

# Top Red departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Paul Dudley  
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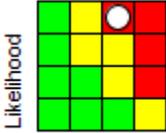
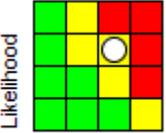


Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CLF-012 <b>Masterplan 2016</b>  15-Nov-2016 Susan Williams	<b>Cause(s):</b> If the City committee programme reports are not supported by the appropriate committees. <b>Event:</b> The City Corporation approval for loan funding will not meet project timescales. <b>Effect:</b> resulting in key objectives / activities not being delivered on time and reputational damage to the School.	 Likelihood	24	Chairman and Deputy Chairman are discussing loan strategies with the Chamberlain and Chairs of Policy and Resources and Projects Sub Committee. Main House may be delayed until Summer of 2019 depending on loan finance  12 Nov 2018	 Likelihood	12	31-Dec-2018	  Constant

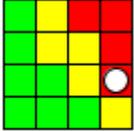
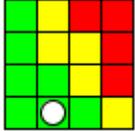
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CLF-012A	Work with Chamberlain and Surveyor's Departments to develop and implement plan. Drive fundraising initiatives to ensure plan is achievable.	Despite several attempts to get the Masterplan underway, further delays in May and June prevented work commencing on site until 9th August. There are now further delays due to the contractor having not costed the project correctly and we have children and contractors trying to share a site - with contractors drilling piling and foundations and swearing etc. Once again, the City's process (Gateway and Procurement) has caused upheaval and difficulties on site.	Susan Williams	06-Nov-2018	03-Dec-2018

		Further delays to the Main House have now arisen and loan funding discussions appear to be stalled.			
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>BBC Commerce 003 Brexit Impact of Brexit on the Movement of Talent and Specialist Theatrical and Technical People</b>	<p><b>Cause:</b> The outcome of Brexit negotiations impacts the ability of EU nationals to live/work in the UK.</p> <p><b>Event:</b> The Barbican Centre is unprepared for the loss (or partial loss) of access to the best talent and specialist theatrical people in the EU to produce a varied and attractive cultural programme.</p> <p><b>Effect:</b></p> <ol style="list-style-type: none"> <li>1. The cultural programme offered is not as varied and attractive as it would otherwise have been.</li> <li>2. Customer expectations are not met with resultant reductions in revenues for both the Barbican Centre and catering contractors.</li> <li>3. The reputation of the Barbican Centre (and the Culture Mile) as a premier cultural location is adversely affected.</li> <li>4. Additional costs incurred to produce the Centre's cultural programme.</li> <li>5. Less attractive for EU based artists.</li> <li>6. Reduction in income streams.</li> <li>7. Reduced footfall.</li> <li>8. Procurement and contractor issues.</li> </ol>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p>	<p><b>16</b></p> <p>This risk was introduced following retirement of risk BBC Finance 004, following consultation with the City and in order to more closely reflect the language used common actions of the City departments and therefore ensure alignment and reduce the likelihood of confusion.</p> <p>This risk has also been escalated to red, (the original being amber), due to the lack of progress made in the Brexit debate, leading to more uncertainty.</p> <p>The teams within the Barbican have been working since the original Brexit vote to monitor and assess potential risks. A central risk document for Brexit for the Barbican Centre is held at the Barbican Centre. This is a live document and is managed by Nick Adams, reporting to the Directorate. This document includes risks which the Directorate and teams deem necessary to record in support of the Pentana risk entry.</p> <p>Brexit forms part of the regular Directorate and other meetings so is closely monitored. It is imperative that we remain alert to change, ensure that we are able to react through the risk process and that we communicate</p>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p>	<p><b>12</b></p> <p>29-Mar-2019</p>	

12-Dec-2018 Nicholas Kenyon				appropriately as and when required. The risk is fundamentally a failure to monitor and respond. <b>14 Dec 2018</b>					Increasing
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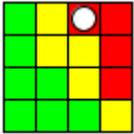
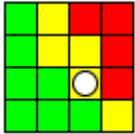
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BBC Brexit a	Ensure Brexit related press and Government actions are monitored.	Management and Comms team monitor and update at Management Team meetings as required.	Sandeep Dwesar	14-Dec-2018	29-Mar-2019
BBC Brexit b	Ensure potential risks and mitigations are identified and implemented	Teams are doing their own risk assessments and in particular the Arts and Commercial areas, which are then fed into Management for oversight. These are live documents and we are monitoring the evolving situation. The Brexit Risk Assessment document, (mentioned above), managed by Nick Adams, reporting to the Directorate, includes risks which the Directorate and teams deem necessary to record in support of the Pentana risk entry.	Sandeep Dwesar	14-Dec-2018	29-Mar-2019
BBC Brexit c	Ensure business plan includes flexibility and allows for Brexit modelling	Finance working with departments on ongoing review of business plan including costs, priorities and income streams.		14-Dec-2018	29-Mar-2019
BBC Brexit d	Ensure that suitable comms plans are in place.	Teams working with Comms and City as appropriate to ensure a consistent message is put out as and when required. Management and teams working closely to ensure team risk assessments are live and the implications understood by management.	Sandeep Dwesar	14-Dec-2018	29-Mar-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>BBC H&amp;S 005</b> <b>Failure to Deliver the Fire-Related Projects</b>	<p><b>Cause:</b> Inability to deliver the fire related projects in a timely and prioritised manner, resulting from insufficient resource, inability to get to access the areas or issues due to Listed Building Regulations, planning, etc.</p> <p><b>Event:</b> Failure to deliver the fire related projects</p> <p><b>Impact:</b> Delays to the projects would bring continued risk and need to maintain the current mitigations, incurring costs. Also increased risk of fire spreading more quickly or further</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>Working with our colleagues in procurement and Health Safety and Wellbeing departments, we now have the fire doors, fire compartmentation and emergency lighting projects all out to tender on Fusion 21 City of London framework. The projects areas split into two lots for efficient delivery as each lot requires a different level of accreditation and fire certification for the works. Fire doors and compartmentation are lot 6 whilst emergency lights are lot 7, though all have gone to tender at the same time. We expect to carry out tender evaluation and commence the next stage of the projects in December or early January. The procurement process has been more complex than originally thought, not least due to the complexity of the projects and the standard of fire certification and accreditation required, but also because legislation may be subject to change post Grenfell.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>2</p>	<p>01-Sep-2021</p>	

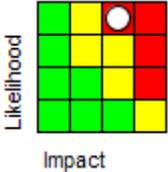
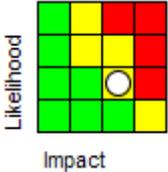
06-Jul-2018 Jonathon Poyner				<p>projects over the summer months addressed some legacy fire related issues including Concert Hall stage timber cladding, Green Room, Level - 2 kitchens and other areas. In short, all project and maintenance work are now carried out in context following our merger of the Engineering and Project Teams. We continue to work closely with the City Surveyor, Town Clerk, Chamberlain and Procurement Departments.</p> <p><b>30 Nov 2018</b></p>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
BBC H&S 005a	Project planning and control during life of the projects to ensure fire safety while maintaining business continuity.	<ul style="list-style-type: none"> <li>- Restructured to ensure clear reporting, one team and clear lines of responsibility.</li> <li>- Reviewed policies and procedures with CoL colleagues to ensure compliance.</li> <li>- Introduced new processes including g DWM and control of contractors to ensure professional standards and co-working.</li> <li>- Working closely with Directorate and neighbouring departments to ensure tie-in and no business interruption</li> <li>- The scheduled workplan is for 36 months on the assumption that we will get delays as described below.</li> </ul>	Jonathon Poyner	10-Oct-2018	01-Sep-2021
BBC H&S 005b	The projects comply with current and respond to subsequent legislative changes during the lifetime of the projects; ensuring the contractors have engaged suitable consultants for the projects.	<ul style="list-style-type: none"> <li>- Following Grenfell there is an appetite to amend, change, introduce new legislation.</li> <li>- We continue to monitor the Grenfell findings with our colleagues at CoL and are working to ensure we future proof our solutions.</li> <li>- We continue with CPD training to ensure staff are current.</li> <li>- We aim to deliver our solutions; within 24 months but as described below this could be 36 months.</li> <li>- We aim to future proof our solutions and consider all projects in the wider context.</li> </ul>	Jonathon Poyner	10-Oct-2018	01-Sep-2021
BBC H&S 005c	Projects being delivered within the agreed time frames and agreed budgets.	<ul style="list-style-type: none"> <li>- Project funding for the works across the Barbican Centre has been estimated and funding provided by CoL.</li> <li>- Due to the scale of the multiple works stream of projects and the many unknowns such as asbestos in doors, door frame packers, routes for additional cabling that could require more</li> </ul>	Jonathon Poyner	10-Oct-2018	01-Sep-2021

		<p>funding, there are potentially unknown unknowns which the surveys will assist us in identifying.</p> <ul style="list-style-type: none"> <li>- The timing following Grenfell has seen a spike in costs and availability regarding fire safety systems, consultants and contractors. This could cause price increases and limited availability of products and suppliers.</li> <li>- Our aim is to complete within 24 months, however asbestos delays alone would require notification, causing delays, so potentially 36 months. -</li> </ul>			
BBC H&S 005d	Select the appropriate contractors in line with CoL control of contractors' guidance who have developed robust business continuity plans following Brexit.	<ul style="list-style-type: none"> <li>- Working with CoL colleagues to ensure compliance with CoL procedures.</li> <li>- Ensure the contractors selected for the project works are fully accredited, have good site knowledge and experience and fulfil the PQQ criteria.</li> <li>- In order to mitigate Brexit, we are engaging companies that manufacture their own products in UK, so as to ensure future supply for PPM.</li> <li>- We have met UK suppliers who have assured us of supply post Brexit.</li> <li>- Ensure that only competent and trained operatives work on our projects.</li> <li>- We are planning to complete projects within 24 months, but could take 36 months.</li> </ul>	Jonathon Poyner	10-Oct-2018	01-Sep-2021
BBC H&S 005e	Delivering CIP following the outputs from FRAs and delivering the changes required to ensure PPMs.	<ul style="list-style-type: none"> <li>- Working to current standards for our FRAs, with CIP (Continual Improvement).</li> <li>- Working with our CoL colleagues to further improve our fire safety system. This includes testing and PPM work.</li> <li>- Working ever closer with LFB to ensure we deliver standards appropriate to a world class venue and lead by example.</li> <li>- We have introduced a new CAFM system (Computer Aided Facilities Management) as part of the BRM2 change, again working with our CoL colleagues.</li> <li>- Delivering PPMs and statutory checks and servicing to ensure future compliance and audit trails.</li> <li>- The CAFM system is being populated and will become most useful after a full cycle of 5 years. It will give us the corporate knowledge that we have to date as in the past the knowledge left with individuals when they retired.</li> </ul>	Jonathon Poyner	10-Oct-2018	01-Sep-2021

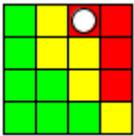
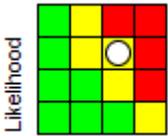
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<p><b>CHB CP001</b> <b>Brexit risk to City Corporation procurement and supply chains</b></p> <p>12-Nov-2018 Christopher Bell</p>	<p><b>Cause:</b> The UK leaving the EU (Brexit) with no trading deals in place.  <b>Event:</b> The result of the Brexit negotiations could have a negative impact on the Corporation's supply chain, both with direct tier 1 suppliers and their sub-contractor network.  <b>Effect:</b> Brexit could effect changes to our direct suppliers and their supply chain, impacting negatively on the Corporation. A range of potential impacts are:</p> <ul style="list-style-type: none"> <li>• <b>Regulatory / Legal requirements</b> -existing supply contracts may be impacted by changes in regulation, or legal requirements.</li> <li>• <b>Assurance of Supply</b> - risk that a complete failure in supply of the goods / service (e.g. Carillion) from key suppliers could be felt.</li> <li>• <b>Quality</b>- quality of the goods / service impact due to changes in our Supply Chain.</li> <li>• <b>Service</b>- Service levels be impacted negatively by any changes in the Supply Chain or access to workers, particularly in low skilled categories.</li> <li>• <b>Financial risk</b> -Are any supply changes likely to drive up costs of the Goods / Services/Works in the short/medium/long term.</li> <li>• <b>Sustainability</b>- risk that will change the level of innovation or sustainability of the goods / service/work against expectations?</li> <li>• <b>Workload</b>- Will changes in the Supply Chain cause significant workload to the Procurement/Commercial/Legal teams due to change controls/re-negotiation of terms?</li> </ul>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p> <p><b>16</b></p>	<p>City Procurement are liaising with key partners across the London Procurement Network and Home Office to create a consistent approach to assessing risk of key service categories, as well as key suppliers. A workshop has been held in December with a consultancy organisation (Efficio Consulting), whom are producing an EU Exit Risk assessment report on our key categories of spend. They aim to have a final draft of the report to us by the 21st December with a final published version in early January.</p> <p>Thereafter we would propose to be in contact with our key suppliers requesting their mitigation plan for the risks identified in January.</p> <p><b>13 Dec 2018</b></p>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p> <p><b>8</b></p>	<p>31-Mar-2019</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CP001a	Work with London Councils and London Procurement Network to assess key risks by spend category. Sharing information and findings to assist key risks to the Corporation.	A number of London Boroughs have shared materials on how they are assessing risks, the experience to date is that supply chains are unwilling to participate due to the unknown Brexit deal position, as they feel work is not prudent until the terms are known, therefore it is accepted that any assessments are for high level risk identification at present.	Christopher Bell	12-Nov-2018	31-Mar-2019
CHB CP001b	Approach external consultancy for proposal to deliver a deep dive assessment of our key top 20 suppliers against the risks identified.	City Procurement requested a further revised proposal from consultancy firm which we received yesterday, just reviewing it but likely to appoint and with target date of January for the report to be finalised.	Christopher Bell	29-Nov-2018	31-Mar-2019
CHB CP001c	Finalise an approach for the Corporation to assess key supply chain risks, consistent with peers and in line with required assessment work to be completed for the Home Office.	The Home Office have shared an approach to assessing key supply chain risks for Policing. City Procurement are working with CoLP to complete and reviewing the process for its fitness for use Corporately.	Christopher Bell	12-Nov-2018	31-Mar-2019

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<b>GSMD SUS 004 Failure to mitigate against a potential fall in EU student numbers as a result of Brexit</b>	The Vice Principal and Director of Music has prepared a Brexit mitigation strategy for the Music department, which is more exposed to a potential drop in recruitment from the EU than the Drama or Production Arts departments and accounts 75% of total student enrolment at the School. The plan includes: seeking to identify potential alternative loan providers should EU students lose access to the Student Loan Company; offering targeted fee waivers to EU students to counter the effect of higher fees; developing a new suite of short courses and foundation courses that would enable more Home students who were unsuccessful at their first audition to attend the School; reaching out to new markets beyond the EU from where the School has not historically recruited in significant numbers; and introducing remote teaching.		<b>16</b>	<p>Target score adjusted from Green 3 to Amber 8.</p> <p>The Vice Principal and Director of Music has prepared a Brexit mitigation strategy for the Music department, which is more exposed to a potential drop in recruitment from the EU than the Drama or Production Arts departments and accounts 75% of total student enrolment at the School. The plan includes: seeking to identify potential alternative loan providers should EU students lose access to the Student Loan Company; offering targeted fee waivers to EU students to counter the effect of higher fees; developing a new suite of short courses and foundation courses that would enable more Home students who were unsuccessful at</p>		<b>8</b>	31-Dec-2019	

03-Dec-2018 Jo Hutchinson				their first audition to attend the School; reaching out to new markets beyond the EU from where the School has not historically recruited in significant numbers; and introducing remote teaching.					Constant
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GSMD SUS 004a	Develop a marketing strategy to deliver a significant increase in quality applications by students from outside the EU	In the process of recruiting new student recruitment staff who will be responsible for implementing the marketing strategy.	Jo Hutchinson	05-Dec-2018	31-Dec-2019
GSMD SUS 004b	Carry out targeted fundraising to raise new scholarship funds dedicated to EU students, and review strategic use of existing scholarship funds	With Jo's re-wording of the Fundraising bit, I think we can claim something like 20% progress on that one, not least as a result of your own work on the GST Asset Register, where there seem to be a number of mini-funds which could be applied to targeted EU recruitment.		05-Dec-2018	31-Dec-2019
GSMD SUS 004c	Develop and introduce a range of short course and foundation courses to 'skill up' additional Home students who would otherwise be unable to attend the School		Jonathan Vaughan		31-Dec-2019
GSMD SUS 004d	Develop a framework for the delivery of remote learning		Jonathan Vaughan		31-Dec-2019
GSMD SUS 004e	Develop a more extensive strategy for Guildhall Profs to engage in overseas workshops and masterclasses – specifically targeting North America and Commonwealth Countries - a process that has a historic proven track record in generating significant increases in OS applications and enrolments	Develop a more extensive strategy for Guildhall Profs to engage in overseas workshops and masterclasses – specifically targeting North America and Commonwealth Countries - a process that has a historic proven track record in generating significant increases in OS applications and enrolments	Jonathan Vaughan	05-Dec-2018	31-Dec-2019

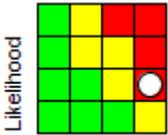
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<b>OSD 006</b> <b>Impact of development summary risk</b> 30-Aug-2017 Colin Buttery	<p><b>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</b></p> <p><b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities</p> <p><b>Event:</b> Major development near an open space</p> <p><b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p>	16	Risk remains at red due to the possible impact of development across several sites.  <b>05 Dec 2018</b>	 <p>Likelihood</p>	12	30-Apr-2020	  Constant

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OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	Mitigation strategy in place. Ongoing implementation work action.	Jeremy Dagley	05-Dec-2018	30-Apr-2020
OSd EF 010 c	Forest transport strategy - Negotiate renewal with Essex County Council and extend to cover London Borough's	The Forest Transport Strategy has been accepted as vital vehicle for any air quality (AQ) mitigation. However, the Habs Regs Assessment for the EFDC Local Plan is still being re-written as it was not adequate on AQ and the traffic modelling and highways proposals have been delayed further (having been promised in June 2018). Currently this key part of the	Jeremy Dagley	05-Dec-2018	30-Apr-2020

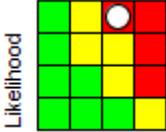
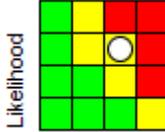
		Local Plan is 'unsound' in our view and we may have to object at the future Local Plan Examination in Public.  An ongoing issue			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	Ongoing, division to make representation as necessary.	Richard Gentry	05-Dec-2018	31-Mar-2020
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change.	Richard Gentry	05-Dec-2018	31-Mar-2020
OSD NLOS 011 c	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	Division continues to monitor planning issues.	Richard Gentry	05-Dec-2018	27-Jul-2020
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	05-Dec-2018	31-Mar-2020
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	05-Dec-2018	31-Dec-2020
OSD TC 002 a	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Monitoring activity continues - ongoing action.	Hadyn Robson	05-Dec-2018	31-Mar-2020
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	05-Dec-2018	31-Mar-2020



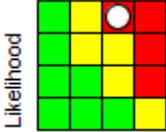
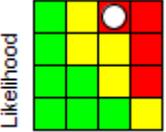
OSD TC 006 a	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.	Hadyn Robson	05-Dec-2018	31-Dec-2022
OSD TC 006 b	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Hadyn Robson	05-Dec-2018	31-Mar-2020

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<b>SUR CB 003</b> <b>City Bridges: - Substantial vessel strikes</b>  01-Nov-2018 Paul Wilkinson	<b>Cause:</b> Substantial Vessel strike <b>Event:</b> Structural damage to bridge <b>Impact:</b> Instability in bridge structure leading to possible collapse. Death / injury, disruption of traffic, reputational damage, additional costs to repair / replace	 Likelihood Impact	<b>16</b>	No recent bridge strike since the minor incident at Tower Bridge in early August (no notifiable damage). City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group in the new year. <b>14 Dec 2018</b>	 Likelihood Impact	<b>16</b>	31-Mar-2019	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 003a	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights fixed to bridges. Paul Monaghan is an on-going member of the River Crossings Liaison Group and is currently pursuing them for further meeting dates following their change in Chair. Paul Monaghan updates CSD at the quarterly meetings as to any actions, activities, or change in the risk status of this item.	Nicholas Gill; Peter Young	14-Dec-2018	31-Mar-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR CB 006 City Bridges - Wanton Damage / Terrorism  01-Nov-2018 Paul Wilkinson	<b>Cause:</b> Wanton Damage / Terrorism <b>Event:</b> Structural damage to bridge/s <b>Impact:</b> Instability in bridge structure, reputational damage, disruption to traffic, additional costs to repair / replace	 Likelihood	16	DBE attended joint assessment workshop in July and are awaiting further feedback from this forum.  The Comptroller and City Solicitor is in the process of registering the City of London as an interested party for the upcoming inquiry into the London Bridge incident. City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group in the new year.  <b>14 Dec 2018</b>	 Likelihood	12	31-Mar-2019	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 006a	Counter Terrorism	Sequence of joint workshops were hosted by TFL over July. This involved TFL, the City Police, the MET Police and DBE. This investigated the risks associated with key bridges, with a different assessment made depending on the bridge. MET Police have yet to provide paperwork and are awaiting clearance to do so – will be assessed once received. Temporary mitigation by the Metropolitan Police remains in place, but this is not full Hostile Vehicle Mitigation.	Nicholas Gill; Paul Monaghan; Peter Young	14-Dec-2018	31-Mar-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR CB 007 City Bridges - Tunnelling for the Thames Tideway Tunnel          01-Nov-2018 Paul Wilkinson	<p><b>Cause:</b> Tunnelling for the Thames Tideway Tunnel effects bridge structures</p> <p><b>Event:</b> Bridge/s become inoperable or have reduced operability</p> <p><b>Impact:</b> Closure, reputational damage, disruption to traffic, additional costs to repair / replace</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>The tunnelling is expected to conclude in 2019, and we will expect that this risk, should it not materialise, will diminish significantly from this time. Works are on-going presently (November 2018) near Blackfriars Bridge. Tunnelling is on programme at present.</p> <p>As tunnelling gets closer, we have a specialist engineering firm in place to advise the City of London Corporation on any impacts.</p> <p>City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group in the new year.</p> <p><b>14 Dec 2018</b></p>	 <p>Likelihood</p> <p>Impact</p>	16	31-Mar-2021	          Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 007d	Tideway Tunnelling	<p>The City's Engineer, Paul Monaghan is working with the Comptroller and City Solicitor through the Development Consent Order and negotiated protection for the river crossings and, in the case of Tower Bridge, reduced face loss. He and the engineering team are working with the planning lead, Ted Rayment, to ensure that these requirements are being met. Regular weekly, monthly and quarterly meetings take place with the respective parts of TTT. For support they have the existing commission with an external engineering consultant appointed for the inspection of river crossings.</p>	Nicholas Gill; Peter Young	14-Dec-2018	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>TC TCO 05 Customer Relationship Management System</b>  20-Nov-2015 John Barradell; Damian Nussbaum; Angela Roach	Cause: Outdated software that is no longer supported stops working or will no longer work with our network environment Event: Failure of the CRM system Effect: Loss of critical data, Contact Centre, C.O.D team unable to effectively carry out their duties.	 Likelihood	<b>16</b>  Impact	It is hoped that payment processes will go live within the next few weeks, which will enable a significant percentage of the Contact Centre's processes to be completed using Firmstep  <b>07 Dec 2018</b>	 Likelihood	<b>4</b>  Impact	31-Jan-2019	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
TCTCO05D	The Corporation has procured a new system tailored to the needs of the Contact Centre ("Firmstep"). We are now implementing the new system.	It is hoped that payment processes will go live within the next few weeks, which will enable a significant percentage of the Contact Centre's processes to be completed using Firmstep.	Sam Collins	05-Dec-2018	31-Dec-2018
TCTCO05E	The Corporation has a procured a new platform (City Dynamics) and is configuring a new application tailored to the needs of strategic engagement and events management (SEEM) that will support compliance with new data protection law. The strategic engagement function will be implemented in early Summer, followed by the events management function in early Autumn. The solution for Strategic Engagement is currently undergoing System Testing and will be made available for UAT shortly.	The Corporation has a procured a new platform (City Dynamics) and is configuring a new application tailored to the needs of strategic engagement and events management (SEEM) that will support compliance with new data protection law. The strategic engagement and events functions will launch at the same point in the Autumn, with a gradual stair casing of the events solution. Both solutions are undertaking user testing before training begins	Damian Nussbaum	05-Dec-2018	31-Jan-2019