mitigations.

3. FINANCE

3.1 Whilst there are no specific capital or revenue financial implications arising as a result of this report, the Council has a number of significant corporate/strategic risks that it is managing. Should any of these risks materialise there would be an associated financial burden for the Council, therefore there is a need for all Council staff and Members to ensure that risk management becomes a proactive tool and that mitigating actions are identified, managed, monitored and delivered to ensure that risks do not materialise.

3.2 The improved management of Council risks should result in financial savings and/or cost avoidance by reducing the number of incidents that occur through unmanaged risks. Additionally managing opportunity risks will increase the likelihood of savings through identifying opportunities in line with the financial strategy.

4. LEGAL AND DEMOCRACY

4.1 Regulation 4 of the Accounts and Audit Regulations 2015 sets out the Council's responsibility for ensuring that its financial management is adequate and effective and that it has a sound system of internal control which facilitates the effective exercise of the Council's functions, and which includes arrangements for the management of risk.

4.2 There were no additional comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

5.1 Directorate Leadership Teams and risk owners have been fully consulted during this process.

6. RISK MANAGEMENT

- 6.1 Full management of the Council's top risks will allow for effective decisions to be made across the Council's business.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 The primary objective of Equality Impact Assessments (EIAs) is to determine the differential impact of a proposed policy, service or business activity and obtain a profile on how it affects different community groups.
- 7.2 Identifying risks and measures that might be employed to mitigate adverse impact is a crucial part of the EIA process.
- 7.3 In order to facilitate mainstreaming of the monitoring and control of identified EIA risks as best practice, departments should include the identified risks and controls measures in the Corporate Risk Register.
- 7.4 Risk owners should be aware of equality implications when delivering the control measures.

8. COMMUNITY SAFETY IMPLICATIONS

- 8.1 Risk management plays a key role in the Civil Contingencies Act 2004. The Council has a responsibility to ensure that it manages its risks effectively to reduce the risk of incidents affecting the safety of the community.

9. ORGANISATIONAL IMPLICATIONS

9.1 Environmental

Environmental issues are at the forefront of decision-making, this means that risk owners should only be agreeing to control measures that are environmentally friendly.

9.2 Staffing and accommodation

None.

9.3 Procurement

None.

9.4 Health

None.

10. TIMETABLE FOR IMPLEMENTATION

- 10.1 The management of risk is an ongoing process, the Council's risk management policy and strategy (2017-20) sets out the ongoing RM objectives.

Audit Trail				
Consultation				
Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillor Andrew Wilson	Cabinet Member for Finance and Performance	07/10/19	08/10/19	Throughout
Andrew Travers	Chief Executive	13/09/19	17/09/19	Throughout
Christina Thompson, Director	Finance and Investment	07/10/19	09/10/19	Throughout
Fiona McDermott, Strategic Director	Finance & Investment	09/10/19	09/10/19	Throughout
Emma Peters, Strategic Director	Sustainable Growth and Opportunity	13/09/19	17/09/19	Throughout
Annie Hudson, Strategic Director	Children's Services	13/09/19	17/09/19	Throughout
Fiona Connelly, Strategic Director	Adults and Health	13/09/19	17/09/19	Throughout
Bayo Dosunmu, Strategic Director	Resident Services	13/09/19	17/09/19	Throughout
Nisar Visram, Assistant Director	Finance and Investment	11/10/19	14/10/19	3
Alison McKane, Director	Legal and Governance	11/10/19	29/10/19	4
David Rose, Democratic Services	Legal and Governance	11/10/19	14/10/19	4
Hamant Bharadia, Assistant Director	Finance and Property	13/09/19	17/09/19	Throughout
Mark Nicolson, Head of Risk and Insurance	Finance and Property	13/09/19	For info	Throughout
Christine Webster, Head of Internal Audit and Counter Fraud	Finance and Property	13/09/19	For info	Throughout

Report History	
Original discussion with Cabinet Member	N/A
Report deadline	15/10/19
Date final report sent	11/10/19
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	<ul style="list-style-type: none"> Lambeth's Risk Management Strategy 2017-20 (on this agenda)
Appendices	<ul style="list-style-type: none"> Appendix A: Top 20 key risk details Appendix B: All Corporate and Strategic risks summary Appendix C: Brexit risk register