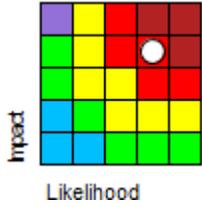
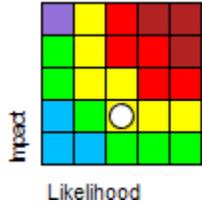
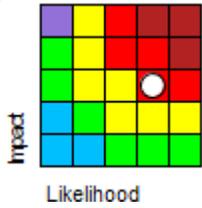
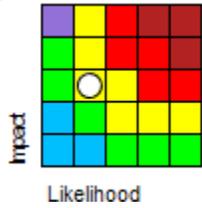
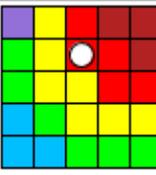
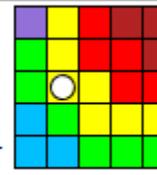
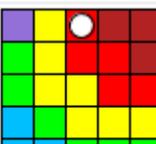
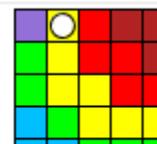
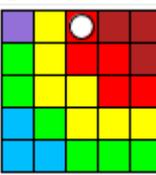
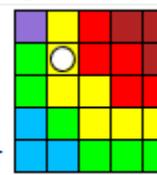
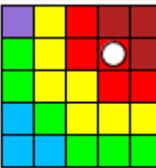
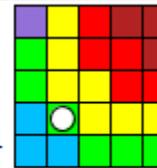
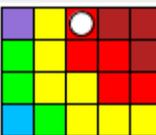
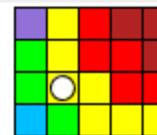
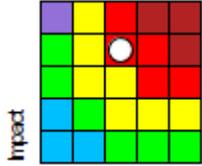
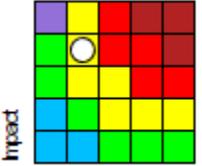




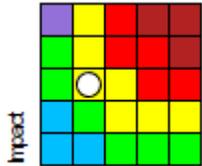
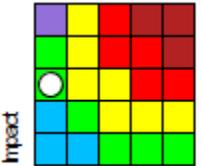
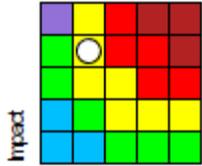
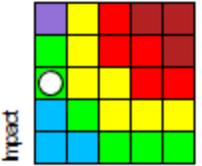
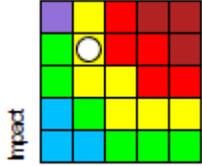
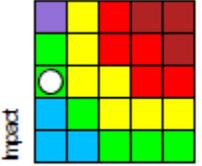
## High Risks (8)

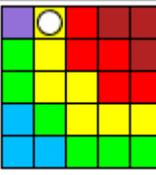
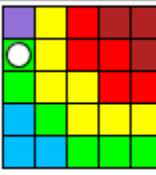
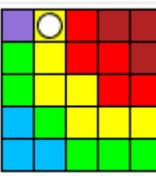
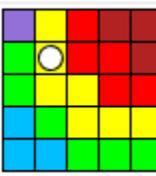
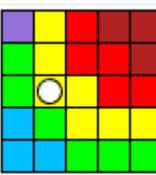
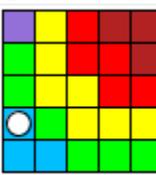
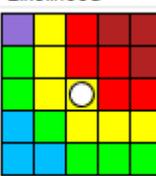
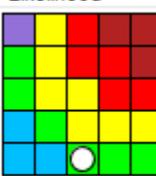
Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
<p>LBL003 Non-Compliance with Health &amp; Safety At Work Act Regulation</p> <p><b>Jennifer Daothong</b></p>	<p>Following weak governance, ineffective management, poor procedure or unaddressed incidents the Council <b>does not comply with health and safety regulation</b> resulting in increased threat to safety, financial liability and prosecution risk.</p>			<p>H&amp;S Service Audit Programme 23/24 31-Oct-2023 100%</p> <hr/> <p>Fire Safety and Evacuation Approach 30-Nov-2023 100%</p> <hr/> <p>H&amp;S Training Identification 15-Jan-2024 75%</p> <hr/> <p>Premises Officer 31-Jan-2024 25%</p>
<p>LBL004 Workforce attraction and retention</p> <p><b>Jennifer Daothong</b></p>	<p>Following lack of competitive offer, cumbersome recruitment processes, reputation as an employer, employment market challenges, financial restrictions, failure of succession planning or poor management the Council cannot effectively <b>attract or retain sufficient workforce</b> leading to increased workload and stress among remaining staff, inability to achieve service goals, failure to retain a representative workforce, loss of organisational memory and increased spend on temporary/agency employees.</p>			

Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
LBL008 Disruption to services following major supplier failure  <b>Jennifer Daothong</b>	Following failure to manage relationships, supplier malfeasance, poor economic conditions or difficult contractual arrangements the Council experiences <b>failure of a major supplier</b> resulting in increased expense, disruptions in service or service failure, increased risk of legal liability.			
LBL009 Significant Cyber Security Breach  <b>Jennifer Daothong</b>	Because of failure in IT security, or novel attack the Council suffers a <b>Significant Cyber Security Breach</b> which widely disrupts systems or data, places data security at risk and severely inhibits usual ways of working.			
LBL011 Widespread budgetary control failure  <b>David Austin</b>	Because of significant unanticipated overspends, lack of governance or material loss of income the Council suffers <b>widespread budgetary control failure</b> threatening its ability to deliver effective services, financial stability and ability to coherently plan for the future.			
LBL013 Cost of Living Impact on Residents  <b>David Austin; Pinaki Ghoshal</b>	Continued wider economic uncertainty heightens the <b>cost of living impact on residents</b> increasing service delivery demand and reducing income collection rates.			
LBL014 Major procurement failure  <b>David Austin</b>	Due to compliance failure, market issues, deliberate malfeasance or errors in process the Council experiences a <b>major procurement failure</b> resulting in gap or loss of service, increased cost, poor contractual terms, damaged relationships or heightened risk of legal liability			

Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
LBL020 Building For Lewisham Programme Failure <b>Nazeya Hussain</b>	Due to financial constraints, unexpected circumstances, supplier failure, economic uncertainty or contractual issues the <b>building for lewisham programme fails to deliver its objectives</b> resulting in overspends, poor or non-complete buildings, loss of income and reputational damage.			

### Moderate Risks (10)

Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
LBL005 Sharp decline in employee morale <b>Jennifer Daothong</b>	Following poor management, wider economy employee relations issues or mishandled change the Council sees a <b>sharp decline in employee morale</b> resulting in increased absenteeism, workforce attraction and retention issues and reduced service delivery.			
LBL006 Major Information Governance Failure <b>Jennifer Daothong</b>	Following inadequate training, poor handling practice, ineffective oversight, human error or deliberate malfeasance the Council experiences a <b>major information governance failure</b> resulting in reputation damage, increased risk of enforcement action and inefficient service operation.			
LBL007 Significant legislative change <b>Jennifer Daothong</b>	Following failure to anticipate, poor preparation, lack of consultation or limited change capacity the Council experiences detriment from <b>significant legislative change</b> resulting in increased expense to meet modified duties, service disruption during change or increased risk of non-compliance with legal duty.			

Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
LBL010 Inability to set a balanced budget  David Austin	Due to chronic lack of resources, failure to agree savings, or governance failure the Council is <b>unable to set a balanced budget</b> leading to s114 notice and Government intervention alongside significant impairment in ability to deliver services.			
LBL012 Significant Internal Control Failure  David Austin	Owing to failure to implement effective control framework for key business activity, poor culture, or inability to identify and deal with bad actors the Council suffers a <b>significant internal control failure</b> leading to financial or asset loss, significant reputational damage or service delivery failure.			
LBL015 IT does not effectively deliver  David Austin	Due to contractor underperformance, technical failure, supply chain difficulty, insufficient funding or inadequate scoping the Council's <b>IT does not effectively deliver</b> resulting in poor performance, impacted staff morale, increased cost of remedy and increased risk of data loss.			
LBL016 RAAC In School & Corporate Buildings  Pinaki Ghoshal; Nazeya Hussain	Because of poor historical construction choices the Council identifies <b>RAAC (Reinforced Autoclaved Aerated Concrete) in school and corporate buildings</b> leading to increased threat to safety and cost of temporary and permanent remediation works.			<p>Remedial works in RAAC school 31-Dec-2023 <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #c0c0c0; text-align: center;">80%</div></p> <p>Long Term RAAC solution scoping 31-Dec-2024 <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #c0c0c0; text-align: center;">15%</div></p> <p>Reviewing surveys following new DfE guidance 31-Dec-2023 <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #c0c0c0; text-align: center;">90%</div></p>

Code, Title & EMT Owner	Description	Current Risk Matrix	Target Risk Matrix	Related Action, Due Date & Progress
LBL017 Major Child Safeguarding Failure <b>Pinaki Ghoshal</b>	Following management failure, poor practice, or mistaken risk assessments the Council experiences a <b>major child safeguarding failure</b> resulting in significant reputational damage, financial liability and service failure in addition to impacts on the affected family.			
LBL018 Major Adult Safeguarding Failure <b>Tom Brown</b>	Following management failure, poor practice, or mistaken risk assessments the Council experiences a <b>major adult safeguarding failure</b> resulting in significant reputational damage, financial liability and service failure in addition to impacts on the affected individual(s).			
LBL019 Failure to deliver climate emergency strategy <b>Nazeya Hussain</b>	Because of resource limits, varying political will, poor governance, a lack of clarity on what delivery means or increased challenge the Council <b>fails to deliver its climate emergency strategy</b> resulting in environmental damage, loss of local leadership reputation and increased mitigation costs.		[target risk not set]	

### Impact and Likelihood Definitions

<p><b>Impact 1 Lowest Impact</b> Lowest impact, will temporarily divert resources but likely cause no significant lasting impact on objectives.</p> <p><b>Impact 2 Small impact</b> Small impact, will divert resources and provide some limitations but not likely to significantly impact material achievement of objectives.</p> <p><b>Impact 3 Moderate Impact</b> Moderate impact, will allow continued progress toward objectives until resolved.</p> <p><b>Impact 4 Large Impact</b> Large impact, will temporarily stall or seriously impair progress towards objectives until resolved.</p> <p><b>Impact 5 High Impact</b> Highest impact, will effectively prevent progress toward objectives until the risk event is resolved.</p>	<p><b>Likelihood 1 Extremely Unlikely</b> Extremely Unlikely, around a 1 in 1,000 chance</p> <p><b>Likelihood 2 Very Unlikely</b> Very Unlikely, around a 1 in 250 chance</p> <p><b>Likelihood 3 Unlikely</b> Unlikely, around a 1 in 50 chance</p> <p><b>Likelihood 4 Possible</b> Possible, around a 1 in 10 chance</p> <p><b>Likelihood 5 Probable</b> Probable, around a 1 in 2 chance</p>
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