

City of London Corporation

Corporate Risk Register

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Corporate Risk Register	Owned By	Chief Officers' Summit Group	Version	2015 -1
	Administered By	Paul Dudley	Date	14/01/15

Summary Risk Register

Risk No.	Risk	Risk Owner / Lead Officer	Existing Controls	Current Risk		Planned Action	Target Risk Rating
				Rating	Direction		
CR1	City Corporation fails to work effectively with related parties to respond appropriately following a major incident/severe business disruption to restore service delivery, assist business recovery and support the community.	Town Clerk	City Police proactively managing the risk of terrorism. Disaster recovery/contingency plan in place, includes responsibilities under the Civil Contingencies Act.	A	↔	Maintain existing controls.	A
CR2	The City Corporation fails effectively to defend and promote the competitiveness of the business city which loses its position as the world leader in international financial and business services.	Director of Economic Development	International Regularity Strategy Group, Robust policy, media and political response, Role of Lord Mayor and Role of the Policy and Resources Committee Chairman.	A	↔	Economic Development Office engaged in a programme of work to support, defend and enhance the business city, in accordance with the EDO Business Plan.	A
CR8	Negative publicity and damage to the City Corporation's reputation.	Director of Public Relations	Communications Strategy in place, experienced media/communications team, Departmental Communication Representatives meetings, PR Toolkit.	A	↔	On-going work with PR Consultants to improve City Corporation's ability to manage increasingly challenging reputational risks	A
CR9	Major failure of health and safety procedures resulting in a fatality in an accident on City of London Corporation premises or to a member of the City of London workforce.	Health and Safety Committee / Relevant Chief Officer	Officer Health and Safety Committee in operation, monitoring key H&S issues and having oversight of the Health and Safety Top X risks.	A	↔	The Corporate Safety Team will be carrying out their own audits on departments.	A

Summary Risk Register

Risk No.	Risk	Risk Owner / Lead Officer	Existing Controls	Current Risk		Planned Action	Target Risk Rating
				Rating	Direction		
CR10	Adverse political developments undermining the effectiveness of the City of London Corporation.	Remembrancer	Promotion of the good work of the City Corporation, City Corporation needs to remain relevant and “doing a good job” and be seen as such.	A	↔	Maintain existing controls.	A
CR11	Dam failure at Hampstead Heath resulting in loss of life and damage to property and infrastructure	Director of Built Environment	Planning performance agreement in place, Communication with Land owners Budget controlled by Project Board.	R	↔	Planning permission to be issued shortly.	A
CR14	Likely reductions in future spending rounds will reduce grant income for the City Corporation resulting in the Corporation being unable to maintain a balanced budget and maintain healthy reserves in City Fund significantly impacting on service delivery levels. Whilst it is almost certain that reductions in grant income will occur in 2016/17 and 2017/18, we do not know the magnitude.	Chamberlain	Service based review in progress- savings proposals identified that restore the budget to a balanced position across the medium term. Robust financial planning. Robust monitoring of delivery of savings proposals - undertaken by Head of Finance, Projects. Scrutiny by the Efficiency Board and Efficiency and Performance Sub-Committee.	R	↔	Scrutiny of the achievement of savings by the Efficiency Board and Efficiency and Performance Sub-Committee. The work on the service based review continues with cross departmental workstreams to identify further efficiencies in strategic asset management, income generation, and reviews of grants and hospitality.	R

Summary Risk Register

Risk No.	Risk	Risk Owner / Lead Officer	Existing Controls	Current Risk		Planned Action	Target Risk Rating
				Rating	Direction		
CR16	Loss or mishandling of personal or commercial information could result in harm to individuals, a breach of legislation such as the Data Protection Act 1988 which incurs a monetary penalty of up to £500,000. Breaches can also incur compliance enforcement action, corruption of data and significant reputational damage. To ensure the protection of information at the City Corporation a number of controls and risk owners must be exerted which span IT infrastructure, information policy, physical handling, online access and sharing and everyday behaviour within and outside the City Corporation	Chamberlain	Central monitoring & issuing of guidance including DP awareness . Annual awareness emails and other awareness raising tools. Some monitoring of data processor contracts to ensure DPA compliance.	A	↔	Compliance audits to be undertaken by the Town Clerk's Information Officers. Scrutiny and refresh of existing policy around information management, cyber security and technology infrastructure.	G
CR17	Failure of the City of London's statutory obligation to safeguard adults at risk and children	Director of Communities and Children Services	Corporate Safeguarding Policy, Partnership arrangements with Health, Housing, City of London Police and Voluntary sector, Governor Training sessions	A	↔	Awareness campaign, Quarterly review meetings with safeguarding champions	A
CR18	Loss of capacity due to changes in the working environment, reducing the ability to achieve our strategic aims and objectives	Director of HR	HR Business Plan 2014/17 (succession planning, sourcing strategy, employer of choice) Regular pay survey	A	↔	L&D Strategy to move to a culture of self-development improving capacity of the organisation	G

Risk Supporting Statement: CR1

Risk Owner: Town Clerk

Risk	City Corporation fails to work effectively with related parties to respond appropriately following a major incident/severe business disruption to restore service delivery, assist business recovery and support the community. Links to: Strategic Aims SA1 & SA2 and Key Policy Priority KPP3	Current Risk	A
		Likelihood	Impact
		Rare	Extreme

Detail	This risk has a number of components for the City Corporation resulting from the roles as an employer, a Local Authority and as the Police Authority for the square mile. The risk from the policing perspective (operational policing) is managed by the Commissioner of Police, the remaining elements cover a range of operational areas e.g. disaster recovery/business continuity, building management, employee and community safety. The City Corporation also has a responsibility under the Civil Contingencies Act 2004 to its businesses and residential communities to support them in the aftermath of an emergency. This risk is directly linked to CR2 (Supporting the Business City), CR3 (Financial Stability) and CR8 (Reputation Risk), any changes on this risk's assessment may lead to reassessment of these risks.
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Issues	Controls
<ul style="list-style-type: none"> * Public/business confidence in the City as a safe environment and international reputational issues * Specific locations as potential targets (high profile areas/buildings in the City and City Corporation assets) * Employee/community welfare issues (visitors, residents and workers) * Pre-planned events, whether in the City or elsewhere, that adversely affect business, property or communities for which the City Corporation has a statutory or corporate responsibility 	<ul style="list-style-type: none"> * Iconic sites within the City have been assessed by the Security Services and plans concerning these are regularly exercised (Assistant Town Clerk and relevant Chief Officers) * Generic Emergency Management Plan and Corporate and Departmental Business Continuity arrangements are in place and are regularly exercised (Assistant Town Clerk and all Chief Officers) * Disaster Recovery and backups are in place and are regularly tested (Chief Technical Officer and relevant Chief Officers) * Guidance and support is provided to businesses and residents on how they can better prepare for the potential impacts of emergencies (Assistant Town Clerk) * Through the Business Resilience Planning Considerations publication, the City Corporation provides practical advice to City firms on how to prepare for the potential impacts of various emergencies (Assistant Town Clerk) * The City Corporation leads on the multiagency forum for the Square Mile and plays an active role in the Central London sub-Regional Resilience Forum and other pan-London bodies (Town Clerk and Assistant Town Clerk) * The City Corporation conducts and takes part in multiagency exercises focusing on the key risks (Assistant Town Clerk) * Systems are in place to warn and inform the community (visitors, residents and businesses) (Assistant Town Clerk and Director of Public Relations) * Procedures are regularly reviewed, incorporating lessons learned from recent incidents and near misses, enabling greater coordination of the City's response. (Assistant Town Clerk and relevant Chief Officers) <p>Other relevant controls:</p> <ul style="list-style-type: none"> * Building safety and evacuation/invacuation plans are in place for City of London Corporation's corporate premises (City Surveyor and relevant Chief Officers)

Summary	<ul style="list-style-type: none"> * This risk relates specifically to the City Corporation's ability to address the impacts of a major incident/severe business disruption through its role as the lead for coordinating the activities of its service departments and other public services to restore the business and residential infrastructure. * The City of London Corporation arrangements are tested regularly and a programme of local and pan-London tests and exercises ensures the City Corporation remains able to respond appropriately to emergencies. * The City of London Corporation, along with the Police undertakes a range of activities with other agencies to prevent and prepare for emergencies. The Current Threat Level for the United Kingdom is at Substantial (meaning a terrorist attack is a strong possibility) therefore it is essential that the City Corporation maintains a high a level of preparedness to ensure that, together with its partner agencies, it is ready to respond to and lead the recovery phase of the emergency response to an incident. 	Target Risk	A
		Likelihood	Impact
		Rare	Extreme
		Date to Achieve Target Risk	N/A - Current Risk Accepted

Risk Supporting Statement: CR2

Risk Owner: Director of Economic Development

Risk	The City Corporation fails effectively to defend and promote the competitiveness of the business city which loses its position as the world leader in international financial and business services.	Current Risk	A
	Links to: Strategic Aims SA1 & SA3 and Key Policy Priorities KPP1 & KPP3	Likelihood	Impact
		Possible	Major
Detail	If the City Corporation fails to provide effective support for and promotion of the competitiveness of the business city there is a danger that the City will lose its international position leading to a reduction in business activity in the City, lower income for and industry engagement with CoL. One of EDO's main purposes is to mitigate this risk. However, it should be noted that damage to the City's competitive position could occur as a result of circumstances beyond CoL's ability to influence.		
Issues	<p>* Domestic and EU tax and regulation is crucial to City competitiveness</p> <p>* The development of a European Banking Union and the ability to continue contracting euro-denominated business in the UK.</p> <p>*The new initiative on establishing a Capital Markets Union (i.e. all aspects not covered by banking union) has potential benefits but also risks.</p> <p>* The debate over the UK's relationship with, and membership of, the EU creates uncertainty over London's place in the Single Market and thus its attractiveness to international firms.</p> <p>* Issues which pose a major threat to the City's reputation e.g. response to Forex investigations, migration/access to skilled workers.</p> <p>* Lack of suitable telecoms/broadband infrastructure affects attraction of London/City as an investment destination.</p> <p>* An emerging issue is the implications for London following the Scottish independence referendum.</p>	Controls	<p>* Programme of work of the EDO to promote and defend City's competitiveness and explain CoL's role (ref. EDO Business Plan) and role of the industry in supporting the wider economic growth and jobs creation agenda. (Assistant Director, City, EU, International Affairs)</p> <p>* International Regulatory Strategy Group's role to shape the European and international regulatory landscape in a way that preserves the free flow of capital and promotes open markets, and that development of a European Banking Union, and a Capital Markets Union do not lessen the European Single Market. (Director, Economic Development)</p> <p>*Pro-active EU engagement programme in Brussels (new Commission and Parliament) and Member States including bilateral dialogues e.g. France, Ireland and work of City Office Brussels (Director, Economic Development).</p> <p>*US and Asia work programmes including China and India offices/Advisory Councils (Asst Director, City, EU, International Affairs)</p> <p>* Role of the Lord Mayor as an ambassador for the Business City. (Assistant Director, City, EU, International Affairs) and Role of the Policy and Resources Committee Chairman in promoting the City. (Assistant Director, City, EU, International Affairs)</p> <p>* The Communications Telecoms Strategy Board is a cross-departmental body addressing infrastructure issues. (Director, Economic Development)</p> <p>Robust policy, media and political response to industry developments affecting public perceptions of the City as a whole. (Both Assistant Directors, Economic Development)</p>

Summary	At any given time there are a number of issues that could undermine the City's position as a world leader in international financial and business services, and these are tackled with a supporting programme of work to minimise the overall current risk on an on-going basis. For this reason the 'target' risk is not time-bound and is unlikely to be lower than the 'current' risk. Specific issues will be refreshed at each review with appropriate mitigation actions.	Target Risk	A
		Likelihood	Impact
		Unlikely	Major
		Date to Achieve Target Risk	N/A (see summary comment)

Risk Supporting Statement: CR8

Risk Owner: Director of Public Relations

Risk	Negative publicity and damage to the City Corporation's reputation. Links to: Strategic Aims SA1, SA2 & SA3 and Key Policy Priorities KPP1, KPP2, KPP3, KPP4 & KPP5	Current Risk	A
		Likelihood	Impact
		Possible	Major

Detail

This risk may materialise as a result external factors or failure to manage risk within the operations of the organisation. There will always be an inherent risk around reputation, but the specific threats present at any one time will vary depending on the nature of key projects, internal and external developments or factors. A shortlist of the most significant issues is maintained, updated by the Director of Public Relations on a quarterly basis using information gained from on-going liaison with departments and, in future as risk management becomes embedded, through examination of departmental risk registers. In addition to the shortlist below, there is a broad risk in relation to negative publicity or adverse media comment following failure of service delivery. The likelihood and impact of this is very much dependent upon the circumstances and outcome of the failure.

Issues	Controls
n/a	<ul style="list-style-type: none"> * Communications strategy in place (<i>Director of Public Relations</i>) * Experienced media/communication team with the right skills to handle reputation issues (<i>Director of Public Relations</i>) * Regular liaison with Committees and departments including through regular meetings with Chief Officers and departmental communication representatives, aiming to ensure the overall reputation of the organisation is kept under close review during all policy deliberations (<i>Director of Public Relations</i>) * PR Tool kit prepared for departmental communications representatives (<i>Director of Public Relations</i>) * Annual examination of departmental risk registers to identify emerging issues (<i>Director of Public Relations</i>) * Working with PR consultants to improve City Corporation’s ability to respond to PR challenges (<i>Director of Public Relations</i>)

Summary	Likelihood	Impact	Target Risk	A
* Adverse comment or publicity on the role, purpose and governance of the City Corporation	4	2	Likelihood	Impact
* Adverse publicity from any failures of performance by City Schools	3	4	Possible	Major
* Any failure on children's safeguarding procedures	2	8	Date to Achieve Target Risk	N/A - Current Risk Accepted
* Debate around the accountability and transparency of City's Cash	3	2		
* Failure to respond appropriately and in a timely way to adverse comment on social media	2	2		
* Hampstead Heath Hydrology and related issues	3	4		
* London Living Wage	2	2		
* Managing the impact of street works on visitors, residents and workers	4	2		

Risk Supporting Statement: CR9

Risk Owner: Health and Safety Committee / Relevant Chief Officer

Risk	Major failure of health and safety procedures resulting in a fatality in an accident on City of London Corporation premises or to a member of the City of London workforce. Links to: Strategic Aims SA2 & SA3 and Key Policy Priority KPP2	Current Risk	A
		Likelihood	Impact
		Possible	Major

Detail	Corporate oversight of health and safety risk is maintained by Corporate Human Resources, an officer Health and Safety Committee is in operation, chaired by the Town Clerk. A health and safety risk management system is in place, with monitoring and review mechanisms, ensuring that the key risks identified across the organisation are controlled and escalated accordingly. The committee monitors progress to address significant issues as they arise. For the purpose of maintaining the Corporate Risk Register, a shortlist of the most significant current health and safety risks will be maintained.
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Issues Management of Contractors.	Controls <ul style="list-style-type: none"> * Policy in place to meet legal requirement (Director of HR) * Corporate Training is in place and effective (Director of HR) * H&S Plans being developed and working groups in operation in all departments (All Chief Officers) * Top X being reported – further work on content improvement planned (All Chief Officers - coordinated by Corporate Health & Safety Manager) * Accidents & Near Misses being reported & investigated via a new system (All Chief Officers) * Departmental Competencies Improved and departmental H&S committees being monitored (Corporate Health & Safety Manager) * A new health and safety management system for buildings is being trialled within City Surveyors. The new system will help identify where health and safety risk exists within City of London property assets and assess how well it is being managed with a view to improving performance. (Health & Safety Manager Property)
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Summary The H&S systems across the Corporation of London to ensure H&S compliance have been reviewed and the new Policy, approved by the Establishment Committee on 18th April 2013, is now prompting procedural reviews in some departments. The Town Clerk has communicated to all chief officers the importance of the responsibilities highlighted in the policy and a further training event is planned for all managers in March/April. Member training on the impacts of Health & Safety and decision making was delivered to new members. Near Miss reporting is happening, though this could still be improved in some departments a technological solution is currently being implemented to support and improve this.	Target Risk	A
	Likelihood	Impact
	Unlikely	Major
	Date to Achieve Target Risk	October 2016

Risk Supporting Statement: CR10

Risk Owner: Remembrancer

Risk	Adverse political developments undermining the effectiveness of the City of London Corporation. Links to: All Strategic Aims and Key Policy Priorities.	Current Risk	A
		Likelihood	Impact
		Rare	Extreme

Detail	Owing to its nature and geographical size, the City Corporation is particularly vulnerable to political developments concerning London government. There are two main issues at present: the continuing aftermath of the financial crisis with the resulting close scrutiny of the City Corporation, and the longer term threat to the Corporation's local authority functions from sharing of services and a possible London Government review.
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Issues	Mitigating Actions
<p>* The current problems in the financial system have provoked allegations of undue influence and partial accounts of the City Corporation's lobbying activities and deployment of City's Cash.</p> <p>*A review of London government is not currently envisaged but increasing interest in fiscal devolution, the growth in sharing of services between authorities, and proposals for the creation of either combined authorities or a small number of London "super-boroughs", may prompt questions about the justification for the separate administration of the Square Mile.</p>	<p>* Promotion of the good work of the City Corporation. The City Corporation needs to remain relevant and "doing a good job" and be seen as such. (Remembrancer)</p>

Summary	The organisation needs to ensure it is seen as important and relevant across a wide field of activities that are not geographically limited to the Square Mile or to the future of the financial sector alone. Current public affairs activities should be maintained to this end. Any functions which may be vulnerable on account of their size if kept as free standing operations need to be identified and the case for ameliorating action (e.g. partnerships, shared services) considered.	Target Risk	A
		Likelihood	Impact
		Rare	Extreme
		Date to Achieve Target Risk	N/A - Current Risk Accepted

Risk Supporting Statement: CR11

Risk Owner: Director of Built Environment

Risk	Dam failure at Hampstead Heath resulting in loss of life and damage to property and infrastructure Links to: Strategic Aim SA3 and Key Policy Priority KPP4	Current Risk	R
		Likelihood	Impact
		Unlikely	Extreme

Detail

There are two chains of ponds at Hampstead Heath. Three of the ponds are "large raised reservoirs" under the Reservoirs Act 1975 and are categorised as "A" because in the event of breach they would pose a risk to the community downstream. They are therefore supervised by a Panel Engineer under the provisions of the Reservoirs Act. Amendments to the Reservoirs Act by the Flood & Water Management Act 2010 are expected to bring the entire chain of ponds into the category of "high risk". A number of hydrological studies have indicated that there is insufficient spillway capacity and that in a flood event this could result in overtopping which could result in dam erosion and breach. The Ponds Project was initiated in July 2011 to resolve this risk. The City has also undertaken other interim mitigation measures (telemetry, weather monitoring and an on-site plan) but these fall short of the ultimate mitigation of the Ponds Project as they do not address dam breach which could arise from overtopping.

Issues	Controls
<ul style="list-style-type: none"> * Legal challenge results in delays to the project * Planning application determination period extended. Any further delay in determination will impact on start date. This is a particular concern due the limitations imposed by the bird nesting season. * Cost increases * Landownership issues delay the project 	<ul style="list-style-type: none"> * Planning permission sought and Planning Performance Agreements signed - this includes an independent review by a Panel Engineer (Director of Built Environment) * Planning Performance Agreements in place with LB Camden. Regular communication with Camden planning officers on progress. Continuing discussions with the design team and constructor about the project programme. (Director of Built Environment) * Budget controlled by the Project Board (Director of the Built Environment) * Communication with landowners affected (City Surveyor)

Summary	Target Risk	A
	Likelihood	Impact
	Rare	Extreme
	Date to Achieve Target Risk	1st October 2016

Due to the need to prevent dam breach which arises from insufficient spillway capacity, this risk can only be mitigated by the completion of the Ponds Project. It is worth noting that the City owns a number of other water bodies, some of which are currently categorised as "large raised reservoirs" while others maybe brought into the inspection and safety regime of the 1975 Act by the 2010 Act. The appropriate supervision of these water bodies is monitored as a business risk, for which the Director of Open Spaces is responsible.

Update as at 28 January

2015:Camden's Planning Committee approved the scheme on 15 January 2015, and the Corporation has now signed the S106 agreement. Planning permission is to be issued shortly. The Gateway 5 - Authority to Start Work report was agreed by Hampstead Heath, Highgate Wood & Queen's Park, Projects Sub, Resource Allocation and Policy & Resources Committees and the Court of Common Council in January. The programme is on track to undertake preparatory works in February and start on site in April 2015. The 18 month programme should conclude in October 2016.

Risk Supporting Statement: CR14

Risk Owner: Chamberlain

Risk	Likely reductions in future spending rounds will reduce grant income for the City Corporation resulting in the Corporation being unable to maintain a balanced budget and maintain healthy reserves in City Fund significantly impacting on service delivery levels. Whilst it is almost certain that reductions in grant income will occur in 2016/17 and 2017/18, we do not know the magnitude.		Current Risk	R
	Links to: Strategic Aim SA2 and Key Policy Priority KPP2		Likelihood	Impact
			Likely	Major
Detail	<p>This risk is already headlined in the medium term financial strategy approved by the Court of Common Council in March 2014. The financial strategy last year was to make further efficiencies to generate small surpluses for the next two years. These surpluses were to bolster our reserves, allowing time to plan for future government spending cuts. The 2013 Autumn Settlement announced a 15.8% reduction for 2015/16 for non-police services. Due to savings already made, the City Fund is able to accommodate this loss within a breakeven position for 2015/16.</p> <p>Further cuts are likely in future spending rounds and coupled with the financial impact of other pressures such as our share of the likely appeals losses under the new Business rates system and the progressive adoption of the London Living Wage, the 2017/18 forecast deficit is likely to be £11m based on latest income projections (and updated from the £8.9m forecast deficit position reported to Court in March). However we have sufficient reserves to allow us to plan for managed savings once the magnitude of any reduction is known.</p>			
Issues	<ul style="list-style-type: none"> * Reduction in grant income to the City Corporation * Increasingly difficult to maintain a balanced budget * Increased pressure on reserves 	Controls	<ul style="list-style-type: none"> * Service based review to address the 2016/17 and 2017/18 forecast deficit, including a review of spend not in line with City Fund duties that may potentially be better funded from Bridge House Estates. (The Town Clerk, Chamberlain and Financial Services Director) * Cross-departmental workstreams reviewing strategic and operational asset management, income generation and effectiveness of specific spend areas. (The Town Clerk, Chamberlain and Financial Services Director) * Robust financial planning. (The Chamberlain and Financial Services Director) * Direct engagement with central government on grant formula (The Chamberlain and Financial Services Director) * Scrutiny of implementation of savings options by the Efficiency Board and Efficiency and Performance Sub-Committee. (The Town Clerk, Chamberlain and Financial Services Director) 	
Summary	<p>The financial strategy already addresses this risk in the development of a package of proposals of £20m per annum for consideration by Resource Allocation Sub Committee. The savings programme will need to be developed for implementation over the next 18 months. Savings will begin to be reflected in budgets for 2015/16 with full impact by or before 2017/18. There is also a risk that the financial position will further deteriorate post 2018, so savings proposals above the £13m needed to balance City Fund and City's Cash will help mitigate this risk.</p>		Target Risk	R
			Likelihood	Impact
			Likely	Major
			Date to Achieve Target Risk	Expected to change on 5 March pending Court of Common Council approval of the Budget 2015/16 and Medium Term Plan

Risk	The loss or mishandling of personal or commercial information could result in harm to individuals, as well as a breach of legislation such as the Data Protection Act 1988, which can result in a monetary penalty of up to £500,000. Breaches can also incur compliance enforcement action and cause the corruption of data and significant reputational damage. To ensure the protection of information at the City Corporation a number of information related risk owners must be identified and controls implemented which span IT infrastructure, information policy, physical handling, online access, sharing and everyday behaviour with regards to information, both within and outside the City Corporation.		Current Risk	A
	Links to: All Strategic Aims and Key Policy Priorities.		Likelihood	Impact
			Possible	Serious
Detail	There is a need to emphasise the importance of 'protecting information' and 'handling information' within the digital age (wider than the Data Protection Act). Therefore, broader awareness, guidance and links to compliance, controls, behaviours and risks etc. are required in relation to different types of information we handle, and to sustain this engagement within the City Corporation			
Issues		Controls		
<ul style="list-style-type: none"> - Lack of Member and staff awareness of, and engagement with required behaviour with regards to risks in handling information generally; - Office moves etc. increase the possibility of losing or misplacing personal information in transit; - Transferring personal information to third parties, e.g. when contracting out services; - Incorrect/accidental disclosure or loss of personal information, e.g. when sending personal information using any medium; - Insufficient security in place to protect personal information across the City Corporation: only social care information is encrypted/protectively marked. - lack of attention to risks posed by NOT sharing appropriate information - e.g. danger to life of vulnerable adults; - Increasing complexity and volume of information, increasing costs of storage etc. 		<ul style="list-style-type: none"> * Central monitoring & issuing of guidance and communications exists for data protection compliance (DP) (since 2003), along with nominated senior officer responsibility, Access to Information Network (AIN) with departmental reps (Deputy Town Clerk) * Corporate records retention policy (LMA) * DP awareness written into corporate employee policies as a requirement (Director of HR) * DP: Employee Data Protection Policy requirement to complete the corporate DPA e-learning course (Director of HR) * DP: Rolling program of tailored DPA training presentations for all staff and Members (Information Officer) * DP: Record of all presentation attendees and e-learning sign-offs kept for audit purposes (Information Officer) * DP: Awareness emails sent biannually to all staff (Information Officer) * DP: Other awareness raising tools used when highlighting key issues (Information Officer) * DP: Compliance checks undertaken by AIN reps (All Chief Officers) * DP: Some monitoring of data processor contracts to ensure DPA compliance (Chief Officers of All Departments where Data Processors Operate) * IS: Encryption of laptops, iPads, blackberries, USB sticks, etc. (Chief Information Officer) * IS: Corporate guidance in Information Management Strategy, Communication and System Use Policy, Data Classification Guidance, etc. (Chief Information Officer) 		
Summary		Target Risk	G	
<ul style="list-style-type: none"> * The risk owner for CR16 is the Chamberlain. However, every Department has a responsibility for the personal information it processes, and therefore all Chief Officers must assume responsibility to ensure compliance with Information Governance and 'good practice' in relation to handling information. Good work is underway to mitigate DP risks, increase in education, training, communication and staff engagement in data security training. * Personal information, in whatever format it is held, should be kept secure at all times. Appropriate policies, procedures and tools should be in place, regarding the management of personal information, including share, transfer, disclosure, transportation and destruction of information in line with relevant policies and guidance. * Compliance audits undertaken by AIN reps take place across the organisation to monitor DP adherence and suggest improvements. * There are e-learning training courses for the Data Protection Act 1988, and Information Security (new Civil Service courses named 'Responsible for Information'), which all staff are required to complete at the appropriate level. 		Likelihood	Impact	
		Unlikely	Serious	
		Date to Achieve Target Risk	Jan-16	

Risk Supporting Statement: CR17

Risk Owner: Director of Community and Children Services

Risk	Failure of the City of London's statutory obligation to safeguard adults at risk and children Links to: Strategic Aim SR2 and Key Policy Priority KPP2	Current Risk	A
		Likelihood	Impact
		Rare	Extreme

Detail	The risk could lead to harm to our service users and severely damage the City of London's reputation, including the possible investigation and lack of public confidence in the services provided. Although primarily this risk sits with the Community and Children's Services department there will be close working arrangements with departments such as Culture, Heritage and Libraries and Open Spaces who also provide services for children and adults at risk.
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Issues	Controls
* Weaknesses have been identified embedding safeguarding across the City of London and within schools located within the City.	<p>* In accordance with the new Corporate Safeguarding Policy, approved in April 2014, Departmental Safeguarding Champions have been appointed in the following departments - Town Clerks, City Bridge trust, Culture heritage and Libraries, Open Spaces, Markets and Consumer Protection and Built Environment. A quarterly review is scheduled for January 2015. (Service Managers for Children and Adult Services)</p> <p>* A raising awareness campaign for staff called "notice the signs" launched in June with posters, leaflets, badges, screen savers and training for staff has now been completed. An impact analysis will be carried out by the end of March to assess the success of the campaigns and to identify if further actions need to be implemented. A raising awareness campaign for residents was launched in mid October 2014 and included presentations at resident meetings and at the tenants open day (Strategic Communications Manager)</p> <p>* Partnership arrangements are in place with Health, Housing, City of London Police and Voluntary sector to monitor reports of harm. (Service Managers for Children and Adult Services)</p> <p>* Term based reviews with the Guildhall School of Music and Drama and City Schools are continuing. (Assistant Director - People Division)</p> <p>* A further review of safeguarding arrangements in City schools was undertaken. It concluded that measures identified during an earlier review had been implemented. (Assistant Director - People Division)</p>

Summary Work is ongoing to embed safeguarding issues within the City of London and Schools located in the City. Actions to support the Corporate Safeguarding Policy through the raising awareness campaigns and the implementation of the associated training and communication plans are continuing. Reports on safeguarding are reported to the Children's Executive Board, and the Member led Safeguarding Sub-Committee. An escalation policy was approved in November which sets out the arrangements for staff who have concerns about matters of a safeguarding nature.	Target Risk	A
	Likelihood	Impact
	Unlikely	Serious
	Date to Achieve Target Risk	N/A - Current Risk Accepted

Risk Supporting Statement: CR18

Risk Owner: Director of Human Resources

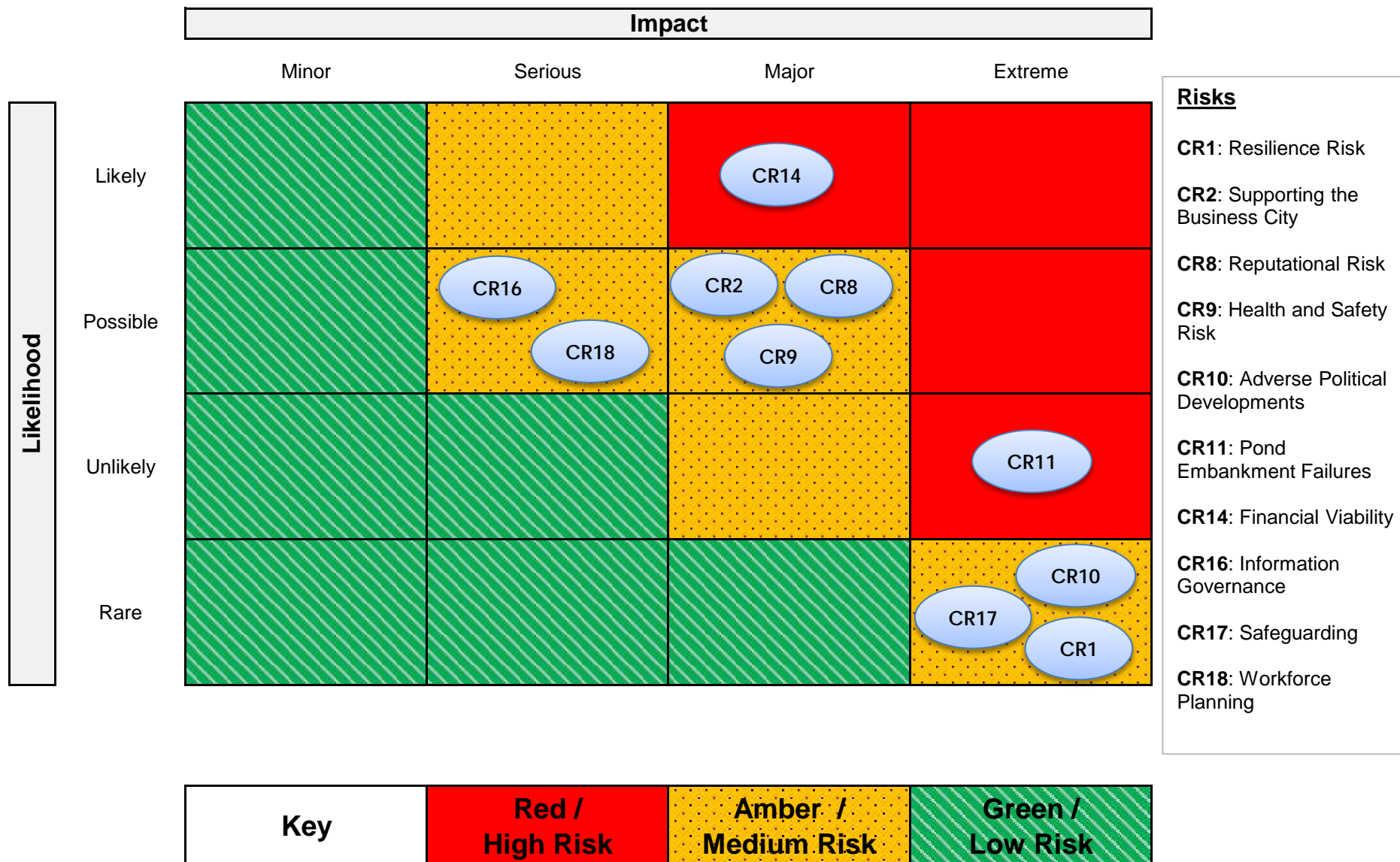
Risk	Loss of capacity due to changes in the working environment, reducing the ability to achieve our strategic aims and objectives Links to: All Strategic aims and key policy priorities.	Current Risk	A
		Likelihood	Impact
		Possible	Serious

Detail	<p>The fact that we have been less affected by the economic downturn than most and have largely protected our employees through this time, actually increases the risk for the next 3 years. Other organisations are starting to slowly recover and the market value of specialist skills is beginning to increase (we see that now with IS), this is at a time we are doing service reviews and taking large amounts out of the budget this has the potential to increase turnover of our most marketable staff. We can no longer predict turnover on the basis of age so the risk of losing skills and experience and corporate knowledge without adequate time to prepare is greater than before. In addition we operate in so many different markets for jobs it is not just the value of the posts in the markets which affect our ability to attract and retain staff. Technology and ways of working is affecting all 'professions', being 'leading edge' and having the jobs most sought after in different fields is also dependant on being at the forefront of the industry. If we fall behind in that we will have to recruit from different levels in the market.</p>
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<p>Issues</p> <ul style="list-style-type: none"> * Removal of Default retirement age * New Pension regulations * Moving of Statutory Pension Age * Key staff leaving the organisation as job market improves * Working environment lacks application of latest technology and is unattractive to retain and attract new staff 	<p>Controls</p> <ul style="list-style-type: none"> * The HR Business Plan for 2014/17 includes development of succession planning and a revised sourcing strategy which is intended maintain our position in our critical markets as the employer of choice. (Head of Corporate HR and Business Services) * The Business Plan also includes a regular pay survey to better inform the market rates which in turn informs our sourcing strategy for key posts and improves our response and conversion rates. (Head of Corporate HR and Business Services) * That the revised PDF scheme addresses these issues specifically and is better aligned to developing staff for the future needs of the business and that staff are asked to indicate their medium term plans if known. (Head of Corporate HR and Business Services)
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Summary The risk remains at Amber but the likelihood is expected to reduce by the controls. The controls will be implemented over the life of the current business plan, the target risk should be achieved by 2017.	Target Risk	G
	Likelihood	Impact
	Unlikely	Serious
	Date to Achieve Target Risk	2017

Corporate Risk Profile



Guidance Notes

Risk Register Headings	Description
Risk No.	Unique reference for the risk.
Risk Details	Description of the risk.
Risk Owner	Officer responsible for the overall management of specific risks
Control Owner	Officer responsible for coordinating the activity to control the risk
Existing Controls	Controls in place to mitigate the risk.
Current Risk	The assessed level of risk taking in to account the existing controls.
Target Risk	The level at which the risk will be deemed as acceptable.
Risk Status	Overall status of Red, Amber or Green calculated in accordance with the assessment of Likelihood and Impact, having applied the risk assessment matrix.
Direction	An indicator to highlight the change in Current Risk since last reported
Planned Action	Details of further action required to mitigate the risk to an acceptable level.

Ratings	Risk Status
R	High risk, requiring regular monitoring and deployment of robust control measures.
A	Medium risk, requiring at least quarterly monitoring, further mitigation should be considered.
G	Low risk, less frequent monitoring, consideration may be given to applying less stringent control measures for efficiency gains.

Guidance Notes

Likelihood Scores	Brief Description
1 Rare	Robust mitigating controls in place, the risk may occur only in exceptional circumstances, (e.g. not likely to occur within a 10 year period or no more than once across the current portfolio of projects).
2 Unlikely	Adequate mitigating controls in place, the risk may occur in remote circumstances (e.g. risk may occur once within a 7-10 year period or once across a range of similar projects).
3 Possible	Reasonable mitigating controls in place, but may still require improvement. External factors may result in an inability to influence likelihood of occurrence (e.g. risk event could occur at least once over a 4-6 year period or several times across the current portfolio of projects).
4 Likely	Mitigating controls are inadequate to prevent risk from occurring, the risk may have occurred in the past (e.g. risk event could occur at least once over a 2-3 year period or several times across a range of similar projects).

Impact Scores	Brief Description
1 Minor	Isolated service user/stakeholder complaints, Minor incident or failure to achieve team plan objectives
2 Serious	Adverse local media coverage/multiple service user/stakeholder complaints, Significant injury or failure to achieve service plan objectives
4 Major	Adverse national media coverage 1-3 days, Major injury or failure to achieve strategic plan objective
8 Extreme	National publicity more than 3 days, Fatality or life threatening illness / disease, failure to achieve a major corporate objective

	Rare	Unlikely	Possible	Likely
	1	2	3	4
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10 ⁻⁵)	Less than one chance in ten thousand (<10 ⁻⁴)	Less than one chance in a thousand (<10 ⁻³)	Less than one chance in a hundred (<10 ⁻²)

	Minor	Serious	Major	Extreme
	1	2	4	8
Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
Reputation	Isolated service user/stakeholder complaints contained within business	Adverse local media coverage/multiple service user/stakeholder	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or
Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more

Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective
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