

## CORPORATE COMMITTEE 31 MARCH 2022

**Report title:** Key Risk Report Q4 2021/22

Wards: All

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

**Report Authorised by:** Fiona McDermott: Strategic Director for Finance and Investment

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### Report summary

This report provides an overview of the Council's key corporate, strategic and COVID-19 risks at Q4 2021/22.

### 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 council's key Corporate, Strategic and COVID-19 risks at Q4 2021/22 (tables 1-5 and Appendices A-B).

## 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;
  - Ensure that risk management effectively supports the corporate governance of the London Borough of Lambeth;
  - Ensure the process for identifying, evaluating, controlling, reviewing, reporting and communicating risks is in line with best practice, consistently applied and understood;
  - To provide a strategic lead and champion risk management, increasing our capacity for risk, whilst maintaining our statutory responsibilities; and,
  - To take a lead on developing and replicating best practice in risk management, providing value for money and enabling better outcomes

## 2. PROPOSAL AND REASONS

- 2.1 The Council's risk register holds a variety of risks relating to:
- Corporate & Strategic objectives;
  - COVID-19 and Brexit threats / impacts; and,
  - 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 2020-23 - Lambeth's risk scoring matrix is shown in Figure 1.
- 2.3 **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

- 2.4 Risks are identified and assessed 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 updates to the risk team for importing into JCAD.
- 2.5 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 Business Plans alongside other key data sets).

**Risk numbers**

2.6 There is currently a total of **74** key risks captured on risk registers at Q4 2021/22 (**37** Corporate and **37** Strategic). 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.

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



**Risk Appetite**

2.8 "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 2020-23)**

2.9 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**

2.10 **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.

## Risks outside of appetite

- 2.11 Risk appetite thresholds and risk responses have been applied to all Corporate and Strategic risks. Currently **14** corporate and **12** strategic risks are outside of appetite (**26** in total which is 35% of all key risks) of these **14** are rated as high risks. The highest rated risks are displayed in tables 1 – 4 and a summary of all corporate and strategic risks are included in appendix A.

## Note regarding treatment of risks outside of appetite

- 2.12 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 materialising and becoming issues then it’s acceptable to have high risks on the register.**

## Aligning audit activity to key risks

- 2.13 Appendix 1 of the Internal Audit Plan for 2021/22 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).
- 2.14 **Table 1: Top 10 Corporate risks** - Corporate risks relate to corporate health, key processes, people and systems:

Ref	Risk	Q2 21/22	Q3 21/22	Q4 21/22	Trend*
1	High and increasing levels of Serious Youth Violence (SYV) in the Borough	High (32)	High (32)	High (32)	↔
2	Cyber-attack with resulting compromise of key systems / personal information	High (24)	High (24)	High (24)	↑
3	FIRE: Availability of trained persons (Fire Controllers, Fire marshals and PEEP Buddies) to support fire evacuations	N/A	High (24)	High (24)	↔
4	First aid in the Civic Centre and Town Hall: The inability to summon first aid quickly in an emergency	N/A	High (16)	High (16)	↔
5	Corporate SAR's: Failure to improve performance and implement recommendations	High (24)	High (16)	High (16)	↓
6	Reputational damage for the organisation relating to IICSA report outcomes and failure to articulate and fulfil our Action Plan	High (24)	High (16)	High (16)	↓
7	Over reliance on agency workers covering social worker posts	High (16)	High (16)	High (16)	↔
8	Failure of a major contractor or supplier	Medium (12)	Medium (12)	Medium (12)	↔
9	Total loss or significant degradation of one or more core business systems (ICT)	Medium (12)	Medium (12)	Medium (12)	↔
10	Failure to achieve a high level of assurance against Resilience Standards for London (emergency planning)	High (16)	Medium (12)	Medium (12)	↓

\*Trend arrow indicates a change in risk score or general direction of travel

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

Risk Category & Description	Mitigations & comments
<p>Customer outcomes and quality</p> <p><b>CSSR0005:</b> High and increasing levels of Serious Youth Violence (SYV) in the borough</p> <p><b>High risk</b> (score 32)</p> <p>Corporate risk</p> <p>Risk Appetite threshold: 8</p>	<p>In June 2021 the Step 4 relaxing of Covid-19 measures on social contact and distancing were enacted, with the number of incidents of VAYP increasing in June (10 incident), July (17), and September (13). October 2021 saw incidents of VAYP descend to its lowest point since May 2020. However, ongoing planning assumes that interventions and diversionary activity should be planned for ahead of Summer 2022.</p>

Risk Category & Description	Mitigations & comments
<p>Risk Response: Treat</p> <p>Trend: </p>	<p>The Lambeth Made Safer (LMS) programme continues lead activity across 6 key workstreams with governance and oversight provided by the LMS Strategy which last met on the 13th of December 2021.</p> <p>The programme's progress has also been reviewed at management board on 15th December 2021. The programme will continue to develop and evolve in 2022 to best utilise available council and partnership resources. This will include the commissioning of an evaluation partner to evaluate the delivery of the programme, identify best practice and enable the application of lessons learnt.</p> <p>Effective working arrangements are in place between the Council, the Police, Key Partners and Community Members and Regular meetings continue with all partners and community groups including during Covid and to address issues raised locally and nationally by the Black Lives Matter movement.</p>
<p>Governance and Compliance</p> <p><b>RSDR0006:</b> Cyber-attack resulting in the compromise of personal information</p> <p><b>High risk</b> (score 24) Corporate risk</p> <p>Risk Appetite threshold: 4 Risk Response: Treat</p> <p>Trend: </p>	<p>The Russian invasion of Ukraine has increased the risk of Cyber-attack globally. At a local level this risk remains high but significant work is in hand in conjunction with external security specialists NCC, A number of improvements have been made, and vulnerabilities detected and closed off.</p> <p>Summary of actions taken over the last reporting period:</p> <ul style="list-style-type: none"> <li>• The Council's Cyber Strategy has been approved and is awaiting formal launch</li> <li>• The Acceptable Use Policy is agreed in principle but requires finessing to cater for Bring Your Own Device (BYOD)</li> <li>• A Cyber-Security Incident Response Team (CSIRT) has been procured.</li> <li>• We are represented on the London Office of Technology &amp; Innovation (LOTI) governance board with respect to a pan-London Cyber-Security Operations Centre (CSOC) tender and pilot</li> <li>• A major upgrade to the council's mobile device management solution is underway.</li> </ul>

Risk Category & Description	Mitigations & comments
	<ul style="list-style-type: none"> <li>The Information Risk Assurance Group will next meet in April 2022. This forms a key aspect of the SIRO's management and control of information, cyber and technology risk</li> <li>Mandatory Security Awareness training has also been rolled out.</li> </ul> <p>The ICT team continue to follow national expert cyber security advice and guidelines are always looking at new initiatives which will help Lambeth strengthen its security posture further.</p>
<p>Governance and Compliance</p> <p><b>OCEHR0048:</b> FIRE: Availability of trained persons (Fire Controllers, Fire marshals and PEEP Buddies) to support fire evacuations</p> <p><b>High risk</b> (score 24) Corporate risk</p> <p>Risk Appetite threshold: 4 Risk Response: Treat</p> <p>Trend: </p>	<p>Many of our Fire Marshals and Fire Controllers are still working from home and may continue to do so under the Council's new hybrid working arrangements and some do not want to continue the role. Hybrid working is also affecting the availability of buddies to assist staff who have Personal Emergency Evacuation Plans.</p> <p>Actions taken:</p> <ul style="list-style-type: none"> <li>A short mandatory fire safety course ensures employees returning to the workplace know the fire evacuation procedures. Launched in October and completion is being monitored by Corporate health and Safety (1249 staff members have completed the fire safety awareness course in the period up to 8th February 2022)</li> <li>Communications to Strategic Directors on need to ensure that they have fire marshals in place for their areas of responsibility. Incorporated into Workforce COVID-19 Risk Assessment process.</li> <li>Recruitment campaign for Fire Controllers and Fire Marshalls is underway.</li> </ul> <p>Contacting Fire marshals and those who have existing PEEPs to ascertain their plans for return to the workplace.</p>
<p>Governance and Compliance</p> <p><b>OCEHR0049:</b> First aid in the Civic Centre and Town Hall: The inability to summon first aid quickly in an emergency</p> <p><b>High risk</b> (score 16) Corporate risk</p>	<p>Many of our First Aiders are currently working from home and may only attend the office on ad-hoc days under hybrid working arrangements. There is no centralised system for knowing which first aiders are present or for summoning first aid. Whilst numbers attending the Civic Centre and Town Hall were low and the Engie Security Team were able to provide emergency support in the</p>

Risk Category & Description	Mitigations & comments
<p>Risk Appetite threshold: 4 Risk Response: Treat</p> <p>Trend: </p>	<p>absence of first aiders, this isn't sustainable as more people return and is not part of the substantial role of security personnel.</p> <p>Actions taken:</p> <ul style="list-style-type: none"> <li>• Communications to Strategic Directors on the need to ensure that they have First Aiders in place for their areas of responsibility.</li> <li>• Availability of First Aiders has been Incorporated into Workforce COVID-19 Risk Assessment process and first aiders are also being contacted directly.</li> </ul> <p>Working with Lambeth Technology to develop a simple system, with a single telephone number, to alert those that are present that there is a first aid emergency. However due to changes to telephony provider this project cannot start until March.</p>
<p>Governance and Compliance</p> <p><b>RSDR0022:</b> Corporate SAR's: Failure to improve performance and implement recommendations</p> <p><b>High risk</b> (score 16) Corporate risk</p> <p>Risk Appetite threshold: 4 Risk Response: Treat</p> <p>Trend: </p>	<p>An audit of corporate SAR's identified four high risk areas relating to ownership, polices, performance and systems. To improve SARs performance corporately, an improvement plan and improvement group are in place to deliver the following objectives:</p> <ol style="list-style-type: none"> <li>1) Review the SAR's process from start to finish and establish where delays and issues are occurring</li> <li>2) Identify and implement actions to improve response times and quality</li> <li>3) Report findings to the Data Protection Officer</li> </ol> <p>Due to good progress with the improvement plan and improvement group, SAR's performance during 21/22 was a marked improvement compared to 20/21:</p> <ul style="list-style-type: none"> <li>• Q3 21/22: 76.42% cases closed</li> <li>• Q3 20/21: 47.73% cases closed</li> <li>• YTD 21/22: 75.68% cases closed</li> <li>• YTD 20/21: 42.28% cases closed</li> </ul> <p>To ensure the improvements are maintained, weekly performance reports are produced and monitored by the Information Governance Team and SAR's Improvement Group.</p>

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

Ref	Risk	Q2 21/22	Q3 21/22	Q4 21/22	Trend*
1	Failure to deliver the estate regeneration programme (Homes for Lambeth) to plan & budget	High (24)	High (24)	High (24)	↔
2	Loss of investment (growth and opportunity)	High (24)	High (24)	High (24)	↔
3	Lambeth Borough not Net Zero (carbon emissions) by 2030	High (16)	High (16)	High (16)	↔
4	Escalating demand and costs for Temporary Accommodation	High (16)	High (16)	High (16)	↔
5	Historic abuse redress: inability to provide the redress scheme within the available financial envelope	Medium (12)	High (16)	High (16)	↑
6	Increased terrorism threat and failure to meet the requirements of Counter Terrorism and Security Act 2015	High (24)	High (16)	High (16)	↓
7	Ongoing concerns with provider resilience (social care)	Medium (8)	Medium (12)	Medium (12)	↔
8	Pupil place planning -pupil numbers increase/decrease impacts on services and budgets	Medium (12)	Medium (12)	Medium (12)	↔
9	Reputational damage for the organisation relating to Estates Regeneration Programme	Medium (12)	Medium (12)	Medium (12)	↔
10	Increasing demand for Adults Social Care negatively impacts delivery of statutory obligations and customer outcomes	Medium (8)	Medium (8)	Medium (8)	↔

\*Trend arrow indicates a change in risk score or general direction of travel.

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

Risk Category & Description	Mitigations & comments
<p>Growth and Opportunity</p> <p><b>NGSR0027:</b> Failure to deliver the estate regeneration programme (Homes for Lambeth) to plan &amp; budget</p> <p>High risk (score 24)</p> <p>Strategic risk</p> <p>Risk Appetite threshold: 16</p> <p>Risk Response: Treat</p>	<p>The risk remains high due to the ambitious nature of the programme, disruption from Covid 19 and Brexit continues to be monitored and tracked. The main impact of which is being seen in availability of materials and labour and in construction cost inflation – these issues are also driven by the general inflationary pressures being experienced across the market at this time. Design work has progressed well and several planning consents were obtained over the past year including: Trinity Rise and Jonathan &amp; Orsett street which has continued the momentum of delivery.</p>

Risk Category & Description	Mitigations & comments
<p>Trend: </p>	<p>The programme remains largely on track in terms of overall viability and delivery of new homes with some slippage seen in the early period of the programme which is reported in the 22/23 JDP. The number of open market sales planned in the first 3 years is limited which minimises the risk to delivery as in the early years there is lesser reliance on the cross subsidy of affordable homes from private sales revenues to support delivery. This overarching HFL delivery risk is underpinned by 11 individual HFL group risks relating to Health &amp; Safety, Macroeconomics, Governance, Scrutiny and Programme Management and is reported on regularly to Corporate Committee.</p> <p>A number of key mitigations are in place including: maintain a watching brief on the impacts of Covid 19 and Brexit and take mitigating actions, ensure opportunities to secure third party financial support e.g from the GLA are maximised, ensure that council team has sufficient professional and technical capacity to deliver their parts of the programme and to act as commissioner of and client to HFL</p>
<p>Growth and Opportunity</p> <p><b>NGSR0024:</b> Loss of investment (growth and opportunity)</p> <p><b>High risk</b> (score 24)</p> <p>Strategic risk</p> <p>Risk Appetite threshold: 16</p> <p>Risk Response: Treat</p> <p>Trend: </p>	<p>Risk remains high. The main causes of this risk are: longer term lasting impacts of Covid-19 (e.g. permanent shift in working patterns); economic downturn; increasing competition and loss of EU funding due to Brexit; continuing uncertainty around TfL long term funding settlement putting major infrastructure projects at risk; poor investor market perception of Lambeth.</p> <p>The following key controls are in place to manage and respond to this risk:</p> <ul style="list-style-type: none"> <li>• Implement Economic Resilience Strategy v2.0 now published and adopted</li> <li>• Increase understanding of land assets through progression of a housing growth strategy</li> <li>• Tracking income from developers e.g. s106/CIL etc</li> <li>• Implementing strategy around relationships with key owner occupiers in the borough</li> <li>• Monitoring investment and identifying opportunities</li> </ul>

Risk Category & Description	Mitigations & comments
<p>Customer Outcomes and Quality</p> <p><b>NGSR0033:</b> Lambeth Borough not Net Zero (carbon emissions) by 2030</p> <p><b>High risk</b> (score 16) Strategic risk</p> <p>Risk Appetite Threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>Collaborating closely with key partners such as GLA, TFL, NR, Homes England etc</p> <p>The risk of not meeting the Net Zero target date is still high due to the council's lack of direct control over emissions in the borough. However, a lot of progress has been made over the past quarter.</p> <p>Building upon the Citizens Assembly that was held in quarter 2, a draft Climate Action Plan has brought together key partners to collaborate. The ambition is to reach Net Zero by 2030 as collective, recognising that wider national changes are needed to reach NZ.</p> <p>The GLA have published research into pathways to Net Zero by 2030 and this will enable LBL to build upon this with our partners and understand impact. A measurement &amp; evaluation framework will be developed to track progress across the borough and our data will enable others to decarbonise efficiently.</p> <p>There are actions which are needed to enable Net Zero e.g. decarbonisation of the electricity grid which are beyond our control, which if they do not happen then we cannot reach Net Zero.</p>
<p>Customer Outcomes and Quality</p> <p><b>RSDR0008:</b> Escalating demand and cost for Temporary Accommodation</p> <p><b>High risk</b> (score 16) Strategic risk</p> <p>Risk Appetite Threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>Lambeth continues to prevent or relieve around 50% of households from becoming homeless. Despite this being at the second-highest level in London, the number of people in Temporary Accommodation (TA) continues to increase.</p> <p>On 31st December 2021 there were 3,119 households in temporary accommodation representing an increase of 13% when compared to occupation levels on 31st December 2020.</p> <p>Following discussions on a new TA model, we currently developing a business case that will be presented to Senior Leadership Team. There is potential to provide better quality temporary accommodation located within or close to Lambeth at neutral cost.</p> <p>Key mitigations around strategic planning, resource management and commissioning remain ongoing.</p>

Risk Category & Description	Mitigations & comments
<p>Strategy and Finance</p> <p><b>ECIS0062:</b> Historic abuse redress: inability to provide the redress scheme within the available financial envelope</p> <p><b>High risk</b> (score 16) Strategic risk</p> <p>Risk Appetite Threshold: 8 Risk Response: Treat</p> <p>Trend: </p>	<p>Redress spend is now almost certain to exceed the allocated budget of 125m. How high it goes and what becomes a problem for the organisation is a key challenge which is being closely monitored and assessed.</p> <p>The latest actuarial review has been received and shows that total costs could now be between £160m - 180m, including overheads of around £7-10m. Given the high volume of applications received just before the scheme closure there remains some uncertainty around final costs however this uncertainty will reduce as more of the remaining applications are concluded.</p> <p>There are currently around 600 open claims which could have significant associated costs, earmarked reserves are in place and assurance and audit monitoring remain in progress however this remains a key risk with significant financial impacts.</p>

### COVID-19 risk management

- 2.18 The impacts of COVID-19 have been considered for each of the key risks contained in this report. Due to the number of new risks posed by COVID-19 a separate risk register is in place to monitor the identified and emerging COVID-19 risks. The risk register currently contains **8 risks** relating to **five** different themes including, Workforce, infection control, finance and service delivery.
- 2.19 The COVID-19 risk register is reviewed as part of the regular Silver/Gold group meetings which have taken place since early 2020.
- 2.20 The full risk register is available to view at appendix B, and a sample of the identified risks are shown in table 5 below.
- 2.21 **Table 5:** Sample of key COVID-19 risks at Q4 2021/22:

Ref	Risk	Current rating Q4 21/22	Trend	Comments
1	Increase in poverty and debt amongst vulnerable citizens	High (24)		The economic impact of COVID-19 continues to have an adverse impact, however the unemployment rate is decreasing, and is now at its lowest since June 2020 (6.2%)
2	Low uptake of COVID-19 vaccinations within the community and care provider settings	High (16)		Vaccination uptake remains a challenge in the borough. The vaccination uptake programme is in place and is focused on

				increasing uptake in older and vulnerable residents (cohorts 2-4 and 6) and health and wellbeing in black communities.
3	Health and social care workforce destabilised as a result of COVID 19 and Vaccination as Condition of Deployment (VCOD) policy	Medium (8)		The government has announced that the VCOD policy is to be scrapped from 15 <sup>th</sup> March thus reducing this risk significantly. However nationally many staff have already left their roles due to the uncertainty with this.
4	Significant number of key staff (and providers) are infected with COVID-19 and unable to perform their duties	Medium (8)		Days lost to sickness increased in December due to the Omicron wave, however daily sickness rates have declined since January and currently remain moderately low.
5	Government grant may not cover full financial impact of additional expenditure and loss of income as a result of the Covid-19 crisis	Low (4)		Risk is now unlikely, there are currently no extra demands so not a big risk at moment, will continue to monitor.

2.22 **Note:** COVID risks and impacts will have a long-term effect on a number of areas e.g. community, finances and service delivery, the impacts will be factored into the assessments of key risks on an ongoing basis.

### 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 further comments from Democratic Services.

## **5. CONSULTATION AND CO-PRODUCTION**

- 5.1 Directorate Management 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**

### **Environmental**

- 9.1 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.

### **Staffing and accommodation**

- 9.2 None.

### **Procurement**

- 9.3 None.

### **Health**

- 9.4 None.

## **10. TIMETABLE FOR IMPLEMENTATION**

- 10.1 The management of risk is an ongoing process, the Council's risk management policy and strategy (2020-23) sets out the ongoing Risk Management objectives.

## AUDIT TRAIL

<b>Name/Position</b>	<b>Lambeth directorate / department or partner</b>	<b>Date Sent</b>	<b>Date Received</b>	<b>Comments in paragraph:</b>
Councillor Andrew Wilson	Cabinet Member for Finance and Performance	02/03/22	17/03/22	Throughout
Fiona McDermott, Strategic Director	Finance and Investment	02/03/22	09/03/22	Throughout
Christina Thompson, Director	Finance and Property	02/03/22	03/03/22	Throughout
Sian Hedger, Assistant Director	Finance and Investment	02/03/22	04/03/22	3
Andrew Pavlou Principal Lawyer Governance	Legal and Governance	02/03/22	03/03/22	4
Chloe Morris, Democratic Services	Legal and Governance	02/03/22	03/03/22	4
Mark Nicolson, Head of Risk and Insurance	Finance and Property	02/03/22	For info	Throughout
Justin Martin, Internal Audit and Counter Fraud	Finance and Property	02/03/22	For info	Throughout

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	N/A
<b>Report deadline</b>	18/03/22
<b>Date final report sent</b>	18.03.22
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key decision report</b>	No
<b>Date first appeared on forward plan</b>	N/A
<b>Key decision reasons</b>	N/A
<b>Background information</b>	Lambeth's Risk Management Strategy 2020-23 ( <a href="#">available here</a> )
<b>Appendices</b>	Appendix A: Corporate and Strategic risks summary (all) Appendix B: Covid-19 risk register