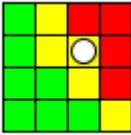
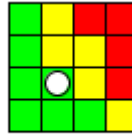




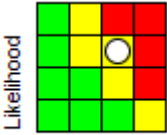
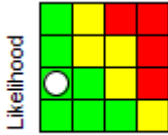

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19b JOINT Network refresh programme.	Joint network refresh programme to resolve issues around network resilience and ensure we have diverse routes for network traffic, avoiding single points of failure.	JOINT Network refresh 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 End User Device Renewal	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure.	Delivery of the new solution will take place throughout 2017.	Simon Woods	12-Dec-2016	31-Dec-2017
CR19d CoLP Investment in any retained IT infrastructure	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure	IT division are currently assessing priorities for further funding approved by committee.	Simon Woods	13-Dec-2016	31-Dec-2016
CR19e Network Transformation Requirements	This is the first phase of the revised project to fully replace ageing unsupportable networking hardware from the City and City Police's infrastructure.	A full requirements audit is now being undertaken IT to report back in early 2017 with the full assessment of what needs to be done.	Simon Woods	13-Dec-2016	28-Feb-2017
CR19f Network Transformation	The full delivery of a new network for the Corporation and city Police.	This work will follow-on from CR19e and lead to a completely new network for both organisations that is fully supportable. The full roll-out will take place throughout 2017/18.	Simon Woods	06-Oct-2016	31-Mar-2018

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
<b>CHB002 Oracle ERP Business Benefits</b>  09-Mar-2015 Peter Kane	<b>Cause:</b> Recommendations of the Oracle Benefits Realisation review not implemented. Inadequate governance arrangements in place to ensure effective prioritisation of development activity. <b>Event:</b> Failure to deliver efficiencies and future revenue savings that might be achieved/facilitated through system optimisation of the Oracle application. <b>Effect:</b> System functionality fails to meet user requirements, developments not prioritised to ensure that value is optimised	 Likelihood  Impact	12	The Oracle Business Benefits Realisation Review has now concluded, the residual risk focusses on implementation of the recommendations and continued development and enhancement of the application, this risk is now within the business as usual operation and support of the application.  <b>11 Jan 2017</b>	 Likelihood  Impact	4	31-Mar-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB002j Feedback analysis	Review feedback and formulate recommendations for improvements.	Complete. User feedback and issues with the Oracle Support team for resolution.	Matt Lock	06-Oct-2016	31-Aug-2016
CHB002k Process analysis	Walk through key processes to identify potential efficiency gains.	complete	Matt Lock	06-Oct-2016	31-Aug-2016
CHB002l Final report on findings	Full report to be made to Oracle Benefits Realisation Steering Group.	Action now completed.	Matt Lock	21-Nov-2016	30-Oct-2016
CHB002m Implementation of Recommendations	Implementation of recommendations made in the Oracle Benefits Realisation Review	Oracle Board continue to monitor recommendations.	John James	12-Jan-2017	31-Mar-2017
CHB002n Management Information	Better Management information	Management information project initiated, target outcomes are a range of key management information reports/dashboards that can be developed and deployed to a range of users.	Matt Lock	12-Jan-2017	31-Mar-2017

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
CHB008 Resourcing  13-May-2015 Peter Kane	<p><b>Cause:</b> Possible growing gap between COL's pay and reward package compared to other organisations.</p> <p><b>Event:</b> Difficult to recruit and retain staff across the department.</p> <p><b>Effect:</b> Recruitment and retention of staff can take longer and causes gaps in capacity. Capability gaps impact on service delivery and ability to improve future performance.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>For some specialist posts within the department that are challenges to recruit to and other instances where pay levels make it hard to recruit candidates with talent and experience. A more dynamic corporate process for agreeing Market Forces Supplements will reduce delays in recruiting to key posts where salary negotiations are critical. The Department's workforce plan will have an increased focus on improving succession planning and development of existing staff.</p> <p><b>11 Jan 2017</b></p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	↔  No change

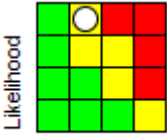
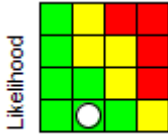
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB 008a Resourcing Plan	Chamberlain's Workforce plan to include an effective resourcing plan, covering recruitment, retention and staff development.	Workforce plan will be refreshed in alignment with the departmental business plan preparation, which is now underway.	Matt Lock	12-Jan-2017	28-Feb-2017
CHB 008b Succession Plan	Develop a succession plan identifying those posts where internal succession is desirable and viable. Putting a strategy in place to achieve this.	Succession plan is in process of being developed identifying those posts where internal succession is desirable and viable. Putting a strategy in place to achieve this.	Matt Lock	12-Jan-2017	31-Mar-2017

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
<b>CHB011 Corporate Contract Management</b>  26-Feb-2016 Peter Kane	<b>Cause:</b> CoL has no corporate contract management policy or procedures. <b>Event:</b> Strategic corporate contracts will fail to be monitored and managed in a consistent and planned manner. <b>Effect:</b> Corporate contracts not delivering the commercial benefits and quality expected at contract letting, escalating prices, scope creep.	 Likelihood	12	Commercial team structure agreed by Committee, and recruitment is now taking place. Monitoring on going using targeted approach to identify key contracts, pending full implementation of the proposed new Contract Management regime.  <b>11 Jan 2017</b>	 Likelihood	2	01-Apr-2017	  No change

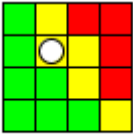
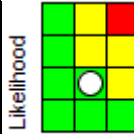

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB011f Establish a Strategic and Commercial unit	Establish a new unit that acts as the corporate resource in line with the Approach and Blended Intervention model recommended.	Recruitment process is underway.	Christopher Bell	12-Jan-2017	31-Jan-2017
CHB011g Develop City Contract Management toolkit	The toolkit would define roles and responsibilities, performance monitoring frameworks, identify our key suppliers, develop a set of corporate KPIs and create appropriate training and induction materials for the aspects of contract management to ensure an accelerated implementation phase commencing in October 2016.	Procurement of toolkit is underway. There are 2 options that are to be trialled by budget holders/contract managers, feedback then to be given.	Christopher Bell	12-Jan-2017	31-Dec-2016

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
<b>CR16 Information Security</b>  22-Sep-2014 Simon Woods	<b>Cause:</b> Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. <b>Event:</b> Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. <b>Effect:</b> 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.	 Likelihood Impact	12	Paper regarding improving technical security was approved by Summit Group in December and will now be progressed through the relevant Committee processes and project governance where relevant.  <b>12 Jan 2017</b>	 Likelihood Impact	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.	Paper was approved by Summit Group in December and will now be progressed through the relevant Committee processes and project governance where relevant.	Christine Brown	12-Jan-2017	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 being explored to identify the most training package.	Simon Woods	12-Jan-2017	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. Revisions have been made for further comment this month.	Simon Woods	13-Dec-2016	31-Mar-2017

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CHB006 IT Service Outage  09-Mar-2015 Simon Woods	<b>Cause:</b> Major information systems outage, eg network/technology infrastructure failure. Interruption to Power supply. <b>Event:</b> Disruption to IT service delivery. <b>Effect:</b> Provision of service operations compromised.	 Likelihood	8	The change to the core transformation programmes that will ensure we deploy complete solutions will mean that some ageing infrastructure is in place longer than we would wish. IT Division has been granted additional funding to help mitigate the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18.  <b>11 Jan 2017</b>	 Likelihood	2	31-Dec-2017	↔  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB006a Telephony changes	Solution proposal being evaluated.	Updates to the telephone infrastructure are to be made throughout 2017. In the interim mitigations have been put into place to lower the risk of outages.	Simon Woods	13-Dec-2016	31-Dec-2017
CHB006b Network infrastructure	Renewal of network infrastructure.	An audit of the current network infrastructure is being carried out.	Simon Woods	13-Dec-2016	31-Dec-2017
CHB006c Incident Response	The way which we respond to major incidents	Complete - the IT division is now working in a much more coherent way when dealing with incident response.	Simon Woods	13-Dec-2016	31-Dec-2016

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<b>CR14 Funding Reduction</b>  22-Jun-2015 Peter Kane	<b>Cause:</b> Reduced funding from Central Government. <b>Event:</b> Reduced funding available to the City Corporation and City of London Police. <b>Effect:</b> City Corporation will be unable to maintain a balanced budget and healthy reserves in City Fund, significantly impacting on service delivery levels and reputation.	 Likelihood Impact	6	Two new risks have been drafted to replace this risk. One covers the risk of funding reduction to the City of London Police, the other is around value for money.  <b>11 Jan 2017</b>	 Likelihood Impact	4	31-Mar-2017	  No change

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 workstreams 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 workstreams 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