

# **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2015-18**

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**ECONOMIC DEVELOPMENT OFFICE  
BUSINESS PLAN 2015-18**

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# 1. Introduction - Context and Challenges

## 1.1 Context

The Economic Development Office (EDO) works to promote London as the world's leading international centre for finance and business services, and to assist in making the Square Mile a place of choice for business location and investment. We also fund and deliver a range of programmes in the City, in our immediately neighbouring boroughs and wider London to support residents and their communities, entrepreneurs and businesses, and the voluntary and community sector. This includes close working with City businesses. We also aim to influence the delivery of economic development in wider London. EDO's overseas activities include local representation in Brussels, China and India to promote City interests and two-way cooperation in financial and professional services.

As a "shop window" for the City Corporation, EDO aims to be flexible and responsive to changes in the environment in which the City of London operates across a wide spectrum, for example from social investment through to engagement in helping to restore trust in the financial and related services industry. EDO operates both at a macro level, e.g. contributing to the debate on the impact of closer Eurozone integration on the Single Market; and at a more micro level in developing initiatives such as an employability project with London boroughs. (A summary of EDO activities is shown in Appendix A).

## 1.2 Challenges

The challenges identified in previous business plans continue to shape EDO activity, with the continuing need to operate in a demanding financial climate given the pressures on Government finances. Key points are as follows.

- i) Despite a more promising economic outlook in the UK in the short to medium term, compared with many European economies, there remains a continuing need to promote policies and activities which support economic growth, enterprise, job creation and employability, where there are still significant concerns about skills gaps in a number of key economic sectors. The prospects for the global economy are also uncertain which will have an impact on export sectors of the economy.
- ii) The period 2015-2018 will see UK national elections in 2015 and, depending on the outcome, possibly a referendum on the UK's relationship with the EU; elections for a new London Mayor in 2016; and constitutional reform following the Scottish independence referendum. EDO and the City Corporation need to ensure that an active contribution is made to the policy debates across the political spectrum, and across the range of business and social issues described below.
- iii) The debate on the future of Europe, and the UK's relationship with it, will continue to influence EDO's work both for the City Corporation, and in partnership with TheCityUK through the International Regulatory Strategy Group (IRSG). The key issue for the City remains the impact of further Eurozone integration, and the emerging debate about a Capital Market Union (which needs to be based on the completion of the Single Market for all 28 Member States).

- iv) There remains a need for an active EU engagement programme in Brussels and Member States focussing on explaining the role of financial services in the wider economy; the role of the City as Europe's international financial and business centre; as well as contributing to both the strategic and detailed debates on major policy issues such as creating an appropriate regulatory framework for the industry. EDO will continue to lead the successful Anglo-French dialogue, and develop a similar partnership with Ireland to explore common ground, and where interests are aligned, to work together on the key policy issues.
- v) The reputation of the financial and professional services industry and the continuing examples of bad behaviour and market manipulation remain live issues. We will support the newly established Banking Standards Review Council and other initiatives designed to promote and develop best practice, including corporate responsibility programmes, demonstrating the value of business City and wider London to the overall economy and rest of UK.
- vi) City competitiveness, the attractiveness of the City and the UK as a place to do business, will increasingly need to be set in the context of Europe's global competitiveness and the role of the City as Europe's international financial and business centre. The City Corporation should continue to facilitate initiatives which promote the City, such as the City of London RMB initiative (internationalisation of the Chinese currency, the Renminbi) as it moves into a new phase; and the wider work of the China and India Advisory Councils. Engagement with the US will continue to be important in the context of the proposed new Transatlantic Trade and Investment Partnership (TTIP), and we will continue to build relationships with other important international financial centres, notably Singapore.
- vii) Maintaining the London economy as a global hub, both directly and indirectly, for the financial and professional services industry remains of paramount importance. The London economy as a whole continues to be a major driver for UK growth. EDO and the City Corporation will play a more active part in the key policy debates affecting London including entrepreneurship, social investment, employability and corporate responsibility. The emerging debate around devolution, following the Scottish Referendum will also be important. EDO will continue to promote practical measures including employability initiatives, for example the Working Capital project with Central London Forward, support for growth clusters such as TechCity and more generally organisations at the leading edge of innovation (including Innovate / Finance), which remains part of London's attractiveness to entrepreneurs and investors. Development of infrastructure for future business needs, such as transport and telecoms, remains of high importance.
- viii) A new Director of Economic Development takes up the post in May. This presents an opportunity to build on achievements so far, after the election of a new Government.

### 1.3 Achievements

EDO's activity received recognition from a wide range of constituents, clients and counterparts as an effective partner and facilitator in all key areas of its responsibility, with proven ability to access and engage key players in financial and related services industries. Our ability to attract expert and high calibre participants to effective and targeted events with rigorous follow-up continues to be a strength.

Key successes and achievements over the last year may be found on the Intranet from this link [here](#).

## 2. Meeting the Challenges

Against a backdrop of the Service Based Review, the wider constraints on local government funding and internal organisational reviews, EDO will continue to work to improve effectiveness in developing and delivering the City Corporation's agenda. EDO will need to further prioritise activities and concentrate on core deliverables where there is a risk of over-stretching policy lines and resources. Use of active risk management will be used to help prioritise resources, with more use made of partners for providing some activities and services, for example, inward investment. This will be particularly important in evaluating new activities, including those which need underpinning by the highly regarded research programme.

The opportunity to take a wider, more coordinated approach of overall CoLC activities has been taken, whilst also leveraging further external funding. Examples include:

- Central London Forward partnership (partnership of the City and 8 London boroughs based in EDO and of which CoLC is Accountable Body) will pilot a number of ground-breaking employability programmes across central London, one of which will be a focus as part of the London devolution agenda (London's Growth Deal with Government). As a result, the Accountable Body role will become more significant and there may be a need to consider more formal governance arrangements for CLF.
- Work of EDO's Business Engagement Manager will have a key role in sharpening the focus and impact of CoLC's approach to City employers, and co-ordinating CoLC employability activity to enhance external communications and outcomes.

## EDO Summary Business Plan 2015 - 2018

### Our **Strategic Aims** are:

To support and promote the City as the world leader in international finance and business services by:

- championing a positive, responsible and competitive business and policy environment;
- supporting the City's interests in global markets;
- helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs

### Our **Key Objectives** are:

1. Promote the City as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting investment and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation (CoLC), both in its own right and working with partners (e.g. TheCityUK), plays a leading role in developing a positive business, regulatory and policy environment; one in which the global financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London but especially in the communities of the City and neighbouring boroughs
4. Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.
5. Contribute to the City Corporations strategic priorities and the communications and change agenda, increasing EDO's profile as a dynamic, responsive and proactive team across the Corporation and externally.

### Our **Financial Information**:

Please see the separate EDO Budget sheet (Appendix F)

## EDO Summary Business Plan 2015 - 2018

Our <b>Key Performance Indicators</b> are:		
Description	Prev. Year Performance (2014/15)	2015/16 Target
Number of government and business decisions influenced	To Q3 41	N/A
Number of City and City fringes residents engaged in learning opportunities	To Q3 2152	TBD
Number of City & City fringes residents helped into jobs	To Q3 174	TBD
Number of SMEs in City and City fringes provided with business support	To Q3 399	TBD
Number of new City employers recruited to support CSR programmes. Includes City Action and Heart of The City programmes	To Q3 41	TBD

### EDO Staffing is made up from:

	Dec 2011	Dec 2012	Dec 2013	Dec 2014	Mar 2015
Staff FTE	32	32	31	33	
Full time	30	30	29	29	
P/time	3	3	3	5	
Vacancies	2	1	1	0	
Sickness (Ave working days lost /person)	0.15	1.63	0.25	0.82	
Gender (% M/F)	26/74	21/79	25/75	29/71	
CoLC Service					
< 1 year	6	3	4	3	
1-5 Years	18	18	11	13	
6-10 years	2	5	10	11	
>10 years	7	7	7	7	

### Notes on Staffing Information:

- Excludes funded staff (FTE) as at Dec 2014:  
Heart of The City (3.8) Central London Forward (2) Section 106 (1)
- Staff sickness absence rate remains very low.

## 2.3 Supporting Corporate Priorities

Appendix B shows how the five key objectives support the strategic aims and policy priorities of the City of London Corporation. Appendix E sets out under each objective the high-level actions or workstreams required to deliver them.

Internally the pressure on budgets and the medium term financial forecast necessitates balancing policy priorities and reducing overall spending across CoLC. The outcomes of the Service Based Review and other reviews will inform EDO actions and will be incorporated into the business plan as they develop in order to keep it a living plan.

Priorities to deliver value for money include continuing involvement in the corporate change programmes such as Oracle, information and risk management, Customer Relationship Management (CRM), and delivering the CoLC Education Strategy.

In preparing this plan EDO consulted staff and other departments to ensure alignment with other corporate priorities, for example the Communications Strategy. With continued closer working between EDO teams, and with Public Relations Office, Mansion House and Remembrancer's Department, all key delivery partners, we will continue to seek efficiencies and deliver value for money.

## 3. Performance Measures

Progress against our objectives is reviewed and reported to senior management through the Economic Development Chief Officers Group (EDCOG), Supporting London Group (SLG), and the Policy and Resources Committee on a quarterly basis. We also report to the PR & ED Sub-Committee on relevant issues. The Business Plan is supported by team action plans which are linked to individuals' objectives. A balanced scorecard is used to review performance at team and EDO level.

In delivering the plan we will continue to further improve ways of working within the teams and across the wider EDO to ensure that we incorporate the values of innovation and inclusion, and ensure all staff are developed, supported and well managed through the appraisal system.

## 4. Structure Chart

EDO's activities support the corporate objectives of the City Corporation, including research to inform evidence-based policy, and range from employee volunteering to high level programmes and events. A current organisation chart is shown in Appendix C.

## 5. Workforce Capability

**Equality and diversity** of staff is periodically reviewed from information on staff demographics. EDO has a wide diversity of staff that well represents the international business community in the City. Many activities supported by EDO are specifically aimed at encouraging wider access to services (for example, the central London employability programme), and supports diversity in the City.



**Learning and development** of staff is reviewed regularly and is linked to individual appraisals in order to align with overall organisational objectives, and to help in evaluating outcomes and support further development. We report a summary to the Policy and Resources Committee on a 6-monthly basis.

**Workforce planning** will be informed by the Service Based Review (and other reviews) in terms of organisational development, skills and capabilities required. There is an EDO Career Development document to help people understand how progress within a post or elsewhere within the Corporation occurs.

## **6. Health and Safety**

The mainly office-based nature of EDO work means that there are very few serious health and safety risks and is therefore included as a single item in our Risk Register for monitoring.

## **7. Risk Management**

The Business Plan supports the actions needed to reduce the risk and mitigate the impact of Corporate Risk 2 - 'Supporting and promoting the business City'. The EDO risk register (Appendix D) is reviewed and updated on a quarterly basis to identify both risks and opportunities.

## **8. Budget Overview**

The Economic Development local risk budget for 2015/16 provides for 33 full time equivalent staff based within the Guildhall complex and in Brussels, as well as 6 locally employed staff in India and China. The breakdown is shown in Appendix F with the total 2015/16 budget recorded as £3,964,000 which includes savings of £80,000 identified as part of the Service Based Review (SBR). This figure also allows for additional savings of £16,000 which are still subject to agreement as having already been made on the 2013/14 financial year. If included, EDO's total SBR savings amount to £96,000.

The SBR savings will be met from a 10% reduction in research expenditure which will result in some loss of capacity but an acceptable level of performance should be maintained. There will be a reduction in event activity and consultancy within the City, International and European Affairs team. Inward investment activities and the City Fellowship Programme have been reduced to meet the remaining savings. The impact of these reductions will be closely monitored and it may become necessary to vire funds from other operational budgets should strategically important projects arise during the year.

As well as having to closely manage the impact of the SBR savings, EDO will need to monitor and address the increasing operational costs of running representative offices in China and India resulting from exchange rate fluctuations and local inflation. This will prove to be a major challenge over the coming financial years.

In addition to the core local risk budget, the EDO manages the Policy & Resources Committee's Grants budget of £101,000 for wider related project work ( see Appendix

F). We also manage programme funding from other sources including, Section 106 monies and other Policy & Resources Committee funds.

As Accountable Body for CLF we will manage, for various employment pilots, £11m (over 5 years) of EU funding, £2m (over 2 years) from New Homes Bonus Topslice and £2.1 million (over 2 years) from Bridge House Estates.

Separate budgets cover 4 staff in the Heart of the City, 2 staff in Central London Forward, and one Business Engagement Manager, all accommodated in EDO.

A revised Supplementary Planning Document on Planning Obligations was adopted in July 2014. This sets the framework for requesting funds from developers of City property for training, skills and job brokerage activity. Although this does not affect agreements with developers signed before July 2014, many of which are yet to yield payments, we will monitor any impact this might have on future available funds.

Our projects and programmes are appraised and evaluated against value for money criteria or are subject to Service Level Agreements.

## 9. Supporting Documents

The following documents may be available by contacting the Strategy and Performance Manager.

- Communications strategy
- Learning and development plan
- Investors in People action plan
- Business Continuity/Emergency Plan

## 10. Property and Asset Management

The mainly office-based nature of EDO work means that there are few property considerations other than those that might be taken at Departmental level. Two organisations (Heart of the City, and Central London Forward) are hosted by EDO and share office space with us and are under regular review. We also keep under review the use of overseas offices including those in China, India and Brussels.

I confirm, as Director of the Economic Development Office (EDO) that EDO is utilising its assets efficiently and effectively, and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by EDO continue to be challenged appropriately.

Signed [CHIEF OFFICER of DEPARTMENT]...



Dated 2 February 2015

# Appendix A Summary of EDO Activities

## Role of EDO

EDO plays a unique role in projecting the image and profile of the City Corporation. It provides integrated, stakeholder engagement services for a range of businesses and other organisations in the City and neighbouring boroughs, for Government and institutions, and internationally. These services include a high quality, independent, flexible and responsive research programme providing information and service to stakeholders, but also working directly with them to commission and co-fund relevant research.

The rationale behind the activity of EDO twofold. Firstly 'The City ', shorthand for the UK based financial and professional services industry, is still, even after the financial crisis and multiple scandals, arguably the most important economic sector for the UK both domestically, supporting businesses and individuals, and as a major export earner for UK plc. It is a major employer in the Square Mile (around 400,000 people) and in the UK, generating over £65 billion nationally in taxes in 2013/14, and is a major source of revenue for the City of London Corporation (CoLC) e.g. the property portfolio. EDO is part of the support system for this industry which is crucial to the future economic success of the Square Mile, London and the UK.

Secondly London continues to be the engine of growth for the UK economy, and is a major driver of the technology and innovation sector which is on the City's doorstep. However, it also faces major challenges such as housing, education and employment, especially youth employment. The City Corporation acknowledges the need to make its contribution to address these issues both within the Square Mile and in wider London, including on the London devolution agenda, especially neighbouring boroughs. EDO works with other City Corporation departments, business and external bodies to help shape and deliver this.

EDO works on a partnership basis with a wide range of City Corporation departments and external stakeholders. We provide support for the Lord Mayor, the Policy Chairman and other senior City Corporation figures e.g. briefing and speeches for major events, and in promoting the City overseas.

The Director of Economic Development has overall responsibility for the work carried out by the following teams:

- **City Affairs** promotes and reinforces the position of 'the City'(UK-based financial and related business services)as a world-leading international centre for financial and related business services through engagement with City institutions and stakeholders on competitiveness issues including policy on tax, immigration and infrastructure. Also organises training for HMG overseas officials on financial services and works with PRO on Chairman's and Lord Mayor's contact programme.
- **European Affairs (including City Office in Brussels)** facilitates timely and informed dialogue between City businesses and organisations and the European Commission, the European Parliament and individual EU Member States to maximise the influence of UK-based financial services on EU financial services policy and regulatory developments. We work very closely with TheCityUK providing the joint Secretariat for the International Regulatory Strategy Group (IRSG) established

## Appendix A Summary of EDO Activities

in 2010. The IRSG has established itself as the leading cross-sectoral practitioner-led body in the field of financial services regulatory reform.

- **International Affairs (including overseas offices in India and China)** supports and promotes City interests in international markets (including support for UK based firms in international markets, and addressing barriers to market access), develops the City's presence overseas, including organisation of overseas activity undertaken by the Policy Chairman and supporting the activities of the Lord Mayor; encourages investment into the UK and facilitates inward visits by key overseas contacts.
- **Research** underpins the development of the City's evidence-based approach and supports engagement and informed debate with stakeholders, practitioners and policy-makers through an extensive programme of independent research, looking at key City, regional, national and international issues.
- **Partnerships Programme** supports the economic regeneration of the City's neighbouring boroughs through three key themes of activity to unlock the main barriers affecting the area's prosperity: working with schools to raise aspirations and achievement; training and employment of local residents; and enterprise support. Encouraging entrepreneurship in the City/City fringes, including specific support for the growth of the 'Tech City' cluster, are key foci.
- **Corporate Responsibility** offers tailored assistance and advice to City firms looking to adopt responsible business practices, ranging from setting up employee volunteering programmes to embedding sustainable procurement practices, and celebrating achievements in London-based Corporate Community Involvement (through the Lord Mayor's Dragon Awards). The team also runs the Corporation's own employee volunteering and payroll giving programme supports CoLC's local procurement internally, as well as developing research on key CR issues.
- **Social Investment**- we are managing implementation of the City Corporation's social investment strategy in order to:
  - Encourage and steer a growing supply of appropriate finance into social investment;
  - Work to improve the regulatory and fiscal framework needed to support the social investment marketplace;
  - Develop the capacity of social organisations to access investment and secure contracts and markets;

Working closely with the City Bridge Trust and Chamberlain's Department on the interface with the City Corporation's own £20 million Social Investment Fund - all this with a view to promoting London as a global hub for social investment.

- **Strategic Partners**

We work with partners including the corporate responsibility charity **Heart of the City**, and **Central London Forward (CLF)** – a partnership of eight London boroughs. Both are hosted within EDO. We also work together with the promotional body for the financial services industry, TheCityUK, which is supported by the City Corporation.

## Appendix B Objectives Mapped to Corporate Priorities

### EDO STRATEGIC AIMS

To support and promote the City as the world leader in international finance and business services by:

- championing a positive, responsible and competitive business and policy environment;
- supporting the City’s interests in global markets;
- helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs

### EDO KEY OBJECTIVES

#### OBJECTIVE 1

Promote the City as Europe’s and the world’s preeminent financial and business centre, supporting City interests in global markets, attracting investment and building stronger links with other parts of the UK.

#### OBJECTIVE 2

Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in developing a positive business, regulatory and policy environment; one in which the global financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.

#### OBJECTIVE 3

Encourage, support and promote enterprise and responsible business growth across London but especially in the communities of the City and neighbouring boroughs.

#### OBJECTIVE 4

Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.

#### OBJECTIVE 5

Contribute to the City Corporation’s strategic priorities, and the communications and change agenda, increasing EDO’s profile as a dynamic, responsive and proactive team across the Corporation and externally.

### CoL Corporate Plan 3 Strategic Aims

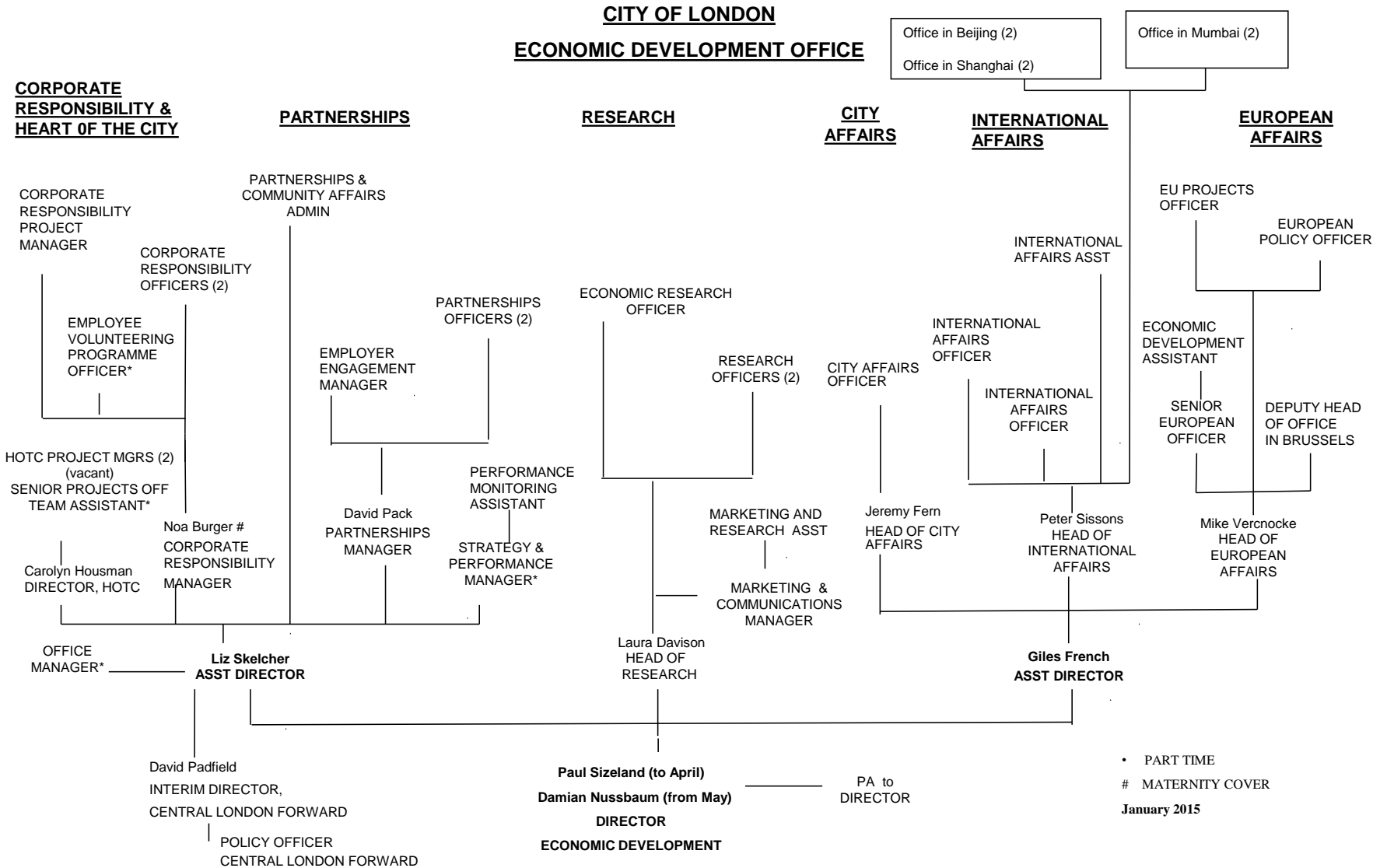
- To support and promote The City as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors.
- To provide valued services to London and the nation.

### CoL Corporate Plan 5 Key Policy Priorities

- KPP1** Supporting and promoting the international and domestic financial and business sector.
- KPP2** Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.
- KPP3** Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London’s communities.
- KPP5** Increasing the impact of the City’s cultural and heritage offer on the life of London and the nation.



# Appendix C EDO Organisation Chart



## Appendix D Key Risks

Risk No.	Risk	Risk Owner / Lead Officer	Existing Controls	Current Risk			Planned Action	Target Risk		
				L'hood	Impact	Rating and Direction		L'hood	Impact	Rating
1 (CR2)	<b><u>City Corporation fails effectively to defend and promote the competitiveness of the business city</u></b> which loses its position as the world leader in international financial and business services.	Paul Sizeland (Director)	Programme of work by EDO to maintain City's competitiveness and CoLC's role (ref EDO Business Plan). Particular emphasis on protecting UK's position in the Single Market in view of moves to a Banking Union.	2 Unlikely	4 Major	A ↔	Specific issues are refreshed at each review with appropriate mitigation	2 Unlikely	4 Major	A
2	<b><u>TheCityUK fails to prosper or win support of the industry</u></b> which could lead to the loss of credibility in financial services industry and will also undermine EDO's role.	Giles French (Assistant Director)	TheCityUK's strong support from across the industry ensuring work and output match expectations.	2 Unlikely	2 Serious	G ↔	Continue to monitor	1 Rare	2 Serious	G
3	<b><u>Partners' behaviour and an unwillingness to behave as partners</u></b> leading to inefficient use of resources, lack of focus in achieving goals, and a lack of clarity over roles and responsibilities.	Paul Sizeland (Director)	Keep close relationships with partners and act on feedback.	3 Possible	2 Serious	A ↑	Continue to monitor	2 Unlikely	2 Serious	G
4	<b><u>Budget constraints may affect our ability to achieve objectives</u></b> , meaning it is difficult to maintain programme momentum and staff morale.	Paul Sizeland (Director)	Review and prioritisation of activities. Work closely with partners and align with borough priorities. Additional funding from internal and external sources being sought where appropriate. Regular monitoring of budgets to identify	3 Possible	2 Serious	A ↔	Service Review is underway. 2 reviews are also underway to assess EDO staffing to meet current and	2 Unlikely	1 Minor	G

## Appendix D Key Risks

			efficiencies.				future needs.			
5	<b><u>Changes to inflation, currency exchange rates and local employment law differences may cause changes to budget requirements, legal/litigation costs and/or unsustainable operations for overseas offices (particularly China)</u></b>	Audrey Nelson (Senior European Officer) and Peter Sissons (Head of Int'l)	Costs are monitored at least quarterly and contingency funding is built in to costs. Comptrollers Department is aware of the contractual differences between the UK, Belgium, India and China for employment and local advice is taken.	3 Possible	2 Serious	A ↔	Continue to monitor	3 Possible	1 Minor	G
6	<b><u>Research outputs produced affect our reputation.</u></b>	Laura Davison (Head of Research)	Reports are monitored from early design stage and throughout and continue to be shaped by expert input and guidance, external and internal	2 Unlikely	2 Serious	G ↔	Continue to monitor feedback	2 Unlikely	2 Serious	G
7	<b><u>We fail to capitalise on the Wider London agenda</u></b> with CoLC failing to demonstrate its contribution.	Liz Skelcher (Assistant Director)	Key part of CoLC's "Supporting London's Communities". Positioning CoLC as key player in developing a social investment market. Supported PRO to develop case studies as part of 'Working Together' initiative	2 Unlikely	2 Serious	G ↔		2 Unlikely	2 Serious	G
8	<b><u>We fail to capitalise on the Tech City initiative</u></b> , which fails to demonstrate CoLC's strengths in supporting SMEs including by facilitating business angel financing, fintech, telecoms, property and incubator offer.	Giles French (Assistant Director)	Engage with all partners to demonstrate and develop our contribution. Substantial CoLC support for new fintech organisation (Innovate / Finance) agreed.	2 Unlikely	2 Serious	G ↔		2 Unlikely	2 Serious	G



## Appendix D Key Risks

9	<p><b><u>Our contingency planning in the event of a serious incident or emergency</u></b> (including e.g. pandemic) is insufficient and seriously impacts EDO staffing and ability to carry out key activities</p>	Paul Sizeland (Director, EDO)	The EDO Business Continuity Plan covers actions and means of communication in the event of an emergency.	2 Unlikely	2 Serious	<b>G</b> ↔		2 Unlikely	2 Serious	<b>G</b>
10	<p><b><u>We fail to prevent a Health and Safety</u></b> incident/accident resulting in injury or illness impacting EDO staffing and ability to carry out key activities</p>	Paul Sizeland (Director, EDO)	Risk assessments are carried out for identified activities.	2 Unlikely	2 Serious	<b>G</b>	Continue to monitor	2 Unlikely	2 Serious	<b>G</b>