






Corporate risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Paul Dudley

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Rows are sorted by Risk Score

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
CR 24 Operational Security 07-Jun-2017 Peter Lisley	Cause: Inadequate, poorly maintained or time expired security infrastructure; lack of security culture within the organisation; poor training or organisation of staff; insufficient staff. Event: Security of an operational property is breached. Effect: Unauthorised access to building by criminals/protestors/terrorists; disruption of business/ high profile events; reputational damage; injury or potential loss of life amongst staff or members of the general public	 Likelihood Impact	24	A number of Boards have been created to ensure good governance of processes and funding. The Town Clerk chairs the overarching Security Board to ensure that security issues are dealt with in a timely fashion. A Security Strategy is now in place and an Action Plan is being implemented. Security teams across the operational estate are now fully resourced. 04 Sep 2017	 Likelihood Impact	16	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
TC TCO 06D	Deliver a programme of security infrastructure	A programme of security infrastructure enhancements to key City of London Corporation sites	Paul Wilkinson	04-Sep-	31-Dec-

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	enhancements	has been agreed.		2017	2017
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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR16b	For all major systems establish data owner and retention policy for information therein.	Paper was approved by Summit Group in December and is being progressed through the relevant Committee processes and project governance where relevant.	Sean Green	30-Aug-2017	30-Apr-2018
CR16h	Online training to be made available to Members following workshop in February 2016.	Induction training provided - Gary Brailsford Hart is supporting this risk.	Gary Brailsford-Hart	30-Aug-2017	30-Apr-2018

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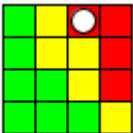
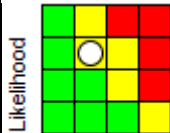

CR16i	The Development and implementation of more technical security infrastructure	Paper regarding improving technical security was approved by IT Sub-Committee in January 17. Now proceeding with the implementation of the recommendations.	Sean Green	30-Aug-2017	30-Apr-2018
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Risk 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
CR19 IT Service Provision 14-Jul-2015 Sean Green	<p>Cause: The whole Police IT Estate and parts of the Corporation are in need of further investment.</p> <p>Event: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service.</p> <p>Effect: Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.</p>	<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">Likelihood</div> </div> <div style="text-align: center; margin-top: 5px;">Impact</div>	16	<p>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 assessing how additional funds approved by Committee should be distributed 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.</p> <p>30 Aug 2017</p>	<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">Likelihood</div> </div> <div style="text-align: center; margin-top: 5px;">Impact</div>	4	31-Dec-2017	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19c	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. The LAN hardware is being procured. IT will award the contract for the LAN design, build and support by the end of July 2017.	Sean Green	30-Aug-2017	31-Dec-2017
CR19d	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure	Remediation will continue throughout 2017.	Sean Green	30-Aug-2017	31-Dec-2017
CR19e	This is the first phase of the revised project to fully replace	Procurement phase is in progress.	Sean Green	30-Aug-	30-Jun-

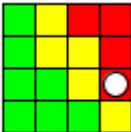


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	ageing unsupportable networking hardware from the City and City Police's infrastructure.			2017	2017
CR19f	The full delivery of a new network for the Corporation and city Police.	The WAN work has started. Remediation of communications rooms underway. LAN hardware has been procured. In the process of recruiting a LAN services partner.	Sean Green	30-Aug-2017	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
CR21 Air Quality 07-Oct-2015 Jon Avern	<p>Cause: Small particulate pollution has chronic health impacts from long term exposure at very low concentrations and is in evidence within the City and central London. There is also a health impact associated with long term and short term exposure to nitrogen dioxide.</p> <p>Event: Under certain atmospheric conditions there is a higher probability of poor air quality within the City and it is more likely that residents, workers and visitors would suffer the acute consequences.</p> <p>Effect: The consequences both acute and chronic may include: An increase in hospital referrals placed upon both emergency services and the NHS for those already suffering from respiratory or cardiovascular conditions (it may also place a strain on City social services). An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers). Economic costs such as acting as a deterrent of businesses coming to London or staying and financial penalties for non-compliance with air quality limits. Persistent poor air quality may affect the longer term health of the City population. Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.</p>	 <p>Likelihood</p> <p>Impact</p>	16	No change from previous assessment. 29 Aug 2017	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2020	

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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR21e	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.	An initial feasibility study has been undertaken to look at options for reducing levels of pollution in Beech Street through vehicle management Vehicles have been restricted passing through Bank Interchange, the air quality impact is being assessed Several measures have been implemented in the City Low Emission Neighbourhood including: greening at a number of locations including Moor Lane, installation of 90 secure cycle parking spaces, audit of construction sites, detailed air quality monitoring, business engagement and workshops, business air quality grant scheme, freight surveys, clean air footprints and the provision of zero emission equipment for open spaces dept.	Jon Avern	29-Aug-2017	31-Dec-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
CR22 Barbican Centre Fire Risk	<p>Cause: Fire engineering solutions, fire precautions and procedures not fully scoped, effective and/or fully understood at the Barbican.</p> <p>Event: Emergency incident or fire occurs and management procedures or protective mechanisms do not function or works as designed</p> <p>Impact: Effective/partial Art gallery evacuation compromised Damage to artworks Effective concert hall evacuation delayed or implemented unnecessarily for CO incident Ineffective cooperation and coordination of health and safety arrangements with contractors Fire and smoke damage not limited Risk of injury or death to performers, audience, staff, contractors, technical and fire responder teams Adverse effect on the Centre's reputation Financial loss Enforcement action incurring a fine</p>	 <p>Likelihood</p> <p>Impact</p>	16	Whilst good progress has been made with the fire risk assessments and other areas as discussed at the last risk assessment meeting, it was agreed following discussions between the Centre's Fire Strategy Management Group, including Peter Dempsey and Team, and between Jonathon Poyner and Paul Dudley, the Centre has requested that it remain on the Corporate Risk Register for the September meeting. This shows the Centre's commitment to continued progress and also reflects the importance of fire risk and its rating within the City. The Centre's Team expects to receive its 19 fire risk assessments in September as committed to the Chairman and will then use the findings of these fire risk assessments to review and reprioritise its ongoing plan so as to ensure that we provide a legal, compliant and safe	 <p>Likelihood</p> <p>Impact</p>	8	30-Jun-2017	

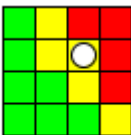
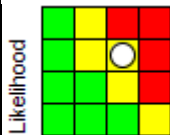

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10-Nov-2016 Jonathon Poyner				environment for our staff and customers. Additional resource has been provided and will be provided to enable the works from the fire risk assessments to be completed. Directorate has been very supportive of the plan and progress made and continues to put health and safety and risk at the top of its agenda. 04 Sep 2017				
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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR22a	To provide robust evacuation procedure for CO incident in concert hall. Review evacuation procedures for areas not covered by public evacuation procedures for contractors/artists that take into account recently gained fire knowledge to ensure the safety of staff with fire responsibilities and the safe evacuation of occupant's .Engineering to document gas procedure.	Current procedures are robust, following the issue of all FRAs a full review be conducted.	Jonathon Poyner	29-Aug-2017	29-Sep-2017
CR22c	Ensure that Fire systems are maintained and tested in accordance with the Corporate Building Health & Safety compliance standards.	A full review will be conducted following the FPA issue of FRAs and full maintenance capture of existing PPM	Jonathon Poyner	29-Aug-2017	29-Sep-2017
CR22d	Produce a competency Fire Matrix which will identify and inform the levels of training, knowledge and experience required appropriate to the management of a building of the complexity of the Barbican. Review this against in house resource.	Current road map is continually being reviewed, we have employed additional resources to support with this output.	Jonathon Poyner	29-Aug-2017	29-Sep-2017
CR22e	An up to date Fire Safety Policy that records clear lines of responsibility, communication and accountability.	Interim policy has been prepared in line with CoL comments/feedback.	Jonathon Poyner	29-Aug-2017	29-Sep-2017
CR22f	To demonstrate suitable and sufficient event led Fire Risk Assessments are in place for the management of the Barbican activities such as Art Gallery, Events, Hall, and	Completed, pending CoL review for formal integration into the process.	Jonathon Poyner	29-Aug-2017	29-Sep-2017

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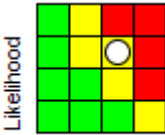
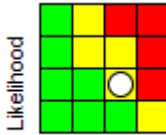

	Exhibitions & Theatre/Concert Productions.				
CR22g	Ensure that Building Fire Risk Assessments are in place that meets the basic requirements of PAS 79 but ideally the corporate guidance.	The FRA issue has been slightly delayed due to FPA internal QA review process.	Jonathon Poyner	29-Aug-2017	29-Sep-2017
CR22h	Following the new zoning submit all Fire Risk Assessments for the Barbican Centre operation in order to allow verification of their suitability through sampling by the health and safety section.	FPA have started the buildings risk assessments on 27th June and will be doing this by all zones for a 10- week- period until risk assessments are completed fully.	Jonathon Poyner	28-Jun-2017	29-Sep-2017
CR22i	Fire Management Plans should be produced based on Fire Risk Assessments, prioritised according to risk and recommendations.	It was agreed by the Interim Fire Safety Manager with Terence Short this would be progressed once Fire Risk Assessment have been completed.	Jonathon Poyner	28-Jun-2017	30-Sep-2017
Cr22j	Implement CO Incident Report recommendations not already addressed by Actions a - i above.	A full review is required to look at compartmentation, fire stopping which may be reviewed as a project post issue of all FRAs	Jonathon Poyner	29-Aug-2017	29-Sep-2017

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CR01 Resilience Risk 20-Mar-2015	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 has been reviewed in the light of the recent events in London, the overall rating has not been increased. The CoL's own business continuity is heavily dependent on resilient IT. networking equipment is being re-located to 6th floor server room, which is expected to be complete by the end of this year. Work is currently on-going to improve IS data centres and network bandwidth across the corp. (Chamberlains IT leading on this). It is felt that the preventative and mitigating actions in place are as good as possible in the current climate. 05 Sep 2017	 Likelihood	12	31-Dec-2017	

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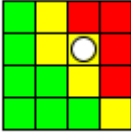


John Barradell								
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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR01D	Working with the IS division, remove potential single points of failure from business continuity processes.	networking equipment is being re-located to 6th floor server room. This is expected to be completed by the end of this year, once complete testing of resilience of the systems and the removal of the single point of failure will recommence. Work is currently on-going to improve IS data centres and network bandwidth across the corp. (Chamberlains IS leading on this).	Gary Locker	29-Jun-2017	31-Dec-2017
CR01H	Participate in the planning and exercising of resilience arrangements around the 2017 Lord mayors Show	Planning has begun for this years' event, an exercise is planned for September 19 with the resilience team and other CoLC colleagues.	Gary Locker	29-Jun-2017	11-Nov-2017
CR01J	Following the terrorist attack at London Bridge - review processes, collate the lessons learned and implement the actions arising.	Review process complete recommendations to follow	Gary Locker	05-Sep-2017	30-Sep-2017
CR01K	Ensure that the City of London Corporation exceeds the minimum London Resilience Standard, working with partner London Boroughs to share best practice and increase capacity.	Initial work has commenced with partner boroughs towards attaining the common standard.	Gary Locker	05-Sep-2017	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
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	12 Impact	This risk was reviewed on 1 September 2017, there is no change to the assessment at this time. The programme of compliance audits and inspections has been produced for 2017-18 and is underway. 05 Sep 2017	 Likelihood	8 Impact	31-Dec-2017	

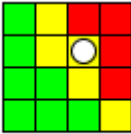
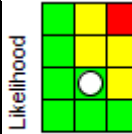

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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR09F	Deliver a series of health and safety audits and compliance checks to provide corporate assurance that the organisation is being managed safely	The programme for 2017-18 has been completed and the practical inspections and audits have commenced to plan.	Justin Tyas	05-Sep-2017	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
CR20 Road Safety 23-Oct-2015 Carolyn Dwyer	Cause: Limited space on the City's medieval road network to cope with the increased use of the highway by vehicles and pedestrians / cyclists within the City of London. Interventions & legal processes take time to deliver Event: The number of casualties occurring in the City rises instead of reducing. Effect: The City's reputation and credibility is adversely impacted with businesses and/or the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media	 Likelihood Impact	12	The risk is unchanged. Monitoring of the Temporary Scheme continues to take place, with the consultation survey now live until the end of November. Lessons learned will be applied to the permanent scheme which remains on track for Gateway 4 scheduled for June 2018 and construction starting in Q3 of 2019. 11 Aug 2017	 Likelihood Impact	6	31-Oct-2017	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR20b	Permanent Bank Junction redesign	Monitoring of the Temporary Scheme continues to take place, with the consultation survey now live until the end of November. Lessons learned will be applied to the permanent scheme which remains on track for Gateway 4 scheduled for June 2018 and construction starting in Q3 of 2019.	Steve Presland	11-Aug-2017	30-Sep-2019

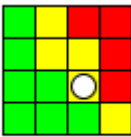
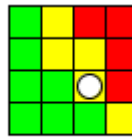

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CR23 Police Funding 21-Nov-2016 Peter Kane	Cause: Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police. Event: Reduction in government funding. The Government's stated intention is that the shortfall should be met from an increase in the precept (in the City's case, the business rate premium) Effect: City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan. Potential adverse reaction from business community to increased premium following significant rise in business rates in April 2017 in the City (following the government's revaluation exercise).	 Likelihood	12	The Deloitte review into Police value for money and efficiency has been completed and a workshop was held on 20 July to discuss the report. An action plan will be agreed during the Autumn. 30 Aug 2017	 Likelihood	4	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR23a	Limited opportunities in 2017/18 to make in year savings against front line police officer budgets without impacting adversely on delivery of key policing plan objectives. Police staff numbers subject to further scrutiny as part of in-year savings exercise.	CoLP Finance have been asked to provide an analysis of the more favourable than anticipated outturn in 2016/17 (see CR23b) between slippage to future years (i.e. costs deferred to 2017/18) and on-going savings which will flow through to 2017/18.	Philip Gregory	30-Aug-2017	30-Sep-2017
CR23b	Exhaust the Police Reserves by 31 March 2018	The actual drawdown on reserves in 2016/17 was £0.6m, an improvement of £2m compared to the forecast position. A specific Police outturn report (prepared by CoLP Finance) will go to the July Police Committee.	Pam Raphael	30-Aug-2017	31-Mar-2018
CR23c	The Town Clerk, the Chamberlain and the Commissioner, to commission a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.	The Deloitte review into Police value for money and efficiency has been completed and a briefing was held on 20 July to discuss the report. Police colleagues have prepared a high level action plan which will be discussed and agreed with Chamberlain's over the summer.	Caroline Al-Beyerty	30-Aug-2017	31-Aug-2017

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		An action plan for the short term wins will then be agreed with Members during the Autumn.			
CR23d	Consider increase in the business rates premium in future periods	Will be considered as part of the medium term financial planning for 2018/19.	Caroline Al-Beyerty	30-Aug-2017	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
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 remains the same in the light of the post-brexit global political environment. The City Corporation is taking major steps to mitigate this risk. 05 Sep 2017	 Likelihood	8	30-Apr-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR02A	Appointment of former Foreign Office Minister, Jeremy Browne, to new position to enhance our engagement with EU policy makers.	Since the UK's decision to leave the EU, Jeremy Browne has been visiting several key EU Member States to reengage the City's key stakeholders in Europe. Jeremy has enhanced his engagement with EU Member States, EU institutions and the UK Government, as well as City practitioners, since the commencement of the negotiations and in support of the IRSG's work in promoting the City's view in those negotiations.	Giles French	05-Sep-2017	31-Dec-2017
CR02C	City Corporation providing opportunities for informing the debate on the terms of Brexit, and representing the views of the financial and professional services sector	The IRSG has commissioned three Brexit related workstreams examining, Third Country status; Global Competitiveness and Regulatory coherence, all of which will help inform the governments negotiations. The latest report on a potential financial services chapter of an FTA is due to be published in September.	Damian Nussbaum	05-Sep-2017	30-Dec-2017
CR02D	Appointment of Sherry Madera to a new position to enhance our engagement with policy makers and opinion	Sherry Madera was appointed in January 2017 and has been working through the priorities for Asia to assist the UK in its trade and policy relationships with Asian countries, particularly	Giles French	29-Jun-2017	31-Dec-2017

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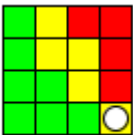
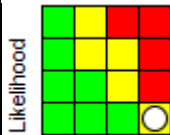

	formers in Asia	China and India Sherry Madera was appointed in January 2017 and has been working through the priorities for Asia to assist the UK in its trade and policy relationships with Asian countries, particularly China, India and Singapore. Sherry has focussed the team on priority areas for engagement across Asia post-Brexit, to promote our status as the world's global financial centre. She has worked closely with HM Treasury and DIT to deepen links though the established Economic and Financial Dialogues, and regular visits to government and stakeholders across Asia.			
CR02E	Recruit and embed a new global exports and investment team in the new structure of Economic Development	New GE&I team provide relationship management services with financial and professional firms aimed at retaining and attracting FDI, and assisting UK based firms to export.	Giles French	05-Sep-2017	31-Dec-2017

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Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR10a	Monitoring of Government legislation and proposed regulatory changes.	Relevant Bills in the Government's legislative programme will be 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	11-Sep-2017	31-Dec-2017
CR10b	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	11-Sep-2017	31-Dec-2017
CR10c	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 Committee of both Houses on matters of importance to the City, including increased engagement on Brexit-related issues. Working with other organisations, including the Financial Markets Law Committee, to analyse the legal framework following exit from the EU. 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	11-Sep-2017	31-Dec-2017

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CR17 Safeguarding 22-Sep-2014 Andrew Carter	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	8	The Corporate safeguarding audit is not yet completed as field work has been extended. The report is awaited. 05 Sep 2017	 Likelihood	8	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR17k	The role of Safeguarding Champions to be reviewed and to consider if Domestic Violence can be added to the role	The Corporate Safeguarding Audit has not been completed- field work has been extended by the Audit team looking specifically into the issue of DBS checks across the Corporation. Once this is completed the report will be presented to Chief Officers and Audit and Risk Management Committee. The revision of the Safeguarding Champions Group will be implemented once the Audit report is published	Chris Pelham	05-Sep-2017	30-Nov-2017
CR17m	The Adult Social Care Team will be working with the City of London Police to raise the profile of financial abuse and scams	Continues on track with regular meetings and attendance from Partners. A financial scams awareness raising campaign will be started at the end of July. It is intended to deliver seminar/ conference by end of calendar year.	Chris Pelham	05-Sep-2017	31-Dec-2017
CR17o	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.	Review completed. A monitoring group chaired by Principal GSMD and represented by Safeguarding Leads at GSMD and CCS has been set up to oversee the implementation of the action plan. Monitoring meetings are planned for September and November.	Andrew Carter	05-Sep-2017	31-Dec-2017