

CHB Detailed risk register by risk category

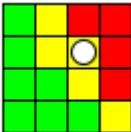
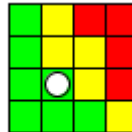

Report Author: Hayley Hajduczek

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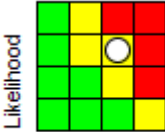
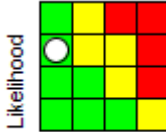



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR16 Information Security 22-Sep-2014 Peter Kane	Cause: Breach of IT Systems resulting in 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.	Likelihood Impact	16	The risk will be mitigated by the development of a new Data Retention Schedule (DRS) and policy and the scope widened to include IT systems. The status of this risk is now with IT sub committee who are expected to agree at thier July meeting, that this risk status should be reduced to Amber. 02 Jul 2018	Likelihood Impact	8	30-Jun-2018	

Action no, Action owner	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR16i	The Development and implementation of more technical security infrastructure	Using a recognised Cyber security maturity model there is a dashboard being reported that shows via a RAG status 10 areas of focus to mitigate this risk with training, processes and tools being delivered that in combination will bring the risk to Amber by June 2018. Dedicated project manager is supporting the delivery of new Cyber protection solutions for the CoL and CoLP estates.	Sean Green	02-Jul-2018	30-Jun-2018

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CR19 IT Service Provision 14-Jul-2015 Sean Green	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	12	This risk will be mitigated with the implementation of the new Local Area Network and Wi-fi on schedule. The status of the risk is now with IT Sub Committee to agree but the expectation is that the risk will be moved to Green following their July meeting. 02 Jul 2018	Likelihood  Impact	4	30-Jun-2018	

Action no, Action owner	Description	Latest Note		Action owner	Latest Note Date	Due Date
CR19e	This is the first phase of the revised project to fully replace ageing unsupportable networking hardware from the City and City Police's infrastructure.	Implementation continues and will be completed between May-October 2018.		Sean Green	13-Jun-2018	31-Oct-2018
CR19f	The full delivery of a new network for the Corporation and city Police.	The WAN work continues. Remediation of IT communications rooms complete. LAN design completed. LAN implementation now underway for CoL and CoLP.		Sean Green	13-Jun-2018	30-Jun-2018

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CHB IT 022 Transformation - Benefits Realisation 25-Jan-2018 Kevin Mulcahy	Cause : The principles and new ways of working including the internal Target Operating Model, 3rd party Service Operating Model and new Policies, as defined by the Transformation Programme, are not embedded into BAU processes within the internal and outsourced operating models. Event : CoL will not realise the benefits including savings from contracts and storage and a more effective service to the business with a focus on service management Effect <ul style="list-style-type: none"> Increased Revenue costs Degradation of service End user frustration Unmanageable application estate Failure to meet the business expectations from the £12m investment Significant cost to bring the redesigned Technology Stack back to “as built” 	 Likelihood Impact	12	Change and Engagement strategy is underway and will ensure that these tangible benefits are realised <ul style="list-style-type: none"> Increased Revenue costs Degradation of service End user frustration Unmanageable application estate Failure to meet the business expectations from the £12m investment Significant cost to bring the redesigned Technology Stack back to “as built” 02 Jul 2018	 Likelihood Impact	3	31-Dec-2018	

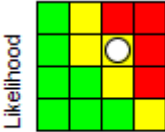
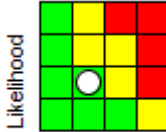

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CHB IT 022c	Citrix is for remote access for third party IT Suppliers and for Line of Business Applications. No reviewing number of users requiring access and applications that need supporting with remote access to help reduce the number of servers in the Citrix estate.	The new Citrix environment is built and undergoing testing - on track for 30th June IT confirming with business future numbers, once confirmed and tested the old environment will be switched off	Sean Green	02-Jul-2018	30-Jun-2018

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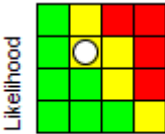
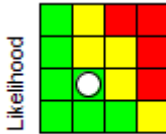

creation date, owner								Risk score change indicator
<div>CR23 Police Funding</div> <div>21-Nov-2016</div> <div>Ian Dyson; Peter Kane</div>	<div>Cause: Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police.</div> <div>Event: Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget</div> <div>Effect: Potential impact on security and safety in the City as need to make savings, prioritise activity, review funding City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan.</div>	<div><div>Likelihood</div><div>Impact</div></div>	16	<div>Despite savings target of £1.2m in 2018/19, the current medium term financial plan shows an ongoing gap of £4-5m per annum. This has not yet been resolved and the risk has become an issue. The Transformation Programme is expected to reduce the financial gap.</div> <div>The 2017/18 year-end underspend of £3.5m has boosted the reserve balance to £7m, which means the 2019/20 forecast deficit of £4.2m can be reduced to £0.7m through a draw down on reserves.</div> <div>02 Jul 2018</div>	<div><div>Likelihood</div><div>Impact</div></div>	4	31-Mar-2019	<div></div>

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CR23a	Deliver the savings programme for currently identified savings in 2018/19.	COLP has a plan in place to deliver on £1.2m savings for 2018/19 and continues to explore opportunities for continual improvement, both internally and through wider collaboration with the City Corporation. The details of the planned savings were reported to Efficiency and Performance Sub Committee in March. Further work is being done to explore the profile of the achievement of the savings and quantify to extent of ongoing savings in future years.	Alistair Sutherland	02-Jul-2018	31-Mar-2019
CR23b	Medium Term Financial Plan	The assumptions in the Medium Term Financial Plan are being revisited for July, but a broader piece of work is being initiated by Chamberlains and Police. The broader piece of work will be informed by early outputs from the costing of services from the Transformation Board as it builds the new operating model. We will also be reviewing in detail the income assumptions, especially around the Economic Crime Academy and the Domestic/International Training agenda. We expect to report back in the autumn in time for 2019/20 budget setting.	Philip Gregory; Michelle King	02-Jul-2018	31-Mar-2019
CR23c	A Transformation Programme is underway to develop a revised Target Operating Model for CoLP to deliver greater effectiveness and financial stability. The Programme comprises eight work strands.	The Deloitte short term recommendations or 'quick wins' have been realised and are funding the core transformation project team. The Transformation Board met in April and provided positive progress updates as follows: <ul style="list-style-type: none"> • City of London Police 'As is' Services listed/catalogued to identify duplication • Prioritisation of key areas for Design efficiency 	Jane Gyford	02-Jul-2018	31-Mar-2019

		<ul style="list-style-type: none"> • Community Policing • Financial Investigation • Performance + Data Management • Resolution Centre linked to Demand Reduction + Management • Protective Security • Immediate savings • Transform savings contributions towards £1.2m identified so far within Police Staff departments and supplies budgets. 			
CR23d	Consider increase in the business rates premium in future periods	Consider contribution levels from City Fund/ City's Cash as part of financial planning and budget setting for 2019/20, measures could include increasing the business rate premium, ongoing support for capital project shortfalls, or direct contribution from City Fund or City's Cash to support additional Policing service demands.	Caroline Al-Beyerty	02-Jul-2018	31-Mar-2019

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CHB FS001 Value for Money (VFM) 21-Nov-2016 Caroline Al-Beyerty; Peter Kane	Cause: The City Corporation needs to be able to demonstrate it is achieving value for money in all its areas of expenditure. Event: Reduced funding available to the City Corporation emphasises the need to use funds in a way that achieves value for money. Effect: City Corporation will be unable to demonstrably achieve progress on obtaining value for money, significantly impacting on both service delivery levels and reputation.	 Likelihood Impact	12	VFM challenge is now embedded in the business planning process with an annual self assessment of performance on VFM from service departments. Feedback from the pilot in DCCS will be used to provide guidance to support the process. The EEE health checks have been done by departments and are being reported by Chief Officers to Summit Group and Efficiency and Performance Sub-Committee. 02 Jul 2018	 Likelihood Impact	4	31-Dec-2018	

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CHB FS001c	Detailed post-SBR Efficiency Plan to be drafted and implemented, including a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness.	The Economy, Efficiency and Effectiveness Health Checks (EEE Health Checks) is a framework that has been designed to achieve better alignment of business plans to the Corporate Plan, the delivery of the 2% year-on-year efficiency and sustainability plan in local risk budgets, and to enable Members to fulfil their duty to periodically reviewing the performance of each Chief Officer in order to promote efficiency and value for money. The departmental EEE Health Checks are now in place and being used as a reporting mechanism to demonstrate good practice, drive continuous improvement and efficiencies, particularly in newer services, and optimise the use of resources. Chief Officers will continue to present their EEE Health Checks reports to Summit Group and Efficiency and Performance Sub Committee over the next year to demonstrate how they are delivering value for money.	Geoff Parnell	02-Jul-2018	31-Jul-2018

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CHB FS004 Management Information Provision 13-Jun-2017 Philip Gregory	Cause: Lack of relevant management information to Members, Chief Officers and budget holders results in delays to decision making or poor decision making. Knock on impact results in resources not being correctly prioritised. Event: Systems are not in place to support effective financial forecasting of revenue budgets and capital projects. Effect: processes for financial management fail to direct resources appropriately to priorities.	 Likelihood Impact	6	The initial project is now largely complete and transitioning to BAU. Work on improving the management information practices is on hold during the final accounts production; and we are working with colleagues in Town Clerks' and IT on how to improve management information for decision making corporately. 02 Jul 2018	 Likelihood Impact	4	30-Sep-2018	

Action no, Action owner	Description	Latest Note			Action owner	Latest Note Date	Due Date
CHB FS004b	Phased roll-out of PA (Projects) forecasting with finance teams taking the lead in providing training and support for project managers.	Functionality in place and we have used to produce the first corporate wide forecast <ul style="list-style-type: none"> • Improvements made to the upload templates • Embedding project manager review of forecasts monthly with more detailed profiling for complex high value projects • Training about to commence • Reporting in Sept 2018 			Julie Smith	02-Jul-2018	30-Sep-2018
CHB FS004e	Establish mechanisms to ensure that departmental management information practises are up to date and in line with current best practice.	Research on current best practice and the art of the possible is underway with an aim of ensuring that departmental management information practices and techniques are up to date. and fit for purpose. Work in this area is currently on hold during the final accounts process.			Simon Whelan	02-Jul-2018	30-Sep-2018