

Corporate Risk Detailed Register EXCLUDING completed actions by risk appetite (Note CR 28 Action Fraud and CR 34 Covid 19 are included in Appendix 3 – Not for Publication risks)

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Generated on: 15 September 2020



Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 11

Risk Appetite Level Description Risk above appetite

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	<p>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 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 	<p>Likelihood</p> <p>Impact</p>	24	The risk assessment is unchanged, reflecting the probability that a fatality is fairly likely to occur while mitigation measures are being implemented. Measures to enable the safe return of the City's workforce and support COVID-19 recovery are being delivered in phases, with initial roll out expected to be completed in August 2020. Details of upcoming activities to reduce road danger will be set out in the 2020/21 - 2022/23 Transport Strategy Delivery Plan, which will go to Committee in September.	<p>Likelihood</p> <p>Impact</p>	16	31-Mar-2022	

APPENDIX 1

23-Oct-2015 Carolyn Dwyer	<p>•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> <p>(revised risk description 27/6/19)</p>			13 Aug 2020				Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR20l Road danger reduction and Vision Zero	<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>The Bank on Safety interim scheme continues and is expected to complete in September. Pavement widening has been completed and with work on signals underway in collaboration with TfL. The 15mph request to DfT will be submitted in autumn 2020. We have supported TfL's temporary interventions to improve safety and enable social distancing on Bishopsgate and Gracechurch Street. A range of on-street measures to enable the safe return of the City's workforce and support COVID-19 recovery are being delivered. Current and future road danger reduction projects will be outlined in the 2020/21 - 2022/23 Transport Strategy Delivery Plan which is due to go to Committee in September.</p>	Zahur Khan	13-Aug-2020	31-Mar-2022
CR20m Road Danger Reduction campaigns and engagement	<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 • Schools programme 	<p>Continuing to work with City of London Police on engagement and enforcement to support COVID-19 measures. Developing campaigns to encourage safe and considerate behaviours by all street users while temporary changes and social distancing requirements are in place. Current and future road danger reduction campaigns and activities will be outlined in the 2020/21 - 2022/23 Transport Strategy Delivery Plan which is due to go to Committee in September.</p>	Zahur Khan	13-Aug-2020	31-Mar-2022

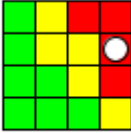
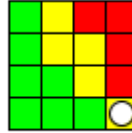

APPENDIX 1

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CR24a Cross Cutting infrastructure enhancements	Deliver a programme of security infrastructure enhancements	<p>CR24 venue C, CCTV – complete, just awaiting handover documentation</p> <p>CR24 venue A and D, CCTV – due to complete by the end of the month, although contractors returning from furlough and completing items for integration into the system (intruder alarm, intercoms, fire alarm panels), may slightly delay.</p> <p>CR24 B –new control room with CCTV system changeover in hand with welfare area to be completed</p> <p>Internal HVM Blockers at CR24B 50% complete</p>	Paul Wilkinson	21-Aug-2020	01-Oct-2020

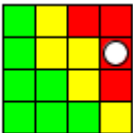
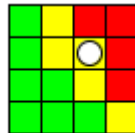

APPENDIX 1

CR24b Mitigating risk of vehicle borne attacks	Mitigating risk of vehicle borne attacks across Corporation estate.	Internal HVM Blockers at CR24B 50% complete, external now complete.	Carolyn Dwyer; Paul Wilkinson	21-Aug-2020	01-Oct-2020
CR24e HVM for major events	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 that was closed due to COVID awaits suppliers delivery.	Carolyn Dwyer; Richard Woolford	21-Aug-2020	01-Sep-2020

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CR32 Wanstead Park Reservoirs (formerly OSD 013) 09-Dec-2019 Colin Buttery	<i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain. <i>(Event)</i> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach. <i>(Impact):</i> <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. 	Likelihood  Impact	24	Assessed and agreed by Open Spaces Senior Leadership Team in June 2020. The panel engineer's 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. 25 Jun 2020	Likelihood  Impact	8	30-Jun-2024	 Constant

APPENDIX 1

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 b Project Board	Create and lead a project board.	Project board established, meeting regularly. Some meetings have been postponed due to COVID-related work delays. Last meeting 24 April. Ongoing action.	Colin Buttery	25-Jun-2020	01-Mar-2021
OSD 013 c Evaluate and analyse the report.	Evaluate and analyse the report from the reservoir engineer.	Feedback from the report is due, although meetings have been postponed due to COVID-related work delays.	Paul Monaghan	25-Jun-2020	15-May-2020
OSD 013 d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	Report is still being analysed at present.	Paul Monaghan	25-Jun-2020	31-Oct-2020
OSD 013 f Gateway 3 Report	Gateway 3 report requesting funding to consider the options.	Project plan currently on track but will be reviewed at the next project board meeting.	Paul Monaghan	25-Jun-2020	31-Oct-2020

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CR35 Unsustainable Medium-Term Finances	<p>Causes:</p> <p>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>Normal course of business unable to function due to COVID 19 restrictions</p> <p>BREXIT compounding market uncertainty and exacerbating the economic downturn.</p> <p>Major contraction in key income streams and increase in bad debts. In particular that lower occupancy levels in city properties reduce investment property income over the medium term.</p> <p>Police Transform programme fails to realise the budget mitigations anticipated</p> <p>Reduction in the value of investments- property and securities- reduces available capital for major project financing.</p> <p>Event: Inability to contain financial pressures within year</p>	 <p>Likelihood</p> <p>Impact</p>	24	<p>Current annual estimated impact is an overspend of £28.4m across the three funds; £16.8m of which is City Fund. Driven mainly by income loss in the following areas: Barbican, GSMD, Tower Bridge, Animal Reception Centre and Events. Mitigations include spend reduction, furloughing of casual staff and permanent staff not able to work (£1.3m recovered from government to date) and recovery of lost CF income from the governments compensation scheme anticipated to be £13.6m</p> <p>Property income: In the short term, the City is protected by tenancy arrangements, but that the medium term is more concerning. The make-up of current portfolio is underrated</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	

APPENDIX 1

19-Jun-2020 Caroline Al-Beyerty	(2020/21) and compensatory savings and/or income generation to meet the Corporation's forecast medium term financial deficit will not be realised. Effects: Additional savings over and above those identified through the Fundamental Review to meet this challenge are required and/or closure in some areas reserves are utilised and/or services stopped. 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 suboptimal use of resources and/or poor performance. Capital projects stalled due to COVID restrictions. Stakeholders experiencing reduced services and service closures.			for retail which offers some protection. Cash flow position is holding up well. Balance Sheet- it is too early to assess any permanent re-valuation. Securities portfolio- after an initial drop has largely recovered the Dec 2019 valuation. 02 Sep 2020				Constant
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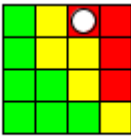
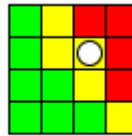

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR 35a Reduction income	A reduction in key income streams and increase in bad debt	This is being monitored monthly, with action being taken to reduce spend where possible Key Impact areas: Property investment income – initially deferred, likely to crystallise high % bad debt. Currently estimating £6.4m adverse variance. Forecasts will be revised at the end of the June quarter when it will be possible to get first indications of likely payment trends. Impact on cash balances invested in money market funds- forecasting reduction of £1.8m. For Chief Officer cash limited budgets: estimated adverse variance is £30m across the three funds – largely due to loss of income. After mitigation the areas most affected are: Barbican £13.3m, Tower Bridge £1.8m, GSMD £1.8m, Fees & Charges in DBE £2.7m Animal Reception Centre £1.8m and Event income losses of £0.9m	Julie Smith	19-Jun-2020	31-Mar-2021
CR 35b Cash flow	To reduce strain on cash flow.	The Corporation remains very liquid and the outlook for near term cash flows is robust. Review major commitments, including options for re-profiling.	James Graham; Julie Smith	27-Aug-2020	31-Mar-2021
CR 35c Covid-19 Expenditure	Increased expenditure related to COVID measures- maximise recovery from government	In the short-term, high % of additional expenditure recoverable from government, and recruitment controls putting downward pressure on budgets. But a significant proportion of	Julie Smith	19-Jun-2020	31-Mar-2021

APPENDIX 1

		<p>Fundamental Review savings, especially from the target operating model work, are deferred. Police year end forecast is an underspend of £4.0m, primarily due to delay in recruiting. CoLP are also able to claim losses as a result of COVID-19 from the Home Office.</p> <p>Possible mitigations</p> <ul style="list-style-type: none"> • Maximising recovery from government- spend is being coded and monitored • Furloughing workers has been explored and rejected. <p>Maintaining tight financial disciplines.</p>			
CR 35d Business rates	<p>Inability of occupiers to pay rates as their income falls as business models are damaged.</p> <p>A reduction in demand for office space in the square mile, leading to lower occupation and business rate income.</p> <p>The Corporation is currently benefitting from growth in business rates retained income of c£40m.</p> <p>Non-payment of rates across London leading to difficulties in meeting cash flow payments as host of the pool.</p>	<p>Monthly monitoring in place. The immediate impact of COVID-19 has been to lower the collection rate for business rates. For April, the cash position was 16% lower than the previous year; forecast across the year is 12%.</p> <p>Should lower levels of collection be deemed un-collectable, impact of lower income will be felt in future years, with the GLA and Central Govt taking their proportional share.</p> <p>Reduction in growth will be felt in year.</p> <p>Should business rate income fall by more than 20%, the safety net would be reached.</p> <p>Modelled scenarios have been included in the revised MTFP- high level of income volatility.</p> <p>Host: The Govt has recognised the cashflow impacts of business rates and has deferred its share for April-June, which has been re-profiled over the remainder of the year.</p>	Phil Black; Neilesh Kakad	19-Jun-2020	31-Mar-2021
CR 35e Investments	Impact on investments: securities/property	<p>The values of the three main financial investment portfolios have continued to grow steadily, participating in a broad-based rally across financial markets. The Pension Fund, City's Cash and BHE portfolios have increased by 14%, 17% and 12%, respectively since 31 March 2020 and are now between 0-2% behind their previous highs in December/January 2020. Until there is more certainty over the ultimate economic impact of C-19, it is always possible that volatility will return. COL's Pension Fund contributions are fixed until 2023, providing some protection, whilst the diversified asset allocation strategies and use of active management across all three funds should continue to deliver some stability if general market moves become extreme again.</p> <p>Too early to assess impact, but actions on deferral and rent free is aimed at retaining tenants.</p>	Nicholas Gill; James Graham	27-Aug-2020	31-Mar-2021

APPENDIX 1

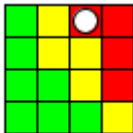
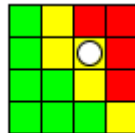

		If tenants default - there is a high risk of long lead in periods (of up to 24 months) to find new tenants. Some tenants are in administration since 19th June 2020.			
CR 35f MTFP	Impact on the MTFP	FR proposals affecting staff put into abeyance during CoLC's response to Covid-19. CHB currently reviewing achievability of savings built into the MTFP	Caroline Al-Beyerty; Alistair Cook	19-Jun-2020	31-Mar-2021
CR 35g Fundamental Review	Reassessing the Fundamental Review project plan.	FR proposals affecting staff put into abeyance during CoLC's response to Covid-19. The Flexible Retirement Scheme for those aged 60+ is currently being implemented and a review is currently being undertaken to assess the feasibility of extending the scheme to those aged 55-59. Other savings relating to organisation design are expected to begin from the new financial year with a final paper signing off implementation of the OD Principles going to the Establishment Committee in September. CHB currently reviewing achievability of savings built into the MTFP.	Simon Latham	01-Sep-2020	31-Mar-2021
CR 35h Fundamental Review Implementation	To implement the Fundamental Review project plan- TOM	Members are being presented with the comprehensive TOM Business Case and associated timeline for sign off in September. RASC and P&R Committees throughout June and July 2020 have endorsed the TOM proposals, which will result in Tier 1 consultation starting in the autumn.	Simon Latham	01-Sep-2020	31-Mar-2021

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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>	 <p>Likelihood</p> <p>Impact</p>	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. 	 <p>Likelihood</p> <p>Impact</p>	12	31-Dec-2020	

APPENDIX 1

21-Nov-2016 Ian Dyson; Peter Kane				<ul style="list-style-type: none"> COVID 19 impacts to date have been assessed. Further work will be required to understand and model impact on the MTFP. 				Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23g Sustainable Settlement 2020/21 onwards	Implement sustainable medium-term financial settlement for CoLP: - Revenue position Capital financing	Police MTFP presented to January Committee cycle, incorporating the costs of and additional funding for 67 growth roles and all current Police savings plans. Government 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. Update of MTFP in autumn 2020 will include C19 impacts, forecast 20/21 underspend, updated AF loan repayment plan, additional savings requirements, and reserves policy.	Alistair Cook	27-Aug-2020	31-Dec-2020

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 continues to be in place across the majority of the professional teams working across the Major Programmes and remains effective. The Museum of London Programme is on site and contractors are working to c.60% capacity currently. Recruitment of further capacity into the MPMO team has been challenging – one finance analyst has been recruited via agency. The fixed term positions for a further PMO Analyst and Finance Analyst remain	<p>Likelihood</p>  <p>Impact</p>	12	31-Mar-2021	

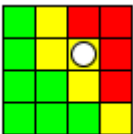
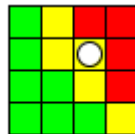

APPENDIX 1

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>			with Job Evaluation. Monthly assurance meetings continue to review programme, risk and dependencies and two public consultations – on the Fleet Street Estate and Smithfield Market proposals launched at the end of July.				Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR33 a PMO Capability	Build PMO Capability utilising newly available budget.	Job Descriptions and Person Specs for a further PMO Analyst and Finance Analyst remain with Job Evaluation and timescales for review are unclear. HR Business Partner and Head of MPMO remain in regular contact in an effort to progress.	Matthew Pitt	06-Aug-2020	31-Mar-2021
CR33 b Risk assurance	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. A consolidated risk register which examines the most pressing red risks from each programme is under development and will be in place by Q4 2020.	Matthew Pitt	06-Aug-2020	31-Mar-2021
CR33 c Financial modelling	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 Optimism bias	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 Dependancies	PMO to adopt a portfolio approach int emanagmenet of these schems and systematacilly identifiyand manage dependnancies	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. Mapping financial dependencies and overlaying cashflows on programmes using new tools	Matthew Pitt	06-Aug-2020	31-Mar-2021

APPENDIX 1

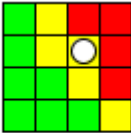
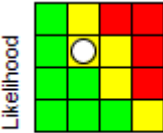

		such as Power BI is being looked at and is designed to provide both ease and consistency to the reviewing of data.			
CR33 f Performance indicators	To identify and monitor indicators such as climate action, apprenticeships, social benefits for each project.	Environmental Impact Assessments for each programme (once developed as part of the planning process) will help track the socio-economic impact and benefits of our Major Programmes. This will include apprenticeships, jobs created, jobs retained, UK supply chain info and others. The outputs of these assessments will be input to a tracker in addition to the Major Programmes Fact-Sheets developed to consolidate overall communications messaging of our programmes. The tracker will enable monitoring of benefits vs assume benefits within the EIAs over time.	Matthew Pitt	06-Aug-2020	31-Mar-2021
CR33 g Reporting to Summit Group	To regularly report progress to Summit Group for each project.	Some reporting to Summit Group took place during 2019 and that will continue into 2020 using the Major Programmes Dashboards and Timeline above. Suggested interval quarterly. Summit Group currently suspended due to Covid 19.	Matthew Pitt	06-Aug-2020	31-Mar-2021

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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	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 07 Aug 2020	 Likelihood	12	31-Jan-2021	 Constant

APPENDIX 1

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CR01L Business Continuity Management	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	Gary Locker	07-Aug-2020	31-Jan-2021
CR01M Review of LALO Local authority liaison officer	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	07-Aug-2020	31-Jan-2021
CR01N Standardisation procedures	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	07-Aug-2020	31-Jan-2021
CR01Q Rolling DR tests	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. Services are increasingly moved to the cloud, improving resilience and availability. Including and in-flight project, which has moved 50% of all COL servers to date and a recent project to launch a new COL website, hosted in a 3rd party datacentre.	Matt Gosden	07-Aug-2020	31-Mar-2021
CR01R Site Assurance audit and recommendation	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. Provide recommendations for a project to improve the power/UPS resiliency in these rooms.	The migration of services away from on-premise comms rooms, and Agilisys datacentres has significantly reduced the likelihood of a significant power related outage. A capital bid is going through the gateway process to improve UPS protection where equipment needs to remain on premise.	Matt Gosden; Kevin Mulcahy	07-Aug-2020	31-Mar-2021

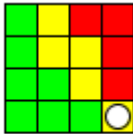
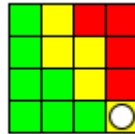

APPENDIX 1

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>18 Aug 2020</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001h Publish annual report of air quality data	Develop baseline model for compliance assessment and publish annual report of air quality data	Data being compiled for annual report	Ruth Calderwood	18-Aug-2020	31-Dec-2025
CR21 001i	100% of vehicles owned or leased by the CoL are electric	We have reduced the size of the corporate fleet by over 40% over the past 5 years.	Ruth	18-Aug-	31-Dec-

APPENDIX 1

Compliant vehicles	or hybrid by 2025	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.	Calderwood	2020	2025
CR21 001j Develop Private Members Bill	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	18-Aug-2020	31-Dec-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
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>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, and to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities. These actions have been delayed due to demands relating to the Covid-19 response</p> <p>This network of Champions is still outstanding due to C19 and will remain on register with a revised target date of March 2021.</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2021	

APPENDIX 1

22-Sep-2014 Andrew Carter				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 20 Aug 2020				Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR17X Safeguarding Champions and Departmental Updates	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.	<p>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.</p> <p>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>These provisions have been delayed due to extra demands on departments relating to the Covid-19 response.</p>	Andrew Carter	20-Aug-2020	31-Mar-2021
CR17y Possible increased demand on Children and Adult Social Care as a result of Covid-19	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.	<p>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.</p> <p>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. HR have advised that no restructures can progress at this time due to the new Target Operating Model (TOM) and Fundamental Review starting.</p>	Chris Pelham	20-Aug-2020	31-Mar-2021