

Strategic Risk Register – December 2020

Ref	Risk Category – levels 1 & 2	Lead	RAG	Change / Comment	
1	COMPLY WITH THE LAW				
1A	Governance	1. Information Governance Failure	CR	R	Actions updated
		2. Governance failings implementing service changes	CEO	A	Actions updated
1B	Regulatory	1. Non-Compliance with Health & Safety	CEO	A	Actions updated
		2. Respond to legislative change	CEO	A	
		3. High levels of poor Air Quality – Renamed Impact of Climate Change	COM	A	Actions updated
2	SECURE SERVICES TO USERS				
2A	Process	1. Adequacy of Internal Control	CR	R	Actions updated
		2. Failure in Child Safeguarding	CYP	R	Actions updated
		3. Non-delivery of transformational change	CEO	R	Actions updated
		4. Elections not conducted efficiently or effectively	CEO	G	
		5. Serious Adult Safeguarding concerns	COM	R	Narrative updated
2B	Technology	1. ICT not fit for purpose/does not meet business needs	CR	A	Actions updated
		2. Cyber Security breaches corrupt or locks down systems or data	CR	R	Actions updated
3	DEVELOP STAFF & PARTNERS				
3A	Workforce	1. Loss of constructive relations	CEO	A	
		2. Maintain sufficient management capacity & capability	CEO	A	
3B	Partnerships	1. Multi-agency governance leads to ineffective partnership working	CEO	A	
		2. Agree integrated delivery models for local health and care services	COM	A	Narrative updated
4	SERVICES REPRESENT VFM				
4A	Procurement	1. Failure to manage suppliers and procurement programmes.	CR	A	

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Ref	Risk Category – levels 1 & 2	Lead	RAG	Change / Comment	
4B	Performance 1. Failure to manage performance leads to service failure	CEO	A		
5	MANAGE WITHIN BUDGET				
5A	Financial	1. Financial failure unable to maintain delivery within balanced budget	CR	R	Actions updated
		2. Unforeseen expenditure/loss of income from funding streams	CR	A	Actions updated
		3. Loss of income - debt collection	CR	A	Actions updated
5B	Bus. Continuity 1. Failure to contain impacts of emergency	CR	A	Narrative updated	
	Covid 2. Contain the impacts of Covid-19 and deliver services	CR	R	Actions updated	
6	OTHER				
6	Brexit 1. Risk of disruption to Council services and impact on residents/businesses	CR	A	Narrative updated	

Key

Scoring

5x5 Likelihood and Impact with 1 Low and 5 High. See Risk Management Strategy for guidance on assessing impact and likelihood

RAG rating

- △ Red
- Amber
- ★ Green

Direction of Travel

- ↗ Better
- Same
- ↘ Worse

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
1. Comply with the Law: A. Governance											
1.A.1	Information Governance failure	△	16	8	△	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> Established policy framework Information Governance Board in place Information asset and security environment audits undertaken Staff training modules developed Regular EMT briefings Review of FOI, SARS and Complaints team set up PSN and PCI compliant 	<ul style="list-style-type: none"> Roll out mandatory online information governance and security training for all staff Decommission old server environment Implement audit control recommendations Review assessment of Cyber Security risk and actions required 	<p>Commenced Jan 20. Currently paused</p> <p>Mar 20 – progressing but completion slipped</p> <p>Ongoing – next milestone Feb 21</p> <p>Feb 21</p>	Good governance and effective operational performance
	Impact		4	4							
	Likelihood		4	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
1. Comply with the Law: A. Governance											
1.A.2	Governance (opportunities and threats) in the implementation of service changes	●	12	8	●	➔	Chief Executive	<ul style="list-style-type: none"> Corporate Strategy to 2022 adopted Member and Director finance training delivered and additional budget sessions and officer training on equalities. This will continue Transition planning has commenced Design and communication of approach to service redesign and change work for 2021 – LA MTFS – preparation of 2021/22 Budget. 	<ul style="list-style-type: none"> Implementation of 20/21 service changes in line with Budget to live within financial limits. Corporate priorities being reviewed in light of COVID-19. Transition planning and stabilisation post Covid 	<p>Done Dec 20 Next milestone – set up PMO Mar 21</p> <p>Phase 1 completed June 20. Phase 2 July to Dec 20. Phase 3 onwards – depends on lock-downs</p>	Good governance and effective operational performance
	Impact		4	4							
	Likelihood		3	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
1. Comply with the Law: B. Regulatory											
1.B.1	Non-compliance with Health & Safety Legislation	●	12	6	△	➔	Chief Executive	<ul style="list-style-type: none"> • Corporate H&S manual. • Regular prog. of audits reported to H&S Cttee • Directorate H&S Working Group meets quarterly with representation from across all divisions and reports to Unions • Full H&S programme of training available. • H&S guidance is updated and staff briefed when working practices change • Monitor OH referrals • All DMTs reviewed annual self-assessments, incidents and audits • Review approach to tree risk assessments and related work programme 	<ul style="list-style-type: none"> • Undertake a review of how H&S is currently managed and recruit and adjust accordingly, This will cover: <ul style="list-style-type: none"> - Operational - Assets (inc PO Handbook) - Staff welfare • H&S Board monitoring progress with fire risk works and statutory & planned building maintenance works • Reviewing revisions to service H&S risks for assessments impact of Covid risks 	<p>Apr 20 Slipped to Sept 20 due to Covid 19. Completed. Next review as part of service planning 2021.</p> <p>Quarterly</p> <p>For the duration of the Covid response</p>	Good governance and effective operational performance
	Impact		4	3							
	Likelihood		3	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
1. Comply with the Law: B. Regulatory											
1.B.2	Failure to anticipate and respond appropriately to legislative change	●	12	5	△	➔	Chief Executive	<ul style="list-style-type: none"> Engaged with relevant professional bodies and government departments Established a Brexit working group with regular reporting to EMT in weeks preceeding exit deadline dates Training & communications 	<ul style="list-style-type: none"> Reports to Council on changes necessary to reflect Legislation. Responding to Govt consultations and lobbying in various areas of political change (e.g. CSR, FFR, NNDR, DSG, Social Care etc Brexit Risk Assessments to be informed by preparations for and experience of post transition Monitor developments in respect of social care, welfare reform, housing, etc.. in particular as they arise from government announcements 	<p>Quarterly for CWP</p> <p>As Dictated Gov't agenda Next milestone Govt consultation Feb 2021</p> <p>On-going. Currently reporting to EMT monthly.</p> <p>Ongoing</p>	Good governance and effective operational performance
	Impact		4	5							
	Likelihood		3	1							

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1. Comply with the Law: B. Regulatory											
1.B.3	Impact of climate change (e.g. air quality, extreme weather, flooding, compliance with new requirements/standards for service delivery).	●	12	6	△	➔	Executive Director for Community Services	<ul style="list-style-type: none"> Climate Emergency Strategic Action Plan agreed by Mayor and Cabinet in March 2020 Continuing to work with Air Quality Management Area Plan and London, National and European strategies to improve Air Quality. Traffic reduction pilot in place in Lee and Hither Green Lewisham Climate Emergency Public Forum Strategic Air Quality Board quarterly. 	<ul style="list-style-type: none"> Action Plan to be reviewed annually by Sustainable Development and M&C Lobbying Government and other for resources to deliver on the Climate Emergency Action Plan Develop strategy and supporting plans to work towards climate emergency targets LEZ fleet procurement strategy – refuse and transport cuts Annual Air Quality report completed for submission 	<p>Nov 20 / Feb 21</p> <p>Ongoing</p> <p>Reviewed quarterly at Air Quality Board</p> <p>Done – next milestone Apr 21</p> <p>March 21</p>	Making Lewisham Greener
	Impact		4	3							
	Likelihood		3	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
2. Secure Services to Users: A. Process											
2.A.1	Adequacy of Internal Control Framework	△	16	8	△	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> Internal audit, risk & anti-fraud work – Anti-fraud, Anti-money laundering, whistle blowing policies and hot lines in place Annual National Fraud Initiative (NFI) & data matching Coordination/ joint working with central Govt. agencies (DWP, HMRC, BA), LH and other local housing providers. Quarterly reports to Exec Directors, ICB, Audit Panel monitoring trends & progress Implemented various phases of Oracle project - Finance, PBCS, payroll and self-service live. 	<ul style="list-style-type: none"> Next phase to get wider business improvements from Oracle to realise benefits of investment Improvement plan for Liquid Logic (LAS/LCS and Controc) system and processes for CSC and ASC, aligned with service operating models and procedures. Internal Audit focussed on core financial audits Counter fraud work focused on Covid grant assurance and data matching 	<p>Phase 2 – Jun 20 (slipped for payroll) Done Next milestone HR PID Sept 20 Work is in progress, due to Covid – next update Feb 21</p> <p>Next milestone Apr 21 – LAS live</p> <p>Apr 2021</p> <p>Next milestone Apr 21</p>	Good governance and effective operational performance
	Impact		4	4							
	Likelihood		4	2							

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2. Secure Services to Users: A. Process											
2.A.2	Failure in Child Safeguarding	△	25	20	★	➔	Executive Director Children & Young People	<ul style="list-style-type: none"> All cases risk assessed at lockdown Thresholds for access to services restricted to minimum statutory requirements LCS system redesigned to improve recording and management oversight Virtual visiting introduced Operational procedures revised Weekly critical safety panel created to review performance Quality assurance and performance framework in place to monitor practice. 	<ul style="list-style-type: none"> Improvement Programme 2018/19 - 2021/22 to drive up quality of practice to be consistently good. Strengthen quality assurance and performance framework Workforce Development strategy under development to strengthen recruitment, retention and training permanent workforce Re-launch of supervision policy to strengthen risk management Child Exploitation Strategy under development in the Safeguarding Partnership to manage risk to young people in the community Corporate Parenting strategy under development to develop services for children in care and care leavers 	<p>April 2022</p> <p>Through 2020/21</p> <p>Sept 2020 Slipped to launch in Feb 2021</p> <p>Sept 2020 Slipped to launch in Feb 21</p> <p>Sept 2020 Slipped to April 2021</p> <p>Dec 2020 Slipped to April 2021</p>	<i>Giving children and young people the best start in life</i>
	Impact		5	5							
	Likelihood		5	4							

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2. Secure Services to Users: A. Process											
2.A.3	Strategic programme to develop and implement transformation change does not deliver	△	15	10	●	→	Assistant Chief Exec	<ul style="list-style-type: none"> Assistant Chief Executive appointed Change and improvement board arrangements in place 	<ul style="list-style-type: none"> Review and improve change strategy in line with Corporate Priority objectives. Directorate PMO support is being put in place initially to support delivery of cuts. EMT strategic change board in place and three work strands to monitor delivery of cuts and change projects agreed 	Reviewed and agreed at EMT Done Dec 20 Next milestone re budget delivery Apr 21	Good governance and effective operational performance
	Impact		5	5							
	Likelihood		3	2							

Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
2.A.4	Elections not conducted efficiently or effectively	★	5	4	★	➔	Returning Officer	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Undertake delayed Canvas update Implement Boundary Commission changes once confirmed Prepare for London Mayoral Election in May 21 	TBC Slipped from Feb 20 TBC in 2021 May 21	Good governance and effective operational performance
	Impact		5	4							
	Likelihood		1	1							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
2. Secure Services to Users: A. Process											
2.A.5	Serious Adult Safeguarding Concerns	△	20	20	★	➔	Executive Director for Community Services	<ul style="list-style-type: none"> Regular reports to the LSAB. Case audits by management. Monitoring through Performance DMT. 	<ul style="list-style-type: none"> Safeguarding processes are being reviewed throughout operational and provider services and partner organisations. Safeguarding performance is scrutinised by the LSAB and DMT. Cases that meet the threshold for a statutory safeguarding audit review are referred to the Safeguarding adult review board that meets monthly. Deprivation of Liberty Safeguards applications continue to rise. To mitigate the risk of legal challenge for unauthorised detentions community DOLS are being processed on time and COP applications made. New system Liberty Protection safeguards will be implemented in April 2022 now that government legal sign off process has been completed. 	<p>Oct 20 slipped to Jan 2021</p> <p>Monthly DMT monitoring.</p> <p>LSAB meets quarterly and SAR meets monthly. Monthly QA sessions in place to monitor practice trends and quality provision.</p> <p>Monthly reviews to monitor practice trends</p> <p>April 2022</p> <p>Quarterly</p>	<i>Delivering and defending health, social care, and support</i>

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									<ul style="list-style-type: none"> • Task and Finish Group in place to monitor all actions from DHR's • These are reviewed at Safeguarding Boards and Safer Lewisham Partnership • 1 x new DHR's has begun. 	Reviewed in March annually	
	Impact		5	5							
	Likelihood		4	4							

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2. Secure Services to Users: B. Technology											
2.B.2	Cyber Security breaches corrupt or locks down Council systems or data.	△	15	5	△	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> • External independent reviews of security arrangements and practices • Documented systems to support PSN compliance • Reviewed assessment of Cyber Security risk and actions required 	<ul style="list-style-type: none"> • Plan for implementation of recommendations from IT security audit concluded in June • Shared service to develop and test disaster recovery plan • Gain approval for formal cyber response policy • Evaluate options for cyber insurance 	Ongoing to Mar 21 (slipped Sept 19) Mar 21 (slipped from March 20) EMT in Feb 21 Mar 21	Building Safer Communities
	Impact		5	5							
	Likelihood		3	1							

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3. Develop Staff and Partners: A. Workforce											
3.A.1	Loss of constructive employee relations	●	9	8	★	➔	Chief Executive	<ul style="list-style-type: none"> Refreshed people management framework Continued employee assistance programme Extended Union engagement Launched Pulse surveys 	<ul style="list-style-type: none"> Continue to run regular Pulse surveys 	Ongoing	<i>Building an inclusive local economy</i>
	Impact		3	4							
	Likelihood		3	2							

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3. Develop Staff and Partners: A. Workforce											
3.A.2	Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformation changes	●	12	9	★	➔	Chief Executive	<ul style="list-style-type: none"> All EMT posts now recruited to Restructure of director level posts 	<ul style="list-style-type: none"> Complete directorate service changes and recruit as appropriate Additional spend and recruit controls may adversely impact on this risk Emerging signs of exhaustion in workforce from sustained Covid response – reviewing recruitment and HR/welfare support in place 	Done Dec 20 Ongoing Next review Mar 21 Ongoing Next update Apr 21	<i>Good governance and effective operational performance</i> <i>Tackling the housing crisis</i>
	Impact		4	3							
	Likelihood		3	3							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
3. Develop Staff and Partners: B. Partnerships											
3.B.1	Multi-agency governance leads to ineffective partnership working -Housing -Police - VSec -Business -Schools (See also 3.B.2 Health)	●	8	4	●	➔	Chief Executive	<ul style="list-style-type: none"> Regular meetings in place between Superintendent Partnership and Director of Communities, Partnerships and Leisure.. Similar liaison being put into place for MPS and LFB to ensure ongoing dialogue to capture any future changes. Regular meetings with Borough Commander, Mayor, Cllr Dacres and Chief Executive in place. 	<ul style="list-style-type: none"> Review need for a new Community Strategy for Lewisham to be aligned with Covid 19 work Review of changes to Police/CRC + NPS/Fire Engage proactively with the new Borough Commander on plans to increase community scrutiny of stop and search and wider Policy activity Parks team working closely with enforcement services and Police to monitor and respond to ASB. 	ongoing Sept 20 slipped to Jan 21 Response to initial action plan by August 2021 Ongoing	<i>Building safer communities</i>
	Impact		4	4							
	Likelihood		2	1							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
		3. Develop Staff and Partners: B. Partnerships									
3.B.2	Failure to agree with partners integrated delivery models for local health and care services	●	12	4	△	➔	Executive Director Community Services	<ul style="list-style-type: none"> Partnerships in place across health and social care. Monitoring of initiatives takes place via DMT, S75 Board and HWBB. Integration planning continues with new joint posts agreed and recruited Developed the strategic commissioning function. Care at home leadership group has now been established. .Whole system recovery plan has been developed 	<ul style="list-style-type: none"> Implement new joint H&SC governance working arrangements Review holistic approach for grant funding CEO leading work to agree place based joint working arrangement for LBL and CCG / NHS various milestones. New Strategic Plan with partners required. Proposals for Commissioning Alliance and provider alliances are being developed. Continue to develop the Lewisham Health & Care partnership alliance arrangements whole system change. Work with providers to develop an operational model for Care at Home and Adult Mental Health 	<p>ongoing</p> <p>June 20 Done as part of cuts proposals. Next step is implementation in 2021/22</p> <p>Ongoing</p> <p>Monthly by Lewisham Health & Care Partners Board</p> <p>Jan 21</p>	Delivering and defending health, social care, and support
	Impact		4	2							
	Likelihood		3	2							

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4. Develop Staff and Partners: A. Procurement											
4.A.1	Failure to manage strategic suppliers and related procurement programmes. (13)	●	12	6	△	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> Published work on community wealth building as part of inclusive growth strategy development Growth in service for additional x2 posts Rolled out quarterly procurement training courses for all appropriate officers Fees and charges report published in 20/21 Current years Social Value report was published in Aug 20 	<ul style="list-style-type: none"> Update approach and review of contract management for types of contract. Next step is to build a contract management tool kit for officers Build a contract management dashboard Fees & Charges work for 21/22 budget and accelerate work on memorandum trading accounts for priority services re commercial work Roll out contract management training module for all procurement and contract managers 	Done (slipped from Mar 20) Apr 21 Mar 21 Feb 21/22. Trading accounts slipped to Dec 20 due to Covid Done Dec 20	Building an inclusive local economy
	Impact		4	3							
	Likelihood		3	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direction of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
4. Services Represent VFM: A. Performance											
4.B.1	Failure to manage performance leads to service failure (10)	●	12	4	△	➔	Chief Executive	<ul style="list-style-type: none"> Transferred reporting of risk to Audit Panel Director sessions, as part of Budget/MTFS planning, to improve alignment and monitoring of key service activity, forecasts etc to assess cost drivers 	<ul style="list-style-type: none"> Review of corporate performance monitoring arrangements by EMT 	TBC	<i>Good governance and effective operational performance</i>
	Impact		3	2							
	Likelihood		4	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
5. Manage within Budget: A. Financial											
5.A.1	Financial Failure and inability to maintain service delivery within a balanced budget	●	25	4	△	➔	Executive Director for Corporate Resources	<p>Audited financial statement and VFM – unqualified</p> <p>MTFS, regular monitoring of reserves and provisions, and balanced budget</p> <p>Financial planning addresses historic pressures, emerging demand / costs, and cuts needed in future years.</p> <p>Financial planning considers commitments across collection fund, general fund, schools, housing, pension fund, and capital plans</p>	<ul style="list-style-type: none"> • finance stabilisation and covid impact • setting MTFS to 23/24 • launching cuts work to identify proposals for budget • Agree 21/22 budget with cuts identified and pressures funded to set realistic service baselines and manage reserves position for uncertainty • implement in-year spending and recruitment controls • Review MTFS and treasury plans with updated capital strategy • Monitor local government finance changes – covid and spending review – to ensure changes required are made in good time 	<p>Done Oct 20</p> <p>Done Oct 20</p> <p>Done Oct 20</p> <p>Mar 21</p> <p>Done Next update Apr 21</p> <p>Jul 21</p> <p>Ongoing Next update Apr 21</p>	Good governance and effective operational performance
	Impact		5	4							
	Likelihood		5	1							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
5. Manage within Budget: A. Financial											
5.A.2	Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams	●	12	6	△	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> Pension Fund triennial actuarial valuation underway Annual review of insurance provisions and claims Provision and Reserves strategy regularly reviewed to support monitoring and medium term financial planning positions Monitor and contribute to consultations on future of local government finance 	<ul style="list-style-type: none"> Prepare for Business Rates devolution – now on hold and London pool stopped Implement investments strategy following the Pension Fund valuation Assess impact of LGFS following the Chancellor's Autumn Budget. CSR & FFR with Autumn Chancellor's budget. Actuarial review of insurance provisions and reserves 	<p>As per Gov't timetable that has been delayed</p> <p>June 2021</p> <p>Feb 21</p> <p>Sept 20 Done</p>	Good governance and effective operational performance
	Impact		4	3							
	Likelihood		3	2							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direction of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
5. Manage within Budget: A. Financial											
5.A.3	Loss of Income to the Council – Failure to collect debt	●	12	9	★	➔	Executive Director for Corporate Resources	<ul style="list-style-type: none"> ASC charging now all on latest policy. All financial assessments re-done. Ash review for sundry debt concluded to move with a manual solution to: <ul style="list-style-type: none"> ○ Avoid more IT risk & time ○ Have immediate impact ○ Realise Oracle & Controcc benefits Additional resource into debt collection team for support improved collection rates For 20/21 and into 21/22 due to impact of Covid-19 focused on monitoring of income collection positions for all types of debt. 	<ul style="list-style-type: none"> ASC review of process and systems for charging and improvement programme business case agreed and presently being scoped. Implement auto-charging through Controcc along with LAS system reset work 	<p>April 21 – slipped to Dec 20</p> <p>Dec 20 – delayed to March 21</p>	Good governance and effective operational performance
	Impact		3	3							
	Likelihood		4	1							

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5.Manage within Budget: B. Emergency Planning and Business Continuity											
5.B.1	Failure to effectively contain the impacts of an emergency affecting the public, business, environment and/or organisation	●	10	8	★	➔	Executive Director Corporate Resources	<ul style="list-style-type: none"> On-call Emergency Planning rota Ongoing Training of all on-call staff London wide standardised training packages ensure consistency and reassurance if mutual aid is required Business Continuity Management Programme runs on annual basis Provide assurance of our capability though the Resilience Standards for London Borough Resilience Forum meets 4 times a year to maintain an overview of the Borough risks and to maintain partnership working Maintain the Borough risk register Maintain and review lessons learned document for all incidents both internal external and COVID related 	<p>Current Covid response has put the Council on an incident response footing since Mar 20. Planned regular exercise are being tested through various lived examples. This continues with present lockdown restrictions and include:</p> <ul style="list-style-type: none"> Run a Council Emergency Planning exercise annually Run an internal Business Continuity Exercise annually Provide table top exercises on BC and Emergency Planning throughout the year Run exercises around key risk themes through Borough Resilience Forum 	<p>Ongoing</p> <p>Ongoing to inform future planning</p>	Good governance and effective operational performance
	Impact		5	4							
	Likelihood		2	2							

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COVID- 19 Overall Risk											
5.B.2	Failure to effectively contain the impacts of Covid-19 and deliver services	●	20	16	★	➔	Covid Gold Officer/ Chief Executive	<ul style="list-style-type: none"> • Response strategy and objectives. • Covid risk register identifies key areas of concern and responsibilities • Multi-agency partnership working following a command and control structure. • Sub groups established to deal effectively with key areas of response • Service priorities determined to support the critical functions of the council • Support to critical functions from non-critical services to through the Covid Action Team. • Community Champions programme established to ensure communications are effectively reaching all areas of the community • Communications strategy in place • Situation reporting internally and externally to ensure resilience in the response and to provide an overview across London • Address any changes to legislation and guidance • Targeted testing for identified critical key workers to limit the impacts. • Provide support to the Vaccination Programme 	<ul style="list-style-type: none"> • Continue to monitor impact on services and respond to any lack of resources. • Groups to continue to operate on regular basis • Continue to respond to changes in guidance and legislation • Continue to provide support to staff and residents through services and communications • Improve compliance on restrictions through revised enforcement approach • Review likely expectations for Council to provide longer term public health services – e.g. in support of track and trace and vaccinations 	Ongoing – with engagement of Members and Senior Leadership Team	Good governance and effective operational performance
	Impact		5	4							
	Likelihood		4	4							

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Ref	Risk	Current status	Current score	Target score	Current v target	Direct'n of travel	Responsible	What have we done & source of assurance	What are we planning to do	By when	Notes
6. BREXIT											
6.A.1	Brexit: Risk of disruption to council services and impact on residents and businesses operating in the borough	●	12	8	★	➔	Covid Gold Officer	<ul style="list-style-type: none"> Corporate Group set up to manage and plan mitigation. London worst case scenario document used to develop risk register with mitigations Brexit risk register for all services Regular briefing to EMT and Mayor and Cabinet Incorporated into Business Continuity planning cycle as a risk to service delivery Continue to monitor impacts and work to support local people with benefits and the local economy using the business task force. 	<ul style="list-style-type: none"> Extend Brexit risk assessments for end January 2021 to include consideration of impact of Hong Kong nationals migrating to the UK Continue to discuss with Brexit Group any issues that may arise from transition now agreed Review and plan for potential impact of issuing Hong Kong residents UK right to remain status 	<p>Mar 21</p> <p>Next update Mar 21</p> <p>Mar 21</p>	Good governance and effective operational performance
	Impact		4	4							
	Likelihood		3	2							