

London Borough of Hammersmith & Fulham

Report to: Audit Committee

Date: 14/09/2021

Subject: Risk Management

Report of: Director of Audit, Risk, Fraud and Insurance

Summary

The purpose of this report is to provide members of the Audit Committee with an update on risk management across the Council.

Recommendation

For the Committee to review, note and comment on the report.

Wards Affected: None

H&F Values	Summary of how this report aligns to the H&F Values
<ul style="list-style-type: none">• Building shared prosperity	<i>Good risk management helps to: maintain and promote the Council's reputation;</i>
<ul style="list-style-type: none">• Creating a compassionate council	<i>Is an enabling tool to help protect residents and staff including some of the most vulnerable in society;</i>
<ul style="list-style-type: none">• Doing things with local residents, not to them	<i>Place people, businesses and the wider community at the heart of everything we do;</i>
<ul style="list-style-type: none">• Being ruthlessly financially efficient	<i>Ensure robust financial and information management and supports internal control, opportunity and innovation;</i>
<ul style="list-style-type: none">• Taking pride in H&F	<i>Protect valuable assets and the built and natural environment.</i>
<ul style="list-style-type: none">• Rising to the challenge of the climate and ecological emergency	<i>Enabling an approach to climate-sensitive decision making</i>

Financial challenge

The current and future climate for local government represents a significant risk to the council with the ongoing challenge of delivering services with significantly reduced funding levels further impacted by the coronavirus pandemic. This has seen the council incur additional expenditure whilst at the same time seeing reductions in the level of resources available through a combination of lower income levels and inherent pressures that existed prior to Covid-19 which must also be managed.

Financial implications

There are no specific financial implications arising from this report. Services are expected to manage their risks within current budgets. Where additional funds are required to mitigate or manage risks, separate decisions reports will be required for the approval of unbudgeted expenditure.

A standing Corporate risk, Financial Management of in year budget and Medium-Term Planning, identifies the risks to balancing the budget in response to continued government funding and demand pressures faced by the Council and the sector more generally and is assessed as high risk. The in-year position is reported monthly in the Corporate Revenue Monitor to Cabinet. Other corporate risks also identify financial pressures arising from demand and complexity of service provision which need to be managed.

Comments verified by Emily Hill, Director of Finance

Legal implications

There are no particular legal implications arising from this report.

Comments verified by Rhian Davies, Director of Resources

Contact Officer:

Name: David Hughes

Position: Director of Audit, Fraud, Risk and Insurance

Telephone: 020 8753 2587

Email: David.Hughes(Audit)@lbhf.gov.uk

Background Papers Used in Preparing This Report

Risk Registers, reports to Children and Education Policy and Accountability Committee; Health Inclusion and Social Care Policy and Accountability Committee; Finance, Commercial Revenue and Contracts Policy and Accountability Committee.

Background

1. To achieve the ambitions, outcomes and priorities set out in our Business Plan, it is essential that we continue to understand, manage and communicate the diverse range of risks and challenges that could threaten the organisation and vital services. Risks originate from a variety of sources, many of which are out of our direct control for example global events such as the coronavirus pandemic, Brexit, economic or market shocks, austerity or from climate change. More localised incidents can impact on residents, individuals, services and infrastructure.

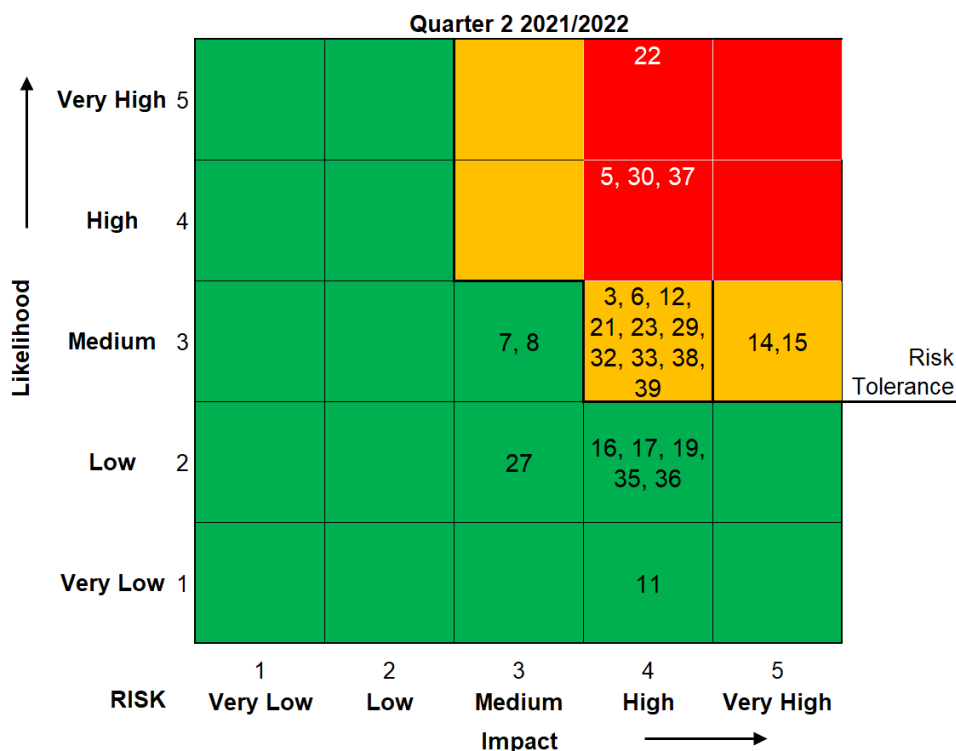
2. It is paramount that all risks are clearly identified, managed and reported through the relevant channel. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Furthermore, the work of the Council's Policy and Accountability Committees is acknowledged as a source of robust and additional assurance for the management of risk across its services.
3. Effective governance and management of risks are particularly significant as funding for Local Government has diminished authorities' objectives and are becoming increasingly fundamental and relate, for instance, to continuing to meet statutory service obligations. Arrangements must therefore be effective in a riskier, more time-pressured and less well-resourced context.
4. Local authorities are required to maintain a sound system of internal control, including risk management, internal audit, and whistleblowing arrangements. Risk management is the application of Council strategies, governance, policies and processes to identify and manage risks that are unacceptable to the Council. Managing risk processes effectively enables the Council to safeguard against potential threats and take advantage of potential opportunities to improve services whilst continuing to provide better value for money for residents, visitors, local businesses and service users.
5. The Council is accountable to the public for its performance and financial management. This means that the Council naturally has a low appetite for risk, however as austerity continues the Council will need to take carefully considered risks to develop new and innovative ways to deliver services, support communities and ensure the long-term wellbeing of communities is not impaired by decisions made in the short term. This makes good risk management essential.
6. As part of its governance arrangements, the Council's approach to risk management requires Directors, managers and staff, through their departmental Senior Management Teams, to:
 - identify risks;
 - assess the risk;
 - agree and take action to manage the risk; and,
 - monitor, review and escalate risks.
7. The Council has robust risk management arrangements in place which feed into the Corporate Risk Register, which is set out in Appendix 1. This register contains the most significant cross-cutting risks that could impact on the outcomes that are set out in the Council's Priorities. These risks can be internal or external facing.
8. Internal risks relate to the organisation itself and cover areas such as programmes, workforce, business continuity, safety or technology. External risks are those that can affect the local area, its people, communities, businesses and infrastructure where the Council often has a role, in partnership, to mitigate them.
9. Risks relating to the Covid Pandemic remain under review, while this report returns to the Corporate Risk Register as indicated at the previous meeting, including the corporate risk around the management of Covid. This report provides the Committee

with an updated Corporate Risk Register, presenting a suite of risks as reviewed by the Council's Strategic Leadership Team.

Corporate risk register

- The Corporate Risk Register is set out in Appendix 1 and summarised in the following Heat Map as at Quarter 2 for 2021/22:

OVERVIEW RISK HEAT MAP



Risk appetite

- The Council remains accountable to the public for its performance and financial management. This means that the Council naturally has a low appetite for risk, however as the Covid-19 outbreak continued through a second successive wave the Council needed to take carefully considered risks and develop new and innovative ways to continue to deliver services, support and ensure the long-term wellbeing of communities is not impaired by decisions made in the short term. This makes good risk management essential.
- This report provides assurance on the council's corporate risk management arrangements, explaining the internal control arrangements in place at a strategic level. It provides one of the sources of assurance the Committee can consider when approving the Annual Governance Statement. It also enables the Committee to fulfil its roles under the Committee's Terms of Reference to review the adequacy of council's Corporate Governance arrangements, including matters such as internal control and risk management.

Key controls in place to manage ongoing Covid risk

- The council continues to respond well to an unprecedented global crisis within the resources and information available. Its strengths include working with a broad set of

partners, the community and volunteers to mitigate the effects of the outbreak and then to recover. Vaccination, testing, tracing and managing outbreaks and community transmission are essential components in the response to the virus. Effective communications have been central to encourage everybody to take the required steps to help themselves and keep others safe whilst Covid-19 remains in circulation.

14. The current and future financial climate for local government represents a significant risk to the Council's priorities and ambitions. The impact of Covid-19 on the economy is being felt by businesses and residents resulting in an increase in demand of services and significant reductions in income realised by the Council. Whilst every possible effort is being made to protect front line services the position remains challenging and may not be sustainable.

Conclusions

15. Local authorities will continue to face significant pressures over the coming months responding to the ongoing Covid-19 pandemic combined with financial pressures and the other concurrent demand led pressures. Council Officers and services continue to respond with all partners to changing circumstances at pace, interpreting and implementing new guidance and regulations as they arise.

List of Appendices:

Appendix 1 – Corporate Risk Register

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Priority	Risk	Risk No.	Q2 21/22 Likelihood	Q2 21/22 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
Being ruthlessly financially efficient	Commercial, contract management and procurement risks, rules, outcomes, social value, management of spend and contractor performance management.	3	3	4	Work continues in support of the Ruthlessly Financially Efficient Action Plan. Cardiff City Council are undertaking a Peer review of the Council's operating model for Commissioning and Procurement. The Corporate Procurement Team are reviewing contract expenditure and sample checks on goods receipting is taking place. The Contracts Assurance Board meets weekly, compliance with governance, legislation, the Council's Social Value Policy and RFE are reviewed.	M	Stable	Rhian Davies
Being ruthlessly financially efficient	Failure to maintain services to residents in the event of significant events/incidents where business resilience risks (systems, processes, resources, IT) may be compromised.	5	4	4	The Council must remain vigilant and ensure business continuity plans are robust, particularly in the event of contractor failure, cyber-attack (ransomware) or Public Health issue. All Service departments are required to review, and refresh plans periodically and most recently to accommodate higher risk of Ransomware attacks, the Coronavirus, Brexit and the threat of an act of terrorism in London. Where services have updated continuity plans, they will be reviewed by the Emergency Planning Team. The recent alerts from the Cabinet Office and Public Health England result in the risk levels increasing. A report on cyber security arrangements was provided to the Committee in June 2021.	H	Stable	Rhian Davies
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation and compliance.	6	3	4	The nature of the Council's business activities means that there are ongoing information governance risks, including cyber security risks and IT network security, which continue to require careful management.	M	Stable	Rhian Davies
Creating a compassionate council	Managing statutory duties, equalities, human rights, duty of care regulations, highways. * Health and Safety moved to new Risk 32	7	3	3	The Chief Executive chairs the Statutory Accountabilities Board, whose membership includes the Director of Resources, Director of Children's Services and Director of Social Care. The remit of the Board is to review and consider the Council's compliance with its statutory duties. The potential for ongoing changes in the regulatory environment post-Brexit are kept under review, with reporting taking place to SLT and Finance PAC.	M	Reduced	ALL SLT MEMBERS
Creating a compassionate council	i) Standards and delivery of care, protection of children and adults and associated data quality and information risks. ii) Reliance on external assurance providers and providers to identify and communicate issues arising from inspections e.g. Ofsted and Care Quality Commission	8	3	3	The recent Ofsted inspection of Children's Services were judged as 'Good' across all four areas of assessment. Post Ofsted inspection action plan. Directorate specific training courses, training for safeguarding and social work. The Council is partly reliant on the performance of external bodies, undertaking reviews of establishments and that all issues are communicated to them for action in a timely manner. An external inspection regime RAG rating monitor is included in the quarterly dashboard to SLT Assurance.	L	Stable	Jacqui McShannon/ Lisa Redfern
All Council Values	Decision making and maintaining reputation and service standards. Good Governance, conduct, external inspections.	11	1	4	Corporate inductions for staff and for managers, performance dashboard monitor, decision making training being refreshed, positive Ofsted outcomes - quality of support for care leavers, complaints and ombudsman's reviews have been separated out and a new risk created for monitoring improvements, Programme management, monitoring and authorisation of directly awarded contracts, new governance and decision-making thresholds enacted. Review of corporate policies and strategies framework completed by SLT and kept under review.	L	Stable	Rhian Davies
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	12	3	4	Policies are reviewed annually at Audit and Pensions Committee. Refreshed Fraud Response Plan, Anti-Money Laundering and Bribery Policies were reviewed in June 2021. The Council's Anti-Fraud and Corruption Strategy spans 2020-2023 and contains an action plan to provide SLT with a tool to ensure progress and transparency regarding counter-fraud activities. Performance is reported to both the Audit and Pensions Committee and SLT to demonstrate how counter fraud work aligns with the Strategy and contributes to the Council's overall fraud resilience. Fraud Awareness training is available on the Learning Platform to all staff and a bespoke course was assigned to staff in the Social Care department. The Corporate Anti-Fraud Service has been available to support services impacted by COVID-19.	M	Stable	David Hughes

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Priority	Risk	Risk No.	Q2 21/22 Likelihood	Q2 21/22 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Failure to ensure compliance with the statutory duties to undertake inspection regimes covering management of asbestos, electrical testing, fire risk, plant and equipment, water testing/Legionella.	14	3	5	Overall compliance reporting of 73 buildings that Property and FM directly provides FM support to as well as a summary of its 6 legally required statutory compliance modules consisting of Fire Management; Electrical; Mechanical; Lift and Lifting Equipment; Occupational Health and Environmental and Energy Management covering in total of 35 workstreams carried out and managed by Property and FM. Housing stock remains compliant across key areas - gas, electrical safety, water etc – monthly rolling monitoring programme in place. Monthly Contract meetings remain in place with all contractors and reported to senior management teams. Annual review of repairs contract in train. United Living, repair contractor for largest lot, to mutually exit, subject to Cabinet sign off (6/9/21) and be replaced by reserve contractor, Morgan Sindall. Risk based assessment in place for 27 buildings over 18+ metres with combustible spandrels/infill panels. Data on DELTA for MHCLG. Works scoped and phase 1 in progress. Compliance based capital works, including fire door upgrades, sprinkler installation, dry riser installation etc continue. FRA works via DLO continue with estimated two year completion date.	M	Stable	Joanne Woodward
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Co-ordination and response to calls on the Council for Mutual Aid in a crisis and emergency planning response	15	3	5	Stable, the UK national threat level remains substantial, meaning an attack is likely, and reflects the threat from Islamist, right and left-wing terrorism. This forms the security backdrop to the current moderate rating a slight improvement from the severe rating in the last quarter. During the period London, Streatham, has sadly suffered another terrorist attack.	M	Stable	Sharon Lea
All Council Values	Framework and resourcing of change programmes e.g. Civic Campus, Hello Hybrid Future, new systems, not sufficient to ensure programmes are delivered.	16	2	4	Stable. Mechanisms in place to manage change through SLT, programme/ project governance and teams, the PMO/BI and project methodology. Collectively aim to ensure all major programmes do change well and managers support people well through change.	L	Stable	Emily Hill
All Council Values	Unable to attract and retain talented people to work for LBHF.	17	2	4	The People Strategy implementation including the 'H&F Way' culture change movement and the Race Equality staff working groups are addressing the issues that most concern our workforce to improve our employer reputation and ability to retain talent. The Council is committed to staff wellbeing, learning and development and has delivered online wellbeing and learning and development events throughout the pandemic including World class managers, the H&F Academy (earn while you learn), Wellbeing Wednesdays, mental health first aiders, recruitment for hiring managers and a suite of manager essentials courses. Get Ahead and Apprenticeship schemes are making a difference. Workforce dashboards and KPIs are closely monitored. Attrition has fallen from 16% to 10% (annual labour turnover) and RMB continues to closely monitor all recruitment requests and approvals.	L	Stable	Rhian Davies
Doing things with, not to residents	An event which triggers the Fulham Mortuary being designated as a disaster Mortuary	19	2	4	Designated Disaster Mortuary Plan has been reviewed and updated following recommendation from the Audit and Pensions Committee. FM, Emergency Planning, Coroners Service, Mortuary Service and Borough Solicitor are in a WhatsApp group in the event of an emergency. In the process of organising a tabletop exercise to test the plan.	L	Stable	Rhian Davies
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	21	3	4	Governance arrangements are in place and now well established, assurance is provided through the Civic Campus Programme Delivery Board and the overall programme status highlight report is noted as green. Key programme milestones, workstream progress, budgets and risks and issues are reported to the Board and to SLT Programme meetings. The Town Hall Extension achieved vacant possession and was handed over.	L	Stable	Joanne Woodward
Creating a compassionate council	Increase in the number of looked after children in the last 3 years creates budget pressures which are not able to be met to deliver the required services.	22	5	4	Over recent years the Children's Services department has experienced increasing demand for its services which has put significant strain on the limited resources available. Referrals and placements for looked after children and care leavers have increased along with significant rises in the demand, complexity and statutory responsibilities for young people with special education needs (SEN). The 2021/22 budget seeks to fund these additional pressures enabling a high-quality service to be maintained whilst also contributing to the requirement for efficiencies in a way that protects young people and improves outcomes.	H	Stable	Jacqui McShannon
Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	23	3	4	In accordance with the RFE Priority a High Needs Block programme is in place with a focus on Better Outcomes for Children. Monitoring is undertaken by the Director, PMO and SLT Programmes with a designated Project Manager. Programme reports as amber hence the same assessment in this quarter. DSG monitor at SLT Assurance on the Dashboard and the position is reported to the Schools Forum. The council received additional high needs block funding in 2020/21 as part of the additional funding being provided nationally. The risk factors, in part, are the extension of statutory responsibilities to the full 0 to 25 age range, rising demand for Education, Health and Care Plans and funding structures.	M	Stable	Emily Hill

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Priority	Risk	Risk No.	Q2 21/22 Likelihood	Q2 21/22 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
Doing things with, not to residents	Digital Accessibility, public sector websites and apps will have to meet minimum accessibility standards. Just as all government buildings must legally be accessible to all who wish to access them, so too must their digital gateways.	27	2	3	A cross departmental taskforce has improved the accessibility of the council's website and other digital services, this was audited and signed off by the Cabinet Office. Every digital service the council builds or buys, and every piece of content produced must now meet accessibility standards. The communications team will also be working with the co-production and housing resident involvement teams to create a citizens' panel the council can use for accessibility and user testing.	L	Reduced	Rhian Davies
All Council Values	Management of complaints, requests for information, members enquiries	29	3	4	Performance has improved across the area since the last review. Whilst there are still performance concerns, they are mainly in the area of complaints and relating to particular service areas rather than across the board. Regular reporting and controls are in place and action being taken to address areas of concern. Since the last review the limited assurance given by internal audit has been upgraded to satisfactory and the ICO has removed the requirement for regular reporting on SARS and FOI as satisfied with improvement. LGSCO is also satisfied with improvement trajectory and actions being taken.	H	Stable	Sharon Lea
Being ruthlessly financially efficient	Financial Management in year budget 2021/2022 and Medium-Term Planning.	30	4	4	The Social Care budget forecast remains caveated with the many unknowns in the budget from the on-going impact of Covid-19 such as the following: 1) the impact of the Hospital discharges placed by the NHS and requiring reassessment of care which is and likely to lead to further additional costs in social care; 2) the impact on the care market providers for on-going additional costs from Covid-19; 3) the impact to achieve the full delivery of savings; & 4) market instability following Covid-19 The continued financial uncertainty regarding government funding of local government beyond 21-22 creates a significant challenge in terms of budget setting and medium-term financial planning and is a risk driver.	H	Stable	Lisa Redfern
All Council values	Corporate management of Health and Safety	32	3	4	A sovereign Health and Safety Board is in place and meets regularly. The Service reports no HSE enforcement this quarter and for the previous quarter. 31 entries are currently on the Operational (Health and Safety) Risk Register. A new safety incident reporting system has been introduced. KPIs for 2021 / 2022 have been agreed by APSC in June 2021: Fire safety policy review (to reflect new legislation); Coronavirus ongoing monitoring and provision of information to worker via IPC awareness (also see risk 37); review of H&S training; improvements to driver safety management; risk profiling to realign council to new ways of working; reduction of work-related stress; training and assessment for the home working environment. Scrutiny of asbestos management in schools has moved in-house from being consultancy based. A deep-dive audit of water hygiene compliance in all council buildings has been initiated this quarter.	M	Stable	Joanne Woodward
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Impact on the local economy and businesses from the closure of Hammersmith Bridge to pedestrians, road and river traffic.	33	3	4	Controls from August 2021: CCSO (Group of experts from LBHF officers/Xanta/Motts/WSP) Review monitoring data from the bridge on a continuous basis and continues to meet every two weeks. Opening Bridge reopened on 17 th July after stress reports found that the temperature system and stress was being managed to such an extent that the risk was significantly reduced. Bridge opened up to pedestrians and cyclists. River traffic allowed to operate again under the bridge. Sensors 350 sensors on the bridge monitoring 24/7 with alerts of any changes to officers by text and emails. Temperature Control System – Operational managing chain temperatures to reduce stress on the structure. Sensors alert of any temperature issues outside permitted levels. Monitored 24/7. Stabilisation - Mott MacDonalds option has been selected. Design works underway and report authorising £6 million works has been approved and published.	M	Stable	Sharon Lea
Doing things with, not to residents	Failure to progress safety improvement works on the Charecroft Estate.	35	2	4	As set out in the HRA 12 Year Asset Management Capital Strategy to Cabinet in Sept 2021, Charecroft Phase 1 is currently on site and includes: Fire Doors/Compartmentation, Door Entry, LED Lighting, CCTV and Lifts. Works include firestopping the riser cupboards (all the pipes and cables for the building) and replacing their doors on all 20 floors. Works have been third party verified by Oakleaf. The Phase 2 works: Replacement windows and infill panels, Roofing, External/structural repairs and Sprinkler systems.	L	Stable	Joanne Woodward
Being ruthlessly financially efficient	Failure to transfer the Pension Administration function to a new provider and ensure appropriate records are maintained and payments made.	36	2	4	An external review of the performance of our pension admin provider, Surrey County Council, led to a number of mitigating actions including – the creation of an in-house H&F pensions team and the appointment of a H&F Strategic Pensions Manager, the establishment of a pensions taskforce to oversee the change programme to move from Surrey CC to LPPA in Jan 2022, procurement of an external provider to support with correcting data gaps and a focus on improving performance standards. Regular updates are provided to the Pensions Fund Committee and the Pensions Board. The risk rating has therefore decreased but is monitored on a monthly basis by the pensions taskforce.	M	Reduced	Rhian Davies

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Priority	Risk	Risk No.	Q2 21/22 Likelihood	Q2 21/22 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
Creating a compassionate council	Coronavirus – spread of infectious disease, particularly affecting vulnerable groups of residents and workforce/ contractors providing front line services.	37	4	4	We are now 18 months into the pandemic, whilst we are amongst the highest infection rate in London, our vaccination rate remains one of the lowest. The risks are dependent on how many staff vaccinated in phase 3 (Flu +booster). The emergent of any new variants which are not responsive to the vaccine. There is a national risk of a further surge testing will continue, Successful testing strategy in place, vaccinations and phase 3 boosters and flu campaign to start Sept 2021 to be a priority alongside continued vigilance, hands face & space. Risk through the winter of Flu, RSV, Norovirus- IPC is key to reduction of spread. Staff training being rolled out level1 & 2 IPC	H	Stable	Linda Jackson
Rising to the challenge of the climate and ecological emergency	Failure on the part of the Council to mobilise its response to the Climate Change emergency.	38	3	4	The Climate Emergency Unit is now in place, with initial posts recruited to. A draft climate strategy for a net zero borough by 2030 has been developed for Cabinet to approve in Autumn 2021. The resident-led commission has now been replaced with a new Climate Strategy Implementation Group to increase scrutiny and deliver actions at pace. A detailed audit of the Council's carbon footprint is now an annual activity to track progress against our action plan and to provide a robust evidence base for costing and prioritising organisational carbon reduction activity. Quick win workstreams to influence emissions through policy have been progressed, including emissions-based policies on parking, council fleet, energy procurement, and wider procurement. Engagement has begun with local businesses and organisations to develop an H&F Climate Alliance, and H&F has been a leader in designing and implementing the UN's climate education programme. Recent flooding has expedited the need for a climate adaptation plan to prepare residents, businesses and the council for more extreme weather including heavy rainfall and heatwaves. Individuals, households and infrastructure will need to adapt and prepare for more of occurrences and the council has an important supporting role.	H	Stable	Sharon Lea
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Housing repairs performance - contractor failure (administration) – there are a number of contractors providing repairs and maintenance services to the Council's housing across the borough.	39	3	4	There are robust contract provision for poor performing contractors. There is a regular monitoring of contractors' performance and financial health. There is a clear mechanism for recovery of costs in relation to contractor failure. We have in place reserve contractors for all of the main contractors and continue to build the in-house DLO capability and capacity to take on work. Although these measures would mitigate the disruption in the short term would be significant.	H	Stable	Joanne Woodward

Key

16-25 Red	High risk, immediate management action is required.
11-15 Amber	Medium risk, review controls for appropriateness and effectiveness
1-10 Green	Low risk, monitor and if escalates quickly check controls
Blue	Opportunity risk

Likelihood and Impact Based on a 1 to 5 scale with 1 Very Low and 5 Very High, the Score then is automatically calculated by multiplying them together.

Help

Risk Description	Risk described in a language that articulates clearly what could go wrong or what opportunity could be achieved.
Residual Exposure	Extent of the risk once the controls are currently in place. This is known as the residual risk and is calculated by multiplying impact of risk and likelihood of occurrence.
Existing Controls	Not all risks can be managed, but those that can are managed using a variety of controls.
	The art of risk management is to apply controls that are effective and efficient in reducing the exposure.
Risk Owner	This is the person or team best positioned to manage the identified risk