

Corporate risks - detailed report EXCLUDING COMPLETED ACTIONS

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Generated on: 18 May 2020

(Note this report does not include CR28 Action Fraud and CR34 Covid-19 (Response) which are included in the Not for Publication part of the A&RMC agenda 2 June 2020)



Rows are sorted by Risk Score

Code CR01

Department Description: Town Clerk's 1

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
CR01 Resilience Risk 20-Mar-2015 John Barradell	Cause - Lack of appropriate planning, leadership and coordination Event - Emergency situation related to terrorism or other serious event/major incident is not managed effectively Effect - Major disruption to City business, failure to support the community, assist in business recovery. Reputational damage to the City as a place to do business.	Likelihood Impact	12	<ul style="list-style-type: none"> Business Continuity training complete. Action plan now in place to implement key recommendations from the training and BIA process BECC Training session complete, process and call out still to be finalised. Cycle of training to continue - Current work postponed due to response to Covid 19 13 May 2020	Likelihood Impact	12	31-Jan-2021	 Constant

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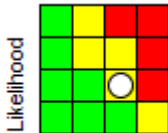

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR01L	Assurance process with Cabinet Office College Provide refresher and initial training for Col staff, this training intended to increase knowledge to ensure BC plans are able to support the Col maintain its business during a major incident, provide an in depth independent oversight of the Col business impact analysis, identifying its most critical business areas	Action place now in place to implement key recommendations from the training and BIA process Work has started with Clearview a company providing software to assist Col depts identify and document the BIA process linked to the action plan, however work is postponed during the response to Covid 19	Gary Locker	13-May-2020	31-Jan-2021
CR01M	process, training, call out process to strengthen the City capability and resilience in responding to major incident and complying with the wider London boroughs standardisation programme	Training for this session complete, process and call out still to be finalised LALO were involved in a City based partnership exercise February 2020, further exposure to training and exercise is intended but postponed due to response to COVID 19 and call out process to be consulted on post Covid 19 response	Gary Locker	13-May-2020	31-Jan-2021
CR01N	to increase City capability and resilience in also supporting wider London boroughs during major incident response, Local Emergency Control Centres, Emergency centres as part of a wider humanitarian	BECC training as part of this process completed March 2019, cycle of training to continue Further staff awareness date planned 25/6/19 as part of cycle of training/awareness Pan London Standardisation process postponed due to Covid 19 response	Gary Locker	13-May-2020	31-Jan-2021
CR01Q	Plan an annual calendar of IT DR tests, covering critical systems and services	Rolling DR Tests have commenced and are now an ongoing BAU activity. Papers describing this have been submitted to Audit and Risk and Digital Services Subcommittees These tests will continue through the technology services, throughout the year. It is therefore commended this is only updated by exception in future.	Matt Gosden	13-May-2020	31-Mar-2021
CR01R	All COL and COLP comms and data rooms are being audited with a view to: <ul style="list-style-type: none"> Assessing power and security provision Update the Comms Room Policy and MoU with City Surveyors, including categorisation of rooms into critical and non-critical. 	The final Recommendations report has been delayed by Covid-19, However, the Covid situation has further highlighted the need to ensure the security and resilience of Technology services for COL. Therefore, this has led to COL IT re-evaluating its technology roadmap regarding service hosting, connectivity and therefore measures to ensure the resilience of these. Capital funds for these activities has been approved and once plans are complete, will be taken through the gateway process to secure the funds and deliver the work.	Matt Gosden; Kevin Mulcahy	13-May-2020	31-Mar-2021

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	Provide recommendations for a project to improve the power/UPS resiliency in these rooms.				
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Code CR02

Department Description: Town Clerk's 1

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
CR02 Loss of Business Support for the City	<p>Cause - The City Corporation's actions to promote and support the competitiveness of the business City do not succeed.</p> <p>Event - The City's position as the world leader in international financial services is adversely affected</p> <p>Effect - The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation's business remit is damaged, and its perceived relevance is diminished. Reputational damage to the City as a place to do business and to Corporation ability to govern effectively</p>	 <p>Likelihood</p>	12	<p>Loss of Business Confidence has previously been most associated with Brexit related issues, but now the Covid 19 crisis presents a greater risk.</p> <p>Our overarching strategies of IG remain valid, but the delivery of some of our services is now being done virtually. This can be seen via the Virtual Engagement Programme, where senior level meetings have been organised for the Lord Mayor and Policy Chair to discuss the crisis and economic recovery with major businesses and investors. The insight obtained from these conversations are helping to inform our ongoing response to the crisis and our longer-term work on economic competitiveness.</p> <p>In addition, through the structures established as part of the Corporation's Covid 19 response, we have assisted in providing support and guidance to businesses and representing the priorities to government.</p>	 <p>Likelihood</p>	8	31-Jul-2020	

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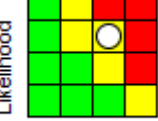

22-Sep-2014 Damian Nussbaum				<p>Increased engagement with priority markets including Japan, US, Switzerland and China.</p> <p>Significant work underway to make a full contribution to the COP26 conference in Glasgow, when the UK will host the latest climate action conference. This has been postponed until 2021, although a smaller scale event may take place later this year. A major opportunity to place London at the centre of global Green Finance.</p> <p>12 May 2020</p>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR02H	Work on initiatives which ensure London is at the forefront of innovation in financial and professional services	<p>We are delivering a review for HM Treasury into the FinTech ecosystem in the UK. The review is chaired by Ron Kalifa and will examine how the UK can remain the best place for FinTech development.</p> <p>Ongoing working in support of promoting the UK as a centre of excellence for FinTechs and increasingly Cyber security businesses.</p> <p>Secondment of Head of Skills to become the first Chief Executive of the new Financial Services Skills Commission.</p> <p>Engagement with policymakers and businesses at the World Economic Forum, has informed our ongoing work programme to increase bilateral trade and investment, as well as ensuring the UK economy is prepared for technological changes.</p> <p>Increased engagement with priority markets including Japan, US, Switzerland and China.</p> <p>Ongoing Campaign to encourage US based Venture Capital firms to invest more in UK based tech businesses</p> <p>Major preparations underway to ensure financial services have a substantial role at the COP26</p>	Damian Nussbaum	12-May-2020	31-Jul-2020

		climate conference in Glasgow in November (postponed until 2021).			
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Code CR09

Department Description: Town Clerk's 1

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
CR09 Health Safety and Wellbeing Risk (Management System) 22-Sep-2014	<p>Cause: Lack of management grip/attention to effective health and safety in the workplace, management and staff competency, poor supervision and guidance, and ineffective controls and monitoring / feedback systems.</p> <p>Event: Significant breach/non-compliance with Statutory regulations and/ or internal H&S policies and procedures by staff/managers whilst undertaking/delivery of City Corporation functions.</p> <p>Effect: Fatality or life-threatening illness / disease compromising the safety and wellbeing of service users, public or the workforce, potential enforcement action/financial penalties to City Corporation. Adverse effect on the delivery of the Corporate Plan: Especially Outcomes 1 & 2</p>	 Impact	12	<ul style="list-style-type: none"> At the Corporate Health Safety and Wellbeing Committee on 25/11/19 the committee discussed the risk scoring based upon number of key factors and agreed in the current risk climate that the score could be reduced to 8 (Extreme * Rare). The committee will keep the score under regular review. Update April 2020. Risk Score increased back to previous due to Covid-19 pandemic New Guidance issues for Supporting Frontline Staff during the C19 Pandemic New Guidance for Supporting Staff outside the office during the C-19 pandemic Dedicated Mental Health and C-19 resources for managers and staff on Colnet – updated daily Refresh of Corporate Transport Policy (H&S) progressed from Chief Officers without challenge but on-hold for Summit Group during the pandemic 12 May 2020	 Impact	8	31-Mar-2021	Constant

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Chrissie Morgan							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR09K	Deliver a series of health and safety audits and compliance checks to provide corporate assurance that the organisation is being managed safely	Under development BAU audits / inspections paused during pandemic	Justin Tyas	12-May-2020	31-May-2020
CR09L	Evidence being collected for submission for Achievement Award for LHWC	Steering group in place with evidence being collected. Pushed back to 1 Dec 2020 due to C-19 pandemic	Justin Tyas	12-May-2020	30-Jun-2020
CR09M	Business as usual HSW suspended due to Covid-19 outbreak	Focus is on supporting the Gold strategy via Public Service Silver and other corporate mechanisms in line with HR Business Continuity / Emergency Management Plan	Justin Tyas	12-May-2020	31-May-2020

Code CR10

Department Description: Remembrancer's 1

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
CR10 Adverse Political Developments	<p>Cause: Policy issues that may compromise the City's operation as an international financial marketplace to which the City Corporation's functions are aligned; other financial services issues that make the City Corporation vulnerable to political criticism; local government proposals that call into question the justification for the separate administration of the Square Mile; overarching political hostility.</p> <p>Event: Changes in international relationships particularly those with the EU; reputational questions related to financial institutions; local government changes in London; increase in political hostility to the Corporation.</p> <p>Impact: Damage to the City's ability to put its case nationally and internationally and to the City's standing as a dedicated international financial marketplace. The City</p>	<p>Likelihood</p> <p>Impact</p>	8	Constant attention is given to the form of legislation affecting the City Corporation and the broader City, and any remedial action pursued. Making known the work of the City Corporation in the financial sphere among opinion formers, particularly in Parliament and central Government, is also part of the apparatus by which the City's voice is heard and by which the Corporation is seen to be "doing a good job" for London and the nation for a crucial sector of the economy; the foremost consideration at the present time is the continuing	<p>Likelihood</p> <p>Impact</p>	8	30-Jun-2020	

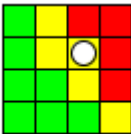
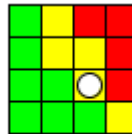

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22-Sep-2014 Paul Double	of London Corporation would be compromised if the City's position as a world-leading financial and professional services centre were undermined. Loss of City Corporation functions as a result of adverse attitudes towards the Corporation. The risk appetite is assessed on the basis of an assumption as to the Corporation's ultimate constitutional existence in its current form is beyond the risk register time-line			uncertainty in the UK's post Brexit trading relations. The same approach is replicated in respect of professional services; the digital economy; arts and culture; and other activities undertaken by the City Corporation. The COVID-19 pandemic has given rise to complex issues affecting the City, as for other sectors, and this is being reflected in submissions and briefings. 14 May 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR10a	Monitoring of Government legislation and proposed regulatory changes.	Relevant Bills in the Government's legislative programme will be identified and City Corporation departments alerted to issues of potential significance as the measures are introduced in the new Session. Action taken through negotiation with departmental officials or amendments tabled in Parliament as required. The legislative consequences of Britain leaving the EU as they may affect the Corporation and the City more generally as an international financial centre is a key priority. Government responses to the COVID-19 pandemic are currently being monitored.	Paul Double	14-May-2020	30-Jun-2020
CR10b	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on Brexit, air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	14-May-2020	30-Jun-2020
CR10c	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select Committee of both Houses on matters of importance to the City, including increased engagement on Brexit-related issues. Working with other organisations, including the Financial Markets Law Committee, to analyse the legal framework following the UK's departure from the EU. Continuing engagement on devolution in London and liaison with London Councils and Central London Forward on the application of devolution to the London boroughs and the City, either directly from Central Government or the Mayor.	Paul Double	14-May-2020	30-Jun-2020

Code CR16

Department Description: Chamberlain's 1

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
CR16 Information Security (formerly CHB IT 030) 10-May-2019 Peter Kane	Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures. Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 2018. Incur a monetary penalty of up to €20M. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.	 Likelihood Impact	12	<ul style="list-style-type: none"> A capital bid has been approved to fund new security protection. The Digital Services Sub-Committee Chairman and Deputy Chairman reviewed the roadmap and the capital bid prior to submission. New projects are now being planned to increase security. 13 May 2020	 Likelihood Impact	8	30-Apr-2021	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR16j	CR16j An update IT Security Roadmap has been developed which has informed work activity for 20/21 and a capital bid for new security tools.	The staff training and awareness of IT security continues during 20/21 under the oversight of the Information Management Board led by our SIRO Michael Cogher. Security campaign to be run in Oct 2020. During COVID regular security messages being sent out.			Gary Brailsford-Hart	13-May-2020	31-Dec-2020
CR16k	Final stages of completing information security projects which will mean that we can assure Members that the City of London Corporation has implemented all the national government recommended security practices and technology achieving a maturity level of 4.	New Security Projects being planned to fit the funding of £250K that was allocated.			Gary Brailsford-Hart	13-May-2020	30-Jan-2021

Code CR17

Department Description: Department of Community & Children's Services 1

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
CR17 Safeguarding	<p>Cause: Not providing appropriate training to staff or members; not providing effective leadership, management or supervision; poor case management, information sharing or actions.</p> <p>Event: Failure to deliver actions under the City of London's Corporate Safeguarding Policy. All staff (and in particular social workers & teachers) not taking appropriate action in relation to safeguarding issues.</p> <p>Effect: Physical or mental harm suffered by a child or vulnerable adult, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted. (Risk description revised June 2019)</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>This London Borough of Hackney out of hours service were experiencing some issues accessing the City of London social care information system, this has now been addressed and the new access arrangements are working well.</p> <p>A report on the updated Corporate Safeguarding Policy was presented to the February meeting of the Safeguarding Sub-committee. The network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation has been relaunched. Some of the existing champions have moved on or no longer perform this role. Chief Officers have been asked to nominate a Safeguarding Champion for their departments. This but this might be delayed due to demands of the Covid-19 response Chief Officers have also been asked to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities.</p> <p>Monitoring of the demand for Adult and Children Social Care is taking place to ensure resources are adequate to manage the response to Covid-19</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Mar-2021	


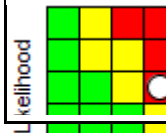

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22-Sep-2014 Andrew Carter				14 May 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR17X	Chief Officers have been asked to nominate Safeguarding Champions and to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities.	The network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation has been relaunched. Some of the existing champions have moved on or no longer perform this role. Chief Officers have been asked to nominate a Safeguarding Champion for their departments. This provision may be delayed due to extra demands on departments due to the Covid-19 response. Chief Officers have also been asked to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities.	Andrew Carter	14-May-2020	31-Mar-2021
CR17y	Monitoring is taking place to ensure that the Children and Adult Social Care Workforce is adequately resourced to tackle the increase in demand which is likely to occur when the Covid-19 lockdown period finishes.	If It is possible this will generate additional demands on the system as an increase in identified need happens at the same time and a surge on safeguarding and support services risks outstripping capacity. Additional capacity has been brought into the front line Children and Adult Social Care services to support demand however these arrangements are temporary and require a wider service review to ensure that there is sufficient capacity long term to meet demand due to Covid-19	Chris Pelham	14-May-2020	31-Dec-2020

Code CR20

Department Description: Department of the Built Environment 1

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
CR20 Road Safety	Cause: Limited space on the City's medieval street network to cope with the increased use of the highway by vehicles, pedestrians and cyclists within the City of London. Interventions and legal processes take time to		24	The risk assessment is unchanged, reflecting the probability that a fatality is fairly likely to occur while mitigation measures are being		16	31-Mar-2022	

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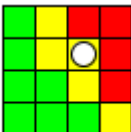
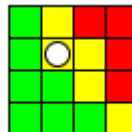

23-Oct-2015 Carolyn Dwyer	<p>deliver SAFELY AND EFFECTIVELY</p> <p>Event: The City Corporation's statutory duties and the measures outlined in the Transport Strategy are not fully and effectively implemented.</p> <p>Effect:</p> <ul style="list-style-type: none"> •The number of casualties occurring on the City's streets rises or remains unchanged instead of reducing •The safety and feeling of safety of the City's communities is adversely affected (Corporate Plan Outcome 1) •Physical or mental harm suffered by those involved in collisions and their associates •Economic costs of collisions impact on INDIVIDUALS, City businesses and wider society •The City Corporation's ABILITY TO IMPROVE ROAD SAFETY is adversely impacted with businesses and/or the public BY VIRTUE OF A LOSS OF CREDIBILITY AND/OR AUTHORITY <p>(revised risk description 27/6/19)</p>			<p>implemented. The Road Danger Reduction Delivery Plan for 2020/21 - 2022/23 which was due to go to Committee in May 2020 is on hold while the impacts of COVID-19 on budget and future transport need are reviewed. A range of measures to enable the safe return of the City's workforce and support COVID-19 recovery are being developed.</p> <p>15 May 2020</p>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR20l	<p>A programme of projects to reduce road danger on the City's streets including:</p> <ul style="list-style-type: none"> • Bank on Safety and All Change at Bank • RDR engineering programme • 15mph traffic limit • Ludgate Circus (lead by TfL) 	<p>Delivery of Bank on Safety interim scheme is underway and expected to complete July 2020, this has been delayed by a month due to COVID-19 pausing work. Preparing 15mph request to DfT, with target submission date of June 2020. Safety improvements to Gresham Street/Old Jewry/Basinghall Street have been completed and locations for future improvements are being reviewed. Working with TfL to explore temporary interventions to improve safety and enable social distancing on Bishopsgate and Gracechurch Street, this may lead to an accelerated delivery of permanent changes. A range of on-street measures to enable the safe return of the City's workforce and support COVID-19 recovery are being developed and delivery is expected to begin in late May.</p>	Zahur Khan	15-May-2020	31-Mar-2022
CR20m	<p>Campaigns and engagement activities to encourage safe behaviours and promote safe vehicles, including:</p> <ul style="list-style-type: none"> • Active City Network • User and stakeholder liaison 	<p>Working with City of London Police on engagement and enforcement to support COVID-19 measures. Developing campaigns to encourage safe and considerate behaviors by all street users while temporary changes and social distancing requirements are in place.</p>	Zahur Khan	15-May-2020	31-Mar-2022

	• Schools programme				
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Code CR21

Department Description: Department of Markets and Consumer Protection 1

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
CR21 Air Quality 07-Oct-2015 Ruth Calderwood	<p>Cause: Small particulate pollution has chronic health impacts from long term exposure at very low concentrations and is in evidence within the City and central London. There is also a health impact associated with long term and short term exposure to nitrogen dioxide.</p> <p>Event: Under certain atmospheric conditions there is a higher probability of poor air quality within the City and it is more likely that residents, workers and visitors would suffer the acute consequences.</p> <p>Effect: The consequences both acute and chronic may include: An increase in hospital referrals placed upon both emergency services and the NHS for those already suffering from respiratory or cardiovascular conditions (it may also place a strain on City social services). An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers). Economic costs such as acting as a deterrent of businesses coming to London or staying and financial penalties for non-compliance with air quality limits. Persistent poor air quality may affect the longer term health of the City population. Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.</p>	<p>Likelihood</p>  <p>Impact</p>	12	<p>Early indications are that roadside concentrations of nitrogen dioxide have reduced following the introduction of the Mayor of London Ultra Low Emission Zone and zero emission buses and taxis.</p> <p>20 Apr 2020</p>	<p>Likelihood</p>  <p>Impact</p>	6	31-Dec-2020	 <p>Constant</p>

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001h	Develop baseline model for compliance assessment and publish annual report of air quality data	Data being compiled for annual report	Ruth Calderwood	20-Apr-2020	31-Dec-2025
CR21 001i	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	<ul style="list-style-type: none"> • We have reduced the size of the corporate fleet by over 40% over the past 5 years. • We have trialed eight new electric vehicle technology over the last 3 years • We have recently purchased 14 new plug in / hybrid vehicles including 3 electric vehicles for the Lord Mayor which includes 2 London electric taxis. • We have installed 20 new electric vehicle charge points to support our vehicles. • 100% of the electricity used by the City Corporation is from renewable sources so electricity used to charge Corporate vehicles isn't contributing to air pollution outside the City of London boundary. 	Ruth Calderwood	20-Apr-2020	31-Dec-2025
CR21 001j	Develop and support an Emission Reduction Private Members Bill for London local authorities	Bill reintroduced to the House of Lords in January 2020. Await date for second reading	Ruth Calderwood	20-Apr-2020	31-Dec-2021

Code CR23

Department Description: Chamberlain's 1

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
CR23 Police Funding	<p>Cause: Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police.</p> <p>Event: Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget</p> <p>Effect: Potential impact on security and safety in the City as need to make savings, prioritise activity, review funding City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan.</p>	 Likelihood Impact	16	<ul style="list-style-type: none"> Updated MTFP was prepared for consideration by the January 2020 committee cycle, incorporating both growth and savings assumptions. Balanced budget was set for 20/21 based on £5.4m funding of 67 growth roles and CoLP savings plans. Additional Home Office funding has been provided for uplift of 44 officers. After 20/21 there are deficits of about £3m pa, for which further mitigation action is required, including through the implementation of new shared services opportunities. COVID 19 impacts to date have been assessed. Further work will be required to understand and model impact on the MTFP. 	 Likelihood Impact	12	31-Mar-2020	<div style="width: 10px; height: 10px; background-color: blue;"></div>
21-Nov-2016 Ian Dyson; Peter Kane				13 May 2020				Constant

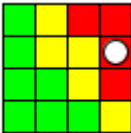


Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23g	Implement sustainable medium-term financial settlement for CoLP: -	Updated MTFP presented to January Committee cycle, incorporating the costs of and additional funding for 67 growth roles and all current Police savings plans. Government	Alistair Cook	13-May-2020	31-Dec-2020

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	Revenue position Capital financing	settlement provided for further uplift of 44 officers. Balanced budget set for 20/21. In subsequent years deficits of c.£3m pa exist due to addition of loan repayment assumptions for Action Fraud and Police capital priorities. Further mitigations will therefore be required which may include delivering further savings on shared services. New loan-based capital financing model introduced from 20/21 which will fund CoLP capital priorities up to £5m pa. A key financial risk within the MTFP relates to future Action Fraud requirements. Further work will be required to understand and model the impact of COVID 19 on the Police MTFP.			
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Code CR24

Department Description: Town Clerk's 1

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
CR24 Operational Security 07-Jun-2017 John Barradell	Cause: Inadequate, poorly maintained or time expired security infrastructure; lack of security culture within the organisation; poor training or organisation of staff; insufficient staff. Event: Security of an operational property is breached. Effect: Unauthorised access to building by criminals/protestors/terrorists; disruption of business/ high profile events; reputational damage; injury or potential loss of life amongst staff or members of the general public	 Likelihood Impact	24	Some works have been delayed due to risk assessments in line with HM Government COVID-19 Risk Assessment on social distancing, others due to supply chain being closed due to COVID 19. All other work is carrying on as can be within the social distancing restrictions. 13 May 2020	 Likelihood Impact	16	01-Sep-2020	 Constant


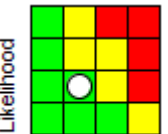

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR24a	Deliver a programme of security infrastructure enhancements	CR24 A location 7 was approved in October 2019 and expected to commence works in February 2020, this is delayed due to the supply chain being closed awaits opening with COVID19			Paul Wilkinson	13-May-2020	01-Sep-2020
CR24b	Mitigating risk of vehicle borne attacks across Corporation estate.	Target hardening to six high risk sites is now complete since the last deep dive, three areas have temporary mitigation in place whilst permanent solutions are in design and construction. There are three in detailed design and three under construction. Initially due to COVID19			Carolyn Dwyer; Paul	13-May-2020	01-Sep-2020

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		works stopped, those that can are now being implemented subject to supply chain delays. All works have been subject to COVID19 risk assessments.	Wilkinson		
CR24e	Protecting CR24 location A for major events by installing HVM.	CR24 A location 7 was approved in October 2019 and expected to commence works in February 2020, this is delayed due to the supply chain being closed awaits opening with COVID19	Carolyn Dwyer; Richard Woolford	13-May-2020	01-Sep-2020

Code CR26

Department Description: Town Clerk's 1

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
CR26 Brexit - Organisational Impact	<p>Cause – The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains</p> <p>Event – The City Corporation services fail to prepare appropriately for the UK departure from the EU on 31 December, 2020, following the commencement of the transition phase on 31 January, 2020.</p> <p>Effect – There are a range of potential impacts. The City Corporation's services are disrupted as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Uncertainty over multi-year grants may undermine the City Corporation's ability to deliver or commit to services. The City Corporation may be unable to access the specialist talent and supply chains it needs to deliver some of its services.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Operation Yellowhammer stood down by the Government</p> <ul style="list-style-type: none"> A review of the various Brexit risks continues to be undertaken by Summit. The City Corporation has provided information as part regular data submissions to MHCLG via London Councils. Town Clerk attending regular meetings with the GLA, LLAG and London Councils on Brexit Preparedness. Simon Latham has been nominated as the Corporation's point of contact for MHCLG and London Councils briefings and work on this. Engaging with political stakeholders at a central, regional and local level, including MPs, remains vital. The City Corporation must ensure that it is coordinated in its approaches to 	 <p>Likelihood</p> <p>Impact</p>	4	31-Dec-2020	

APPENDIX 1

11-Oct-2018 John Barradell				<p>political stakeholders, with key departments and teams maintaining oversight – namely the Remembrancer's, Communications Teams (including Corporate Affairs) and the Town Clerk and Chief Executive's Office.</p> <ul style="list-style-type: none"> Summit Group will have a watching brief on this risk throughout 2020 to ensure that CoL services continue to remain prepared following the departure of the UK from the European Union at the end of January 2020 and through the transition period which ceases on 31 December 2020 A major review of the risk is expected following the government's update on negotiations in June 2020. <p>14 May 2020</p>				Constant
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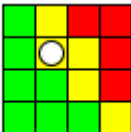
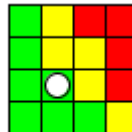

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR26b	Progress on all departmental Brexit risks and their mitigations be reported regularly to Summit Group	<ul style="list-style-type: none"> Town Clerk attending regular meetings with the GLA, LLAG and London Councils on Brexit Preparedness. A review of the various Brexit risks is being undertaken by Summit Group, and a number of additions to the register and changes to scores are being agreed. 	Simon Latham	14-May-2020	31-Dec-2020
CR26c	Effective corporate coordination of communications with political and government stakeholders at a central, regional and local level is vital, to ensure that the organisation speaks with one voice and to agreed lines.	The necessity to continue engaging with political and government stakeholders at a central, regional and local level, including MPs, remains vital. The City Corporation must ensure that it is coordinated in its approaches to political and government stakeholders, with key departments and teams maintaining oversight – namely the Remembrancer's, Communications Teams (including Corporate Affairs) and the Town Clerk and Chief Executive's Office	John Barradell; Paul Double; Simon Latham;	14-May-2020	31-Dec-2020

APPENDIX 1

			Bob Roberts		
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Code CR27

Department Description: Town Clerk's 1

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
CR27 Change Management 05-Dec-2018 John Barradell	<p>Cause: Failure to appreciate the scale, complexity and impact of change and take the necessary steps to ensure the organisation has the capability and capacity to change (to stay relevant)</p> <p>Event: poorly managed and ineffective change</p> <p>Effect:</p> <ul style="list-style-type: none"> • Disruption to service, poor performance and damage to reputation • Outcomes not achieved, reduction in benefits (financial and non-financial) • Failure to change or keep up with change, organisational paralysis and reduction in ability to remain relevant • Adverse impacts on external stakeholders including businesses and residents. • Loss of valued staff and / or negative mental health impacts for staff. 	 <p>Likelihood</p> <p>Impact</p>	6	<p>Note this risk is under consideration for removal from the corporate risk register pending the review of the Fundamental Review as it affects staff. Should this occur change management will be included as an action within CR31 Fundamental Review risk.</p> <p>14 May 2020</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2020	 Constant

Code CR29

Department Description: Town Clerk's 1

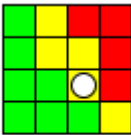
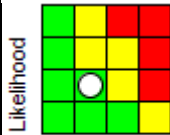

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR29 Information Management	<p>Cause: Lack of officer commitment and investment of the right resources into organisational information management systems and culture.</p> <p>Event:The City Corporation’s IM Strategy (2018-2023) is not fully and effectively implemented</p> <p>Effect:</p> <ul style="list-style-type: none"> • Not being able to use relevant information to draw insights and intelligence and support good decision-making • Vulnerability to personal data and other information rights breaches and non-compliance with possible ICO fines or other legal action • Waste of resources storing information beyond usefulness 	<p>Likelihood</p> <p>Impact</p>	12	<ul style="list-style-type: none"> • New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team • An Information Management Awareness campaign has been completed. Second campaign is planned for October • Work has begun to review relevant staff roles that should have an information management competency added • A paper covering the benefits and proposed implementation of Protective was agreed by Summit in their December meeting • Capital bids approved for information management investment to support the mitigation of this risk 	<p>Likelihood</p> <p>Impact</p>	6	31-Jan-2021	<div style="width: 10px; height: 10px; background-color: blue;"></div>
08-Apr-2019 John Barradell				13 May 2020				Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR29a	Ensure that CoL has the necessary awareness, tools and, skills to manage information effectively	<ul style="list-style-type: none"> • Capital proposal prepared for investment in SharePoint for migration of Shared Drives has been agreed • Launch of protective marking, IM training and communication will be in April 2020 - campaign date changed due to a more important corporate communications priority 	Sean Green	13-Mar-2020	30-Apr-2020
CR29b	Start the culture change by Integrating good information management practice into the Leadership and Management stand of the City of London Learning Academy	<ul style="list-style-type: none"> • Work will began in December 2019 between HR, IT and the Corporate Strategy and Performance teams to identify the key skills required for good information management. HR can then develop the training to support this. • HR to review where in HR policies and procedures this can be integrated. HR to Work with the senior leadership team to develop a plan and then deliver key messages and communications on the importance, relevance and benefits of good information management. The IM campaign will launch the messages. <p>Work has begun to develop a new Local Information Manager role that will be launched in April 2020</p> <p>Further work to be develop new IM competencies being agreed with HR</p>	Chrissie Morgan	13-Mar-2020	30-Apr-2020
CR29e	Ensure that CoL has the necessary checks, balances and oversight to ensure successful implementation of the IM Strategy	<ul style="list-style-type: none"> • The Information Governance groups provides governance and assurance that the strategy is being delivered. • IT Division to work with departments to implement retention policies during 2020 • The Information Governance group meeting monthly and agreed important further improvements including the implementation of local Information Managers and new Information Management Metrics both of which should begin from early June • IT Division to work with departments to implement retention policies during 2020 <p>Closed see CR29f</p>	Sean Green	13-May-2020	30-Jun-2020
CR29f	Ensure officers can implement the data retention policy and data discovery requirements from GDPR	<ul style="list-style-type: none"> • Put in place a new Data retention and discovery tool set to ensure we only retain and archive information in line with the agreed policy and retention schedule. • Plan to use readily available MS tools and pilot the move of shared drives to MS Teams • Business case for capital investment in automated MS tools has been submitted for funding in 2020. – Protective marking tool to be launched in March 2020 • With COVID decided to delay roll out of Protective Marking to June 20 • We will kick of project for Data Discovery tool to support the implementation of Data Retention policy and our Data Protection 'right to be forgotten' responsibility . 	Sean Green	13-May-2020	30-Jun-2020

Code CR30

Department Description: Town Clerk's 1

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
CR30 Climate Action 07-Oct-2019 John Barradell	<p>Cause: Insufficient resources and prioritisation allocated to Climate Action.</p> <p>Event: The City Corporation fails to reduce and mitigate the impact and effect of climate change, PHASE 1: DEVELOP STRATEGY & ACTION PLAN - The City Corporation does not adopt a credible Climate Action Strategy to meet the challenges and effects of climate change, as it affects the discharge of its role and responsibilities across its own organisational assets within the Square Mile and beyond (i.e. we have open spaces, offices, property assets and housing outside the Square Mile), as well as its role and responsibilities as the governing body of the Square Mile. This risk register entry relates only to phase 1.</p> <p>PHASE 2: DELIVER AND REFINE ACTION PLAN – To be addressed in completion of phase 1.</p> <p>Impact: As the governing body of the Square Mile dedicated to the City, there are a range of potential impacts including:</p> <ul style="list-style-type: none"> • failing to deliver on the climate ambitions in our Responsible Business Strategy • damaging the City's credibility in Green Finance and Insurance markets; • reducing our ability to play a major role in the 2020 UN Climate Change Conference COP 26 in Nov 2020; • reducing our ability to effectively reduce carbon emissions in the next two carbon budget periods (2022 and 2027); • failing to adequately invest in climate resilience measures. 	 <p>Likelihood</p> <p>Impact</p>	8	<p>• 2nd Member briefing held 14 May 2020 to update on progress (on track), share baseline and high-level engagement plan and refresh strategic imperative in light of Covid-19 outbreak and COP26 being postponed.</p> <p>• 3rd Member Briefing tba and engagement plan to P&R in June, RASC Away Day in July, P&R in September and Court in October ready for publishing in November.</p> <p>• All contracts on track, delivering required outs and due to complete in June 2020 as planned. Outputs being used to build the business case for the strategy and action plan.</p> <p>13 May 2020</p>	 <p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	 Decreasing

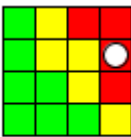
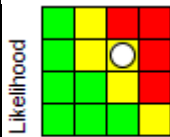

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR30a	To establish and embed the methodology for GHG accounting and reporting for the Corporation & Square Mile	Outputs have been used to build the greenhouse gas baseline and support the business case for the strategy and action plan. Work due to complete in June 2020.	Peter Kane	13-May-2020	30-Jun-2020
CR30b	To calculate the baseline GHG emissions of the Corporation and Square Mile and to develop pathway options with indicative costings, to achieve Net Zero for the Square Mile (scope 1 and 2)	Baseline of the City Corporation and Square Mile draft completed prior to net zero pathway development. Work due to complete in June 2020. Outputs will be used to build the business case for the strategy and action plan.	Carolyn Dwyer	13-May-2020	30-Jun-2020
CR30c	To develop pathway options with indicative costings to achieve Net Zero for the Corporation's corporate and investment properties (including fugitive gases) and fleet vehicles	Currently conducting analyses of the potential to achieve net zero for the property portfolio, vehicles and fugitive gases. Work due to complete in June 2020.	Paul Wilkinson	13-May-2020	30-Jun-2020
CR30d	To calculate the scope 3 emissions of the Corporation and Square Mile and to develop pathway options with indicative costing for its reduction as part of a Net Zero ambition	Completing one final data return on financial investment emissions, now moving to scope 3 reduction analysis & pathways development. Work is due to complete in June 2020. Outputs will be used to build the business case for the strategy and action plan.	Peter Kane	13-May-2020	30-Jun-2020
CR30e	Develop a climate resilience adaptive pathways model to establish critical thresholds, before which actions must be taken to adapt to climate related flood risk, overheating, infrastructure protection.	First phase report on climate risks completed and technical workshop to gather expert input delivered, now developing climate resilience pathways. Work due to complete in June 2020. Outputs will be used to build the business case for the strategy and action plan.	Carolyn Dwyer	13-May-2020	30-Jun-2020
CR30f	Develop evidence on carbon sequestration from City Corporation managed Open Spaces and identify innovative options for greater sequestration	Contract let to University of Surrey (5A) and AECOM (5B). Initial findings on sequestration rates completed. Work on land acquisition for carbon sequestration and renewable energy began w/c 30 March. Work due to complete in June 2020. Outputs will be used to build the business case for the strategy and action plan.	Colin Buttery	13-May-2020	30-Jun-2020
CR30g	Review exposure in equity and property portfolios of the Corporation to investments that are not in line with current ESG standards	Level of exposure largely understood. Now starting to develop actions.	Peter Kane	13-May-2020	30-Jun-2020
CR30h	Draft Climate Action Strategy and Action Plan in line with the government's 5-year carbon budget periods (2017-22, 2023-27, 2028-32 etc).	Strategy structure drafted and consultants now working on delivering key content for its development by 11 May. Each of the seven cross-departmental teams are assembled and working toward each producing short summaries of strategic implications to support Strategy development in May 2020. Revised governance agreed and Strategic Communications and Engagement Manager in post.	Damian Nussbaum; Kate Smith	13-May-2020	30-Jun-2020
CR30i	Gain Officer and then Members' approval of Climate Action Strategy and Action Plan with associated funding secured through the 2019 City Corporation's Fundamental	COP26 postponed but original timetable and governance route being worked to with all consultation now virtual. June – P&R for engagement plan; July - RASC awayday; Sept - P&R for strategy; Oct - Court, ready to publish in November. 2nd Member Briefing held 14 May	Damian Nussbaum; Kate Smith	13-May-2020	30-Jun-2020

	Review.	and 3rd tbc in June.			
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Code CR31

Department Description: Town Clerk's 1

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
CR31 Fundamental review delivery	<p>Cause: Anticipated decline in public sector funding (local government and Police), increasing demands (revenue and capital) and an ambitious programme of major project delivery threaten our ability to continue to deliver a vibrant and thriving Square Mile.</p> <p>Event: Compensatory savings and/or income generation to meet the Corporation's forecast medium term financial deficit are not fully realised through the Fundamental Review. Police <i>Transform</i> programme fails to realise the budget mitigations anticipated.</p> <p>Effects:</p> <ul style="list-style-type: none"> • Additional savings over and above those identified through the Fundamental Review to meet this challenge are required and/or general reserves are utilised and/or services stopped. • Stakeholders experience the impacts of reduced services / service levels • The City Corporation's reputation is damaged due to failure to meet financial objectives or the need to reduce services / service levels to business and community. • Being unable to set a balanced budget which is a statutory requirement for City Fund. • Spend is not aligned to Corporate Plan outcomes resulting in inefficient use of resources and/or poor performance. 	 <p>Likelihood</p> <p>Impact</p>	24	<p>Chief Officers have submitted various options to meet the objectives of the Fundamental Review, which have been reviewed by relevant committees in early 2020 alongside other options put forward by the Fundamental Review Steering Group.</p> <p>Additionally, work continues to develop a new conceptual operating model for the City Corporation. Policy & Resources Committee received two reports on this work in March 2020 and it will form a significant part of the agenda at the next RASC Away Day in July 2020.</p> <p>The Town Clerk and Chief Officers continue to brief all staff on Fundamental Review developments in meetings and / or through online communications, while the Director of HR continues to liaise with staff unions.</p> <p>The Chair of Policy, Chairman of Finance and their Deputies are continuing to brief Members, following the RASC Away Days in 2019 and early 2020.</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	

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07-Oct-2019 John Barradell				FR proposals affecting staff put into abeyance during CoLC's response to Covid-19. 14 May 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR31h	To establish the governance and reporting arrangements for the Fundamental Review implementation stage of each of the three aspects of the Review	FR proposals affecting staff put into abeyance during CoLC's response to Covid-19.	Simon Latham	14-May-2020	31-Mar-2020
CR31i	To establish the governance and reporting arrangements for the Fundamental Review implementation stage of each of the three aspects of the Review	The Chamberlain's department is currently scoping project ideas identified for 2021/22 as part of the Fundamental Review Programme.	Simon Latham	14-May-2020	31-Mar-2021
CR31j	To establish the governance and reporting arrangements for the Fundamental Review implementation stage of each of the three aspects of the Review	HR Programme Director appointed 6 Jan 2020 to co-ordinate a key aspect of governance and reporting arrangements. Draft programme work plan produced in Jan 2020. Berkeley Partnership commissioned to assess and help co-design a future TOM, which help to finalise the work programme. Proposed work programme due to be taken to RASC Away Day on 5 March and P&R on 19 March.	Simon Latham	20-Feb-2020	31-Mar-2020
CR31k	To implement the Fundamental Review project plan	FR proposals affecting staff put into abeyance during CoLC's response to Covid-19.	Simon Latham	14-May-2020	31-Mar-2021
CR31L	To implement the Fundamental Review project plan	Still being scoped	Simon Latham	20-Feb-2020	31-Mar-2021
CR31m	To implement the Fundamental Review project plan	HR Programme Director appointed 6 Jan 2020 to co-ordinate the implementation of a key aspect of the project plan. Programme work plan produced in Jan 2020. Berkeley Partnership commissioned to assess and help co-design a future TOM, which help to finalise the work programme. Proposed work programme due to be taken to RASC Away Day on 5 March and P&R on 19 March.	Simon Latham	20-Feb-2020	31-Mar-2021
CR31n	Through financial modelling provide clarity on the City	Work has commenced to revise the MTFP in view of the impact of Covid-19	Peter Kane;	14-May-	31-Mar-

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	Corporation's budget 2021/22.		Simon Latham	2020	2021
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Code CR32

Department Description: Director of Open Spaces 1

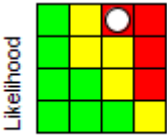
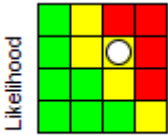

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR32 Wanstead Park Reservoirs (formerly OSD 013) 09-Dec-2019 Colin Buttery	<p><i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><i>(Event)</i> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><i>(Impact):</i></p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Low level flooding of the park and surrounding residential/commercial areas • Park closed for several weeks • Civil claims/financial loss claims made from residents/businesses • Adverse effect on the reputation of the City corporation (Local/national media interest) • Legal action by the Environment Agency • Requirement for significant immediate CoLC funds to repair damage • Damage to a listed landscape. 	 <p>Likelihood</p> <p>Impact</p>	24	Wanstead Park Ponds Project Board met on 24 April. The panel engineers report has been received and is being discussed and analysed at present, with some elements being challenged. Project remains on track, pending further analysis of this report. 13 May 2020	 <p>Likelihood</p> <p>Impact</p>	8	30-Jun-2024	 Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 a	Appointment of all-panels reservoir engineer to undertake a study of the risk of overtopping and identify if any actions are required.	New action.	Paul Monaghan	09-Dec-2019	31-Mar-2020
OSD 013 b	Create and lead a project board.	Next meeting scheduled for February 3 2020.	Colin Buttery	09-Dec-2019	03-Feb-2020
OSD 013 c	Evaluate and analyse the report from the reservoir engineer.	To commence upon receipt of the report.	Paul Monaghan	09-Dec-2019	15-May-2020
OSD 013 d	Confirm to EA that measures in the interest of safety have been completed.	To take place after receipt of the report.	Paul Monaghan	09-Dec-2019	31-Oct-2020
OSD 013 e	Submit an update to A&R Committee in June 2020.	New action. Update to take place after receiving the report.	Colin Buttery	09-Dec-2019	30-Jun-2020
OSD 013 f	Gateway 3 report requesting funding to consider the options.	New action. Report planned for October 2020.	Paul Monaghan	09-Dec-2019	31-Oct-2020

Code CR33

Department Description: Town Clerk's 1

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
CR33 Major Capital Schemes	<p>Risk owner Town Clerk & City Surveyor</p> <p>Cause: The City Corporation has set itself the ambition to deliver at least three landmark multi-million pound capital schemes over the next decade (currently programmed to complete 2028).</p> <p>Event: there is insufficient technical and professional capability and resource to effectively deliver the schemes.</p> <p>Effects:</p> <ul style="list-style-type: none"> • Schemes not delivered on time • Inability of the organisation to move at the required pace • Potential for increased capital costs as a result of delayed decision making 	 <p>Likelihood</p> <p>Impact</p>	16	Remote working practices have ensured that much of the design phase work has been able to continue as programmed with little impact in terms of capability and resourcing across major project teams. The increasing of capacity within the MPMO is being impacted by urgent work taking place in both in the MPMO and HR and recruiting team members at this time will be challenging with social distancing measures expected to remain in place	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	

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14-Feb-2020 Peter Lisley; Paul Wilkinson	<ul style="list-style-type: none"> • Reputational impact on the Corporation vis a vis key stakeholder across London and UK Govt. • Potential revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police) • failure to deliver on corporate outcomes <p>Note - given that this risk spans several years, the target risk score/date has been set to March 2021 when it is expected that, after completion of the related actions, the risk score will be reduced.</p>			for some time. Monthly assurance meetings continue with all regular reporting on programme, risk and dependencies being carried out as usual 14 May 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR33 a	Build PMO Capability utilising newly available budget.	Job Descriptions and Person Specs for a further PMO Analyst and Finance Analyst have been being drafted following approval of the budget on 5 March 2020 – Moratorium, Job Evaluation and usual HR processes clearance is a next step.	Matthew Pitt	14-May-2020	31-Mar-2021
CR33 b	To Improve assurance of Major Programme Risks	Assurance of risks on each programme will take place at the monthly Major Programmes Assurance meeting chaired by the Director of Major Projects / City Surveyor with senior representation from the Chamberlain's Department, CS, TCs and Programme Directors.	Matthew Pitt	14-May-2020	31-Mar-2021
CR33 c	Develop Corporate Capability around Financial Modelling	A specification has been developed to seek a call off contract for specific modelling requirements to back up the additional finance analyst post being recruited to as part of the PMO capability. Skills transfer is included within the specification for existing finance staff.	Caroline Al-Beyerty	14-May-2020	31-Mar-2021
CR33 d	Implement a standard approach to Optimism Bias Modelling	Part of work programme for 2020/21	Caroline Al-Beyerty	14-May-2020	31-Mar-2021
CR33 e	PMO to adopt a portfolio approach int management of these schemes and systematically identify and manage dependencies	<p>A Summary Timeline of all Major Programmes has been produced and will be updated monthly (in line with the assurance meetings above) – this clearly defines and maps dependencies and interdependencies between Programmes.</p> <p>A cashflow overlay onto this programme is a next step and the team will explore other tools to manage these dependencies</p>	Matthew Pitt	14-May-2020	31-Mar-2021
CR33 f	To identify and monitor indicators such as climate action, apprenticeships. social benefits for each project.	A tracker will be established to identify and monitor these areas for each programme i.e. BREAM, WELL Standards, building of apprenticeships into contracts, supply chain benefits of each Programme etc. A useful precedent was set by Crossrail on these latter items.	Matthew Pitt	14-May-2020	31-Mar-2021
CR33 g	To regularly report progress to Summit Group for each	Some reporting to Summit Group took place during 2019 and that will continue into 2020	Matthew	14-May-	31-Mar-

APPENDIX 1

	project.	using the Major Programmes Dashboards and Timeline above. Suggested interval quarterly.	Pitt	2020	2021
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