

Corporate risks - Detailed risk register

Report Author: Paul Dudley
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COMPLETED ACTIONS REMOVED



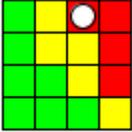
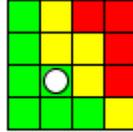
Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 11

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
CR11 Hampstead Heath Ponds - overtopping leading to dam failure 05-Feb-2015 Sue Ireland; Paul Monaghan	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping</p>	Likelihood Impact	16	<p><u>The project is progressing well and to schedule. The engineering work is expected to conclude by the end of October. Once the project is concluded, it is anticipated that this risk will be removed from the corporate risk register.</u></p> <p>05 Oct 2016</p>	Likelihood Impact	8	31-Oct-2016	 No change

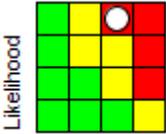
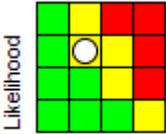
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency	Regular monitoring of budget and risk provisions	Budget is managed on an ongoing basis. Disputed claims are being considered in accordance with the contract.	Paul Monaghan	05-Oct-2016	31-Oct-2016
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities	No change: Identifying utilities in order to negotiate new wayleaves, needs to be in conjunction with routes across the Heath.	Paul Monaghan	19-Aug-2016	01-Mar-2017
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures	Regular review of H&S and working practices - in particular movement of vehicles	H&S continues to be carefully managed	Paul Monaghan	05-Oct-2016	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG	Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role as previously	The Liaison Officer continues to manage communications carefully. Arrangements have been made to discuss the project and lessons learned with stakeholders.	Paul Monaghan	05-Oct-2016	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to	As per planning consent and conditions	Ongoing daily water quality and dust monitoring undertaken. Data published and issued monthly to CWG. Wildlife and nesting birds continually monitored and work programmes adapted to minimise the impact.	Paul Monaghan	05-Oct-2016	31-Oct-2016

check for nesting birds					
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Weekly site visits take place with the whole project team	Paul Monaghan	05-Oct-2016	31-Oct-2016

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CR19 IT Service Provision 14-Jul-2015 Simon Woods	Cause: The whole Police IT Estate and parts of the Corporation are in need of further investment. Event: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service. Effect: Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.	Likelihood  Impact	16	The primary focus of the team is on stabilisation, a more robust approach to managing change has been adopted, reducing the risk of service interruption. Team level approach to risk management is now aligned fully to the top level approach. IT Division is seeking additional budget to undertake more risk mitigation activity. The risk is expected to reduce to Amber by December 2017 followed by steady progress to Green in the following months. 06 Oct 2016	Likelihood  Impact	4	31-Dec-2017	 No change

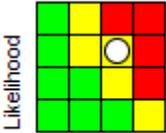
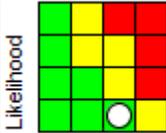
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19b JOINT Network refresh programme.	Joint network refresh programme to resolve issues around network resilience and ensure we have diverse routes for network traffic, avoiding single points of failure.	JOINT Network refresh programme – work on-going. Work currently focussing on ensuring the scope of the planned works is understood and any gaps addressed.	Simon Woods	20-Jun-2016	31-Dec-2016
CR19c JOINT	Investment in any retained IT infrastructure to ensure that	The purchase order has been raised and work to design the full managed service desktop is	Simon Woods	06-Oct-	31-Dec-

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR20a Joint Safer Transport Team	Implement a joint City of London Corporation & City of London Police Road Safety/Safer Transport Team	The review of future joint working between City Police and the City's road safety team is now embodied within the One Safe City programme and is now expected to be resolved by the end of January and the Due Date has been adjusted accordingly.	Steve Presland	18-Oct-2016	31-Jan-2017
CR20b Permanent Bank Junction redesign	Permanent Bank Junction redesign	Still on track	Steve Presland	18-Oct-2016	30-Nov-2018
CR20c Interim Bank Junction redesign	Working with TfL to explore and, where practicable, deliver short term design/operational improvements to Bank Junction	It is anticipated that a report to proceed to implementation will be presented by December this year with implementation by the end of April 2017	Steve Presland	18-Oct-2016	30-Apr-2017
CR20d Road Safety Communications Strategy	Work with the Corporation's Communications Office to deliver a Road Safety Communications Strategy	The Road Danger campaign is now in final draft stage.	Steve Presland	18-Oct-2016	30-Nov-2016

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CR21 Air Quality	<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</p>	 <p>Likelihood</p> <p>Impact</p>	16	We continue to address this issue robustly and innovatively, and the City of London Corporation has recently been awarded a grant of £1M by the Mayor of London to undertake a Low Emission Neighbourhood project. However, the position regarding the potential fine still isn't clear and poor air quality in the Square Mile remains a public health risk. To reduce air pollution in the City requires action from a range of organisations and industries and this is a long-term process. Whilst projections indicate that improvements will be made over the next five years, for the time being the	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2020	↔

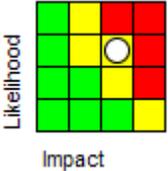
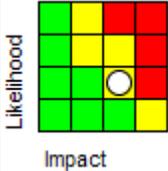
07-Oct-2015 Jon Aaverns	suffering from respiratory or cardiovascular conditions (both residents and workers). Economic costs such as acting as a deterrent of businesses coming to London or staying and financial penalties for non-compliance with air quality limits. Persistent poor air quality may affect 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.			risk remains at the same level as previously assessed. 27 Sep 2016				No change
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR21 001d Develop communication s strategy.	Develop and implement a robust communications strategy to ensure people have sufficient information to reduce their exposure on days of 'high' air pollution.	The comms strategy needs to tie in with the comms strategy for the Low Emission Neighbourhood so will be finalised once that's ready - likely to be end Oct 2016	Jon Aaverns	26-Sep-2016	31-Oct-2016
CR21 001e Develop plan	Develop and implement a plan for reducing the impact of diesel vehicles on air pollution in the Square Mile. This is to complement the work being undertaken by the Mayor of London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.	Work has commenced in a Low Emission neighbourhood scheme which will result in a reduction in the number of diesel vehicles in the City	Jon Aaverns	27-Sep-2016	31-Dec-2018

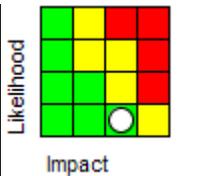
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CR01 Resilience Risk	Cause - Lack of appropriate planning, leadership and coordination Event - Emergency situation related to terrorism or other serious event/major incident is not managed effectively Effect - Major disruption to City business, failure to support the community, assist in business recovery. Reputational damage to the City as a place to do business.	 Likelihood	12	The Status of this risk hasn't changed. A review of the organisation's security procedures is currently being undertaken to ensure that they are consistent and appropriate for the threat level. Implementation of the review findings will take place over the coming year. The CoL's own business continuity is heavily dependent on resilient IT. A partial test as to whether an identified single	 Likelihood	4	31-Mar-2017	↔

20-Mar-2015 John Barradell				point of failure in the Guildhall Justice Rooms has been rectified was conducted at the end of September, further testing is planned to be completed by the end of October. 05 Oct 2016				No change
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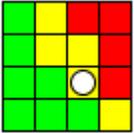
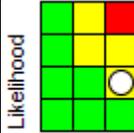
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR01D Elimination of single points of failure, resulting in loss of services	Working with the IS division, remove potential single points of failure from business continuity processes.	Currently waiting for feedback from the IS division regarding testing on changes to the VPN infrastructure that will ensure that the network will be available virtually in the event of a systems outage in Guildhall. A partial test was completed during September, further testing is planned for completion by the end of October.	Gary Locker	05-Oct-2016	01-Dec-2016
CR01E Corporate Review of Security	Conduct a review of the City of London's physical security arrangements to ensure that are consistent and appropriate for the threat level. Implementation of the review findings be complete by the end of 2016	Consultant Marshall Kent has been engaged to provide the independent review, work commenced in April	Gary Locker	17-Jun-2016	31-Dec-2016
CR01F Exercise Mercapton	Exercise that tests the plans in place to deal with an evacuation of residents as a result of an incident, the test will involve the set up of a rest centre due to a fictitious gas leak	The exercise will take place on 5 October 2016, it will be a live. lessons learnt exercise designed to test the robustness of our responses, process and procedures to deal with a real event of this nature.	Gary Locker	05-Oct-2016	31-Oct-2016
CR01G Lord Mayor Show Exercise	Multi-agency exercise in advance of the 2016 Lord Mayor Show	A number of learning points were identified and will be addressed before the show in November.	Gary Locker	05-Oct-2016	12-Nov-2016

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CR09 Health and Safety Risk 22-Sep-2014 Chrissie Morgan	Cause - Safety is treated as a low priority by the organisation, lack of training of staff and managers, management complacency, poor supervision and management Event - Statutory regulations and internal procedures relating to Health and Safety breached and/or not complied with. Effect - Possible enforcement action/ fine/prosecution by HSE, Employees/visitors/contractors may be harmed/injured, Possible civil insurance claim, Costs to the Corporation, Adverse publicity /damage to reputation, Rectification costs	 Likelihood Impact	12	This risk has been reviewed by the SMT on 1 October 2016, and there is no change to the assessment at this time 05 Oct 2016	 Likelihood Impact	8	31-Mar-2017	 No change

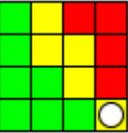
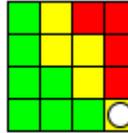
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CR09C Compliance Checks 2016-17	Annual Programme of compliance checks	The programme for this year is currently on target to be achieved by March 2017	Oliver Sanandres	19-Aug-2016	31-Mar-2017
CR09D Implementing external verification recommendations	Develop a series of actions that will help to implement the best practice recommendations contained in the recent external verification of the CoL's Occupational Health and Safety Management Systems	An implementation strategy is currently being developed by the Corporate Health and Safety Unit	Oliver Sanandres	05-Oct-2016	31-Mar-2017

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CR16 Information Security 22-Sep-2014 Matt Lock; Simon Woods	Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. Event: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.		12	Initial paper taken to Summit Group outlining a number of options for improving technical security. Further work to be done to shape the proposal and bring before Members. 06 Oct 2016		4	31-Dec-2016	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR16b Review and strengthen Data Retention, Management and Ownership.	For all major systems establish data owner and retention policy for information therein.	A Chief Officer Cyber workshop, delivered by Templar Executives, on 23 June, significantly raised awareness and helped to identify priority areas for action. There will be continued engagement throughout the summer to with a view to building a culture of information ownership both corporately and across departments. Work is well underway and Senior Information Asset Owners and Information Asset Owners have now been identified and communicated with in a number of departments.	Christine Brown	05-Jul-2016	31-Dec-2016
CR16h Online Training for Members	Online training to be made available to Members following workshop in February 2016.	Online training options are still being explored to identify the most training package.	Simon Woods	06-Oct-2016	03-Apr-2017
CR16i Technical Security Infrastructure	The Development and implementation of more technical security infrastructure	Initial proposals for improvements to the technical security infrastructure in use have been shared with Summit Group. Further work to be done to ensure that the proposals are appropriate, funded, and the on-going impact in terms of IT support is understood.	Simon Woods	06-Oct-2016	31-Mar-2017

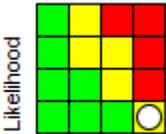
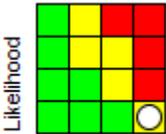
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CR02 Loss of Business Support for the City 22-Sep-2014 John Barradell	Cause - The City Corporation's actions to promote and support the competitiveness of the business City do not succeed. Event - The City's position as the world leader in international financial services is adversely affected Effect - The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation's business remit is damaged and its perceived relevance is diminished. Reputational damage to the City as a place to do business and to Corporation ability to govern effectively	 Likelihood	8	The risk assessment/scoring are currently under review whilst the implications of the post-Brexit global political environment are assessed. This may result in an increased risk scoring. 05 Oct 2016	 Likelihood	8	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR02B Restructure of the team working on financial and professional services	City, EU and International Affairs teams have been restructured into City Competitiveness and Regulatory Affairs teams to remove geographical boundaries and provide greater policy focus to work. Job descriptions have been reviewed for same purpose.	A Review by Sir Simon Fraser reporting on the success of the Corporation in Promoting the City was carried out. In response to that further restructure of the team is being carried out to restructure the City Competitiveness and Regulatory Affairs team into three: Policy and Innovation Team, Regulation Team and Exports and Investment Team, Job descriptions have been reviewed and the new roles will be in place by January 2017	Giles French	22-Aug-2016	31-Jan-2017
CR02C UK Referendum on membership of the EU	City Corporation providing opportunities for informing the debate on the EU Referendum, and representing the views of the financial and professional services sector	Since the UK's decision to leave the EU, the Corporation is working with trade associations and other bodies in the City to collate a combined view to present to government ahead of Brexit negotiations. The Corporation has worked with and facilitated discussions with bodies across the City. Research has been commissioned to demonstrate how EU corporates use UK based financial services, and to examine the feasibility of a UK regional visa regime	Damian Nussbaum	22-Aug-2016	23-Mar-2017

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CR10 Adverse Political Developments 22-Sep-2014 Paul Double	<p>Cause: Financial services issues that make the City Corporation vulnerable to political criticism; local government devolution proposals that call into question the justification for the separate administration of the Square Mile; overarching political hostility.</p> <p>Event: Functions of City Corporation and boundaries of the City adversely affected.</p> <p>Impact: Controversies which damage the City's reputation as a place to do business. The future of the City of London Corporation as an independent body could be undermined.</p>	<p>Likelihood</p>  <p>Impact</p>	8	<p>There has been close engagement with those responsible for formulating proposals to enable the devolution of responsibilities while safeguarding the City. The current focus is on the reform of business rates. Constant attention is given to the form of legislation affecting the City. Making known the work of the City Corporation among opinion formers, particularly in Parliament and Central Government, is necessary so that the City Corporation is seen to remain relevant and "doing a good job" for London and the nation and is seen to be an objective assessment. The Office also provides advice on the City Corporation's approach to important political developments including the decision to leave the EU and the general parliamentary mood.</p> <p>05 Oct 2016</p>	<p>Likelihood</p>  <p>Impact</p>	8		<p>↔</p> <p>No change</p>

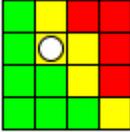
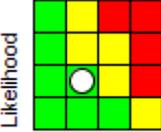
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CR10a monitoring legislation	Monitoring of Government legislation and proposed regulatory changes.	Relevant Bills in the Government's legislative programme have been identified and City Corporation departments alerted to issues of potential significance as the measures are introduced in the new Session. Action taken through negotiation with departmental officials or amendments tabled in Parliament as required. The legislative consequences of Britain leaving the EU as they may affect the Corporation and the City more generally as an international financial centre are a particular focus.	Paul Double	05-Oct-2016	31-Mar-2017

CR10b Provision of information	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates on air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	05-Oct-2016	31-Mar-2017
CR10c Stakeholder engagement	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select Committees of both Houses depending on subject matter. Continuing engagement on devolution in London and liaison with London Councils and Central London Forward on the application of devolution to the London boroughs and the City, either directly from Central Government or the Mayor.	Paul Double	05-Oct-2016	31-Mar-2017

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CR17 Safeguarding 22-Sep-2014 Ade Adetosoye	Cause: Not providing appropriate training to staff, not providing effective management and supervision, poor case management Event: Failure to deliver actions under the City of London' safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue Effect: Physical or mental harm suffered by a child or adult at risk, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted	 Likelihood Impact	8	Work is continuing to raise the profile of safeguarding. A new action has been added to this risk regarding a review of safeguarding arrangements independent schools within the City of London. 06 Oct 2016	 Likelihood Impact	8	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR17k Review role of Safeguarding Champions	The role of Safeguarding Champions to be reviewed and to consider if Domestic Violence can be added to the role	The City of London Domestic Abuse Co-ordinator now attends the Safeguarding Champions group.. A survey is being undertaken with all Champions to ensure future sessions of the Safeguarding Champions Group are tailored to their needs.	Chris Pelham	09-Aug-2016	31-Oct-2016
CR17l Online Adult Safeguarding Training	Online basic Adult Safeguarding training will be mandatory for DCCS staff	Online basic Adult Safeguarding training will be mandatory for DCCS staff. A suitable Product will be identified and will be added to the online learning resource	Chris Pelham	09-Aug-2016	31-Dec-2016
CR17m Raise Awareness of financial abuse	The Adult Social Care Team will be working with the City of London Police to raise the profile of financial abuse and scams	Work is ongoing	Chris Pelham	06-Oct-2016	31-Mar-2017

and scams						
CR17o Review of Safeguarding Arrangement in Independent schools within the City of London	A review is being conducted into the safeguarding arrangements within the independent schools within the City of London. It is anticipated that the report will be available at the start of December. If the report makes recommendations these will be implemented within agreed timescales.	The review is on-going and all but one school has been visited		Ade Adetosoye	06-Oct-2016	02-Dec-2016

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CR14 Funding Reduction	<p>Cause: Reduced funding from Central Government.</p> <p>Event: Reduced funding available to the City Corporation and City of London Police.</p> <p>Effect: City Corporation will be unable to maintain a balanced budget and healthy reserves in City Fund, significantly impacting on service delivery levels and reputation.</p>	<p>Likelihood</p>  <p>Impact</p>	6	<p>Current modelling shows gains made from growth in business rates income now outweigh the cost of appeals. This will be reflected in higher business rate retention from 2017/18 onwards. This is likely to continue in the short term.</p> <p>The impact of Brexit on business rates income is not yet determinable, but if businesses leave the City and empty premises increase this would have a downward pressure on retained business rates income.</p> <p>Revaluation of rateable values (RV) is likely to increase the business rates paid by businesses, but as such increases do not count as growth, there is no financial benefit to the City. Additional income from an increase in RV will continue to be redistributed nationally through the mechanism of tariffs and top ups. However there are a number of other budget factors which currently keeps the current risk score assessment unchanged.</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Mar-2017	↔

22-Jun-2015 Peter Kane				06 Oct 2016				Decreased Risk Score
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR14b SBR implementation – Departmental Savings and cross-cutting reviews.	SBR proposal implementation within Departments and with cross cutting work streams to identify further efficiencies in strategic asset management, income generation, and reviews of grants and hospitality. Scrutiny by the Officer Strategic Resources Group and Efficiency and Performance Sub-Committee.	SBR proposal implementation within Departments is going well. Cross cutting work streams to identify further efficiencies in strategic asset management, income generation, and grants. Scrutiny by the Officer Strategic Resources Group and Efficiency and Performance Sub-Committee.	Caroline Al-Beyerty	06-Oct-2016	31-Mar-2017
CR14h Develop Efficiency Plan	Efficiency Plan to be developed and approved by Finance and Policy & Resources Committee which sets out a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness.	Efficiency Plan approved for publication	Peter Kane	06-Oct-2016	14-Oct-2016
CR14i Develop strategy to address projected Police deficits	City Police is forecasting deficits in 2017/18 and 2018/19 which need to be addressed.	City Police are developing a saving programme following a fundamental review of activity and cost drivers. However it is likely that this programme of savings will be unable to cover the full deficit. Further work to be carried out and proposals to be made to Finance Committee and Resource Allocation Sub Committee.	Caroline Al-Beyerty	06-Oct-2016	31-Mar-2017