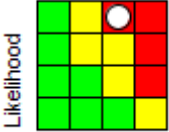
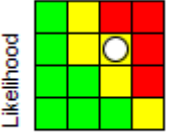



CHB Detailed risk register by risk category

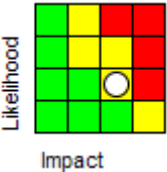
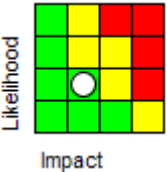

Report Author: Hayley Hajduczek

Generated on: 27 March 2019



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	Risk Level Description
CR23 Police Funding 21-Nov-2016 Ian Dyson; Peter Kane	<p>Cause: Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police.</p> <p>Event: Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget</p> <p>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.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Actions have been taken to address the forecast budget deficits in 2018/19 and 2019/20 but risks remain over the delivery of savings and service pressures.</p> <p>For medium-term finances beyond 2019/20, indicative Transform savings are currently insufficient to close the financial gaps. A strategic plan for balancing medium-term finances will be developed during 2019/20 covering efficiency, cost reduction, income generation and potentially growth bid measures, and taking account of the SR outcome expected late 2019.</p> <p>27 Mar 2019</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2020		Corporate

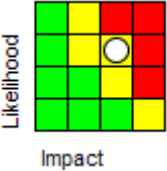
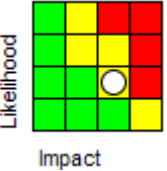

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23a	Deliver the savings programme for currently identified savings in 2018/19.	The CoLP savings plan to provide £3+m of mitigation, to partially offset the 2018/19 overspend, is subject to regular monitoring. £3m has now been logged as realised (from measures such as recruitment and non-pay freezes, and additional income generation measures) and is to be assured for the PA Board in May 2019. Other areas of forecast overspend are expected to be covered by the utilisation of c.£2m of POCA reserves as well as the allocation to CoLP of £1.9m additional BRP proceeds.	Ian Dyson	27-Mar-2019	31-Mar-2019
CR23b	Medium Term Financial Plan	A balanced budget has been set for 2019/20. However there are risks, in particular to managing workforce and overtime levels down, which will need to be closely monitored across the year. For medium-term finances beyond 2019/20, indicative Transform savings are currently insufficient to close the financial gaps. A strategic plan for balancing medium-term finances will be developed during 2019/20 covering efficiency, cost reduction, income generation and potentially growth bid measures, and taking account of the SR outcome expected late 2019.	Alistair Cook	27-Mar-2019	31-Mar-2020

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	Risk Level Description
CHB FS005 Brexit impact on City Corporation income streams	<p>Cause: The outcome of the Brexit negotiations disrupts funding streams in terms of both access to EU funding for UK-based organisations, and a potential downturn in investment in the City.</p> <p>Event: The City Corporation fails to prepare adequately for the potential disruption to current income/funding streams.</p> <p>Effect: Potential disruption in ability to deliver or commit to services/projects; increased demand on City Corporation services and grant giving owing to reductions in funding to UK-based charitable organisations.</p>		<p style="text-align: center;">8</p>	<p>Having reviewed the services in receipt of EU funding, the areas affect us:</p> <ul style="list-style-type: none"> • Agriculture: Funding is being guaranteed by the government or replacement funding planned; so exposure is limited to reductions over time. • Capital Projects, have received one off grants in the past particularly at the markets, would need to be covered until planned resourcing for asset replacement • Only the Barbican looks to be affected by specific annual grants and at £70k this is small. <p>Our exposure to this risk is therefore considered low.</p> <p>The risk of a reduction to rental income from the property investment portfolio is low in the short term with tenants tied to rental values in long lease</p>		<p style="text-align: center;">4</p>	<p>12-Apr-2019</p>		<p>Departmental</p>

<p>12-Nov-2018 Caroline Al-Beyerty</p>				<p>agreements.</p> <p>Our non-property investments are mainly invested in pooled global securities and therefore very limited exposure to any potential deterioration or volatility in the FTSE index.</p> <p>Funding streams are more exposed to a fall in office space occupation and consequent reduction in retained business rate income. However, there is no current indication of a fall in occupation levels or demand for City office and retail space; and the medium term financial plan only proposes spending business rate growth on one-off projects. There is a new risk that Brexit may be used to terminate leasing contracts; and we are following closely the decision in the Canary Wharf v European Medicines Agency case.</p> <p>27 Mar 2019</p>					
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB FS005b	A reduction in the demand for office and retail space in the City and West End leading to a reduction in market rental rates and a consequent reduction in rental income from the City's Property Portfolio.	The City Surveyor has identified no current fall in demand for office accommodation and the Central London market, in particular, has up to now been buoyant. Forecast rental income is regularly reviewed and any potential reduction will be factored into the medium-term financial plan.	Nicholas Gill	27-Mar-2019	31-Mar-2020
CHB FS005c	A reduction on the FTSE leading to: <ul style="list-style-type: none"> • a reduction in the value of pooled investments- reducing the ability to draw down income streams to fund City's Cash and Bridge House Estates Activities • a reduction in the actuarial valuation of pension fund investments and failure to meet the timetable for pensions deficit recovery. In this event, a consequent potential need to make an employer's contribution into the scheme from revenue resources. 	The risk is very low as the City has a blend of strategies to manage investment risk across the investment cycle – currently only approximately 17% of funds are invested in UK mandates; with the bulk of the portfolio invested in global mandates. We are a long-term investor and over time the value of the pooled securities moves with market cycles. The Financial Investment Board (FIB) reviews the performance of the fund managers and consequently the overall performance of the Funds at each meeting and receives regular reports from the Investment Consultant on the state of the markets.	Kate Limna	27-Mar-2019	31-Mar-2020
CHB FS005d	A reduction in demand for office space in the square mile, leading to lower occupation and business rate income. As the Corporation is currently benefitting from growth in business rates retained income of c£40m.	There is no indication of a significant fall in demand for office or retail space in the City. Our financial plans currently only permit the growth in Business Rates retained income to be spent on one-off projects. There is a safety net in the Business Rates Retention scheme which limits our exposure should Business Rates fall below the amount set as our baseline funding amount. As part of the current London Business Rates Pool pilot scheme there is a no-detriment guarantee which limits our exposure to a fall in Business Rates.	Phil Black; Philip Gregory	27-Mar-2019	31-Mar-2020
CHB FS005e	Use of Brexit to terminate lease contracts via the doctrine of frustration.	The High Court has ruled in favour of Canary Wharf Group in its legal case with the European Medicines Agency. The High Court ruled that Brexit does not frustrate EMA's rental obligations on circa 293,000 sq ft at 30 Churchill Place, which is owned by Canary Wharf Group. EMA's lease started in 2014 and expires in 2039, without a break clause.	Nicholas Gill	27-Mar-2019	12-Apr-2019

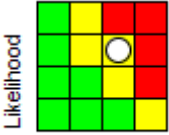
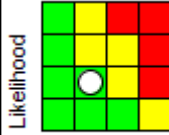

		<p>EMA had argued Britain's exit from the European Union was an unexpected event that 'frustrated' its 25 year lease.</p> <p>The doctrine of Frustration is a legal concept that occurs when an unforeseen event leads to a contract becoming physically or commercially impossible to fulfil.</p> <p>In summing up the judge said: 'I conclude that the lease will not be frustrated on the withdrawal of the UK from the EU. This is neither a case of frustration by supervening illegality nor one of frustration of common purpose.'</p> <p>This means the EMA will be obliged to perform its obligations, including paying its rent, etc under the lease.</p> <p>This judgement accordingly is good news for the UK property market and the UK economy as a whole, as it should minimise the amount of similar claims being made by tenants or indeed other contracting parties.</p> <p>The EMA has an extended period in which to appeal up to 29 March 2019.</p> <p>The case will continue to be monitored.</p>			
CHB FS005f	<p>In the event of a no-deal Brexit, events at the Barbican Centre not going ahead/ becoming more costly, due to restrictions on:</p> <ul style="list-style-type: none"> • movement of people- with delays in artists/ teams arriving, additional costs of visas and staff shortages in ancillary services; • movement of cultural goods and data- new costs, customs and freight disruption, supply chain disruption and ease of transfer of personal data; • potential tariffs; and • currency fluctuations <p>ultimately reducing profitability of events and increasing the net cost of the Barbican to City Fund.</p>	<p>Movement of people:</p> <ul style="list-style-type: none"> -Recent Home Office announcement that in a No Deal scenario, EEA citizens will be able to enter the UK to visit, work or study as they do now as long as they do not intend to stay for longer than 3 months mitigates risk around potential visa costs and administrative burden. -Ensuring contractors and suppliers of supporting areas of the business eg catering, have robust Brexit risk mitigation plans (low). <p>Movement of goods and services- this remain a key risk and ties in with the overall supply chain risk for the organisation. The Barbican will continue to monitor Brexit-related developments and assess potential impact, particularly from freight delays. In addition, the Barbican will:</p> <ul style="list-style-type: none"> -Review legal, insurance and contractual position in the case of event cancellation; -Prepare communications plan for companies/audiences in the case of event cancellation; and -Review exposure to EU data transfers by contacting suppliers. <p>Potential tariffs- unknown at this stage. Monitor position regularly and assess potential impact.</p> <p>Currency fluctuations - where possible, contracts (and fees) will be agreed in sterling although it is not easy to but a % in it.</p> <p>The Barbican continues to closely monitor political developments and explore measures that can be implemented to try and mitigate against these risks. This work is being undertaken in collaboration with key City of London Corporation departments as part of the Corporation-wide planning for a No Deal Brexit.</p>	Sandeep Dwesar	27-Mar-2019	12-Apr-2019

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	Risk Level Description
CHB CP001 Brexit risk to City Corporation procurement and supply chains	<p>Cause: The UK leaving the EU (Brexit) with no trading deals in place.</p> <p>Event: The result of the Brexit negotiations could have a negative impact on the Corporation's supply chain, both with direct tier 1 suppliers and their sub-contractor network.</p> <p>Effect: Brexit could effect changes to our direct suppliers and their supply chain, impacting negatively on the Corporation. A range of potential impacts are:</p> <ul style="list-style-type: none"> • Regulatory / Legal requirements -existing supply contracts may be impacted by changes in regulation, or legal requirements. • Assurance of Supply - risk that a complete failure in supply of the goods / service (e.g. Carillion) from key suppliers could be felt. • Quality- quality of the goods / service impact due to changes in our Supply Chain. • Service- Service levels be impacted negatively by any changes in the Supply Chain or access to workers, particularly in low skilled categories. • Financial risk -Are any supply changes likely to drive up costs of the Goods / Services/Works in the 		<p>12</p>	<p>Crown Commercial Service issued a Procurement Policy Note on 7 March 2019 which was consistent with the advice given on 13 January 2019 by the Cabinet Office.</p> <p>1. No Deal Brexit - in this instance from midnight on 29 March 2019 the existing UK Public Contract Regulations will remain as is but references to EU will revert to UK with current thresholds retained. The main change will be the contract notices will be advertised on a UK only equivalent to EU's TED (Tenders Electronic Daily) service (eTending platform). The Cabinet Office confirmed that there is a fully tested and functioning portal ready to be launched and the key eTendering providers have already accredited to interface with this new portal including our eTendering provider</p>		<p>8</p>	<p>12-Apr-2019</p>		<p>Departmental</p>

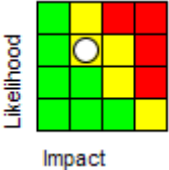
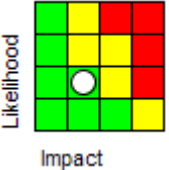

<p><i>short/medium/long term.</i></p> <ul style="list-style-type: none"> • Sustainability- risk that will change the level of innovation or sustainability of the goods / service/work against expectations? • Workload- Will changes in the Supply Chain cause significant workload to the Procurement/Commercial/Legal teams due to change controls/re-negotiation of terms? 		<p>Jaegger.</p> <p>2. Deal Secured - The regulations will stay as current and be phased to UK only legislation by 31 December 2020.</p> <p>3. Extension of Article 50 - The regulations will stay as current until details of a revised transition period are announced.</p> <p>The EU Exit risk assessment by category report developed in conjunction with Efficio Consulting has now been signed off by the Brexit Planning Group and went to Finance Committee 19/02/2019.</p> <p>An approach to key suppliers to request their mitigation plans in relation to Brexit will be conducted at the appropriate time [when we know what is happening on the 29th of March].</p> <p>Finally, the outcome of the Canary Wharf V European Medicines Agency (EMA); the EMA has lost its bid to cancel a lease on its office in London's Canary Wharf financial</p>					
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12-Nov-2018 Christopher Bell				district due to Brexit, in a landmark ruling that lawyers said could stave off similar such claims by other tenants. 27 Mar 2019					
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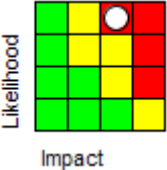
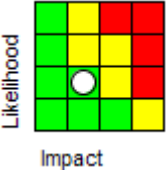

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CP001a	Work with London Councils and London Procurement Network to assess key risks by spend category. Sharing information and findings to assist key risks to the Corporation.	City Procurement is receiving regular updates from the Cabinet Office and the London Procurement Network. Advice and actions are consistent with our approach to handling the supply chain risk at present.	Christopher Bell	27-Mar-2019	12-Apr-2019
CHB CP001d	Draft a communications plan based on the three likely Brexit scenarios - no deal, extended deal, and deal.	Given the outcome of the latest vote and no resolution on what the Brexit impact is of yet, no communications to our key suppliers is planned.	Christopher Bell	27-Mar-2019	12-Apr-2019

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	Risk Level Description
CHB IT 004 Business Continuity / Disaster Recovery - planning and management. 30-Mar-2017 Sean Green	Cause: A lack of clear understanding of Business need for Services and Applications. No procedure in place for regular reviews with business. Event: The IT Division cannot provide assurance of availability or timely restoration of core business services in the event of a DR incident or system failure. Effect: The disaster recovery response of the IT Division is unlikely to meet the needs of COL and COLP leading to significant business interruption and serious operational difficulties.	 Likelihood	12	The overarching Business Impact Assessment by Town Clerks is incomplete. Work to assess and categorise IT applications and services is underway. Core finance applications, remote access and telephony services require testing following audit recommendations. DR test delayed at request of the Oracle Team due to year end activities. 27 Mar 2019	 Likelihood	4	17-May-2019		Departmental

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 004a	Plans developed in accordance with BIAs	This is being reviewed internally with IT and the Town Clerk's Business Continuity Team. These are broadly complete, but require review.	Matt Gosden	27-Mar-2019	30-Apr-2019
CHB IT 004f	Review Critical Applications list for a view of applications to be updated	Applications Strategy being agreed by SRG and Summit in December. Application and Service criticality assessment criteria devised. Application review against these criteria underway.	Matt Gosden	27-Mar-2019	30-Apr-2019
CHB IT 004g	Plan and implement DR Test	DR test being planned between COL and Agilisys for critical financial, remote working and telephony services. Delay requested by Finance Team due to year end activities. New date for DR test is 11th May 2019	Matt Gosden	27-Mar-2019	11-May-2019

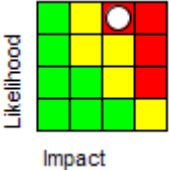
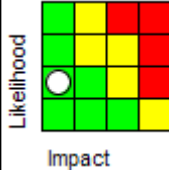

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	Risk Level Description
CHB IT 020 Public Service Network Compliance 03-Nov-2017 Matt Gosden	<p>Cause: PSN compliance is not achieved through non-submission or unsatisfactory submission.</p> <p>Event: The SIRO or Town Clerk do not accept the risks of un-remediated vulnerabilities from the IT Health Check. Or are not satisfied with the remediation measures implemented.</p> <p>The Cabinet Office PSN team do not certify the City of London's PSN compliance application.</p> <p>Effect: Reputational: The City of London receives adverse attention due to an IT infrastructure deemed as unsecure.</p> <p>Operational: The City of London are unable to connect to PSN services, including the DWP and other Government agencies and bodies.</p>		6	<p>The Town Clerk has agreed and signed off the PSN submission and remediation Actions.</p> <p>The PSN Compliance Application has been submitted to the Cabinet Office. The time frame for approval is not provided by the Cabinet Office.</p> <p>26 Mar 2019</p>		4	30-Apr-2019		Departmental

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 020f	Cabinet Office Approval	Awaiting response from cabinet office, the time frame has not been provided.	Matt Gosden	26-Mar-2019	30-Apr-2019

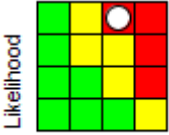
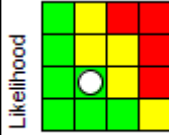
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	Risk Level Description
CHB IT 026 Failure to commence CoLP IT Modernisation 01-Mar-2019 Kevin Mulcahy	<p>Cause: A lack of financial provision in budgets or contingency funding may cause a failure to commence CoLP IT Modernisation projects, as planned and on time. Decreased provision may require the work to be re-prioritised, reduced in scope or extended over a longer period, any of which would have a negative effect.</p> <p>Event: A failure to begin essential projects in Jan 2019 and the planned programmes of IT Modernisation at the beginning of FY 2019/20 could at a minimum lead to the following:</p> <ul style="list-style-type: none"> • A delay in adopting O365 based identity access management (IAM) and aligned applications in suitable time frames. This in turn could lead to reduced access to national databases such as PND and NLEDS products. • Insufficient time to update O/S to Windows 10 before Windows 7 becomes unsupported by MS. As well as a vulnerability, this will be a compliance issue / breach of policy. A support package would also need to be implemented for unsupported Win7 environment. 		16	<p>Decision on funding delayed. It is now expected in April 2019. Force will be using Windows 7 devices after date that Microsoft withdraw mainstream support. This will result in additional support cost of approx. £35k for 2019/20, £70k for 2020/21.</p> <p>The force is unable to progress with its O365 and IT modernisation programme.</p> <p>27 Mar 2019</p>		4	30-Apr-2019		Departmental

	<ul style="list-style-type: none"> • Reputational Damage due to reduced ability to work with other forces and meet Home Office expectations, as well as not meeting the Corporate Plan and ability to complete other planned projects. <p>Effect:The effect of prolonging the life of the current technology or delaying in the adoption of nationally agreed police IT architecture could lead to a partial or total failure of CoLP systems and data loss/compromise, in turn leading to operational failure and possible physical, operational, reputational and financial damage. Failure to provide service to the public.</p>								
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 026a	Business Case and rationale for CoLP modernisation submitted as a Committee paper to Resources and Allocation Committee for prioritisation and agreement	IT Modernisation roadmap approved by Committees December 2018. Supporting Gateway papers 1-2 approved for urgent schemes. No financial provision currently in place. Decision of funding is delayed and expected in April 2019	Kevin Mulcahy	26-Mar-2019	30-Apr-2019
CHB IT 026b	Using available funds to start some initial design work	Work commissioned on early design for Office 365 Modernisation	Kevin Mulcahy	26-Mar-2019	30-Apr-2019
CHB IT 026c	Force advised to make financial provision for extended support for legacy Windows 7 estate.	Documented risk notified to force.	Andrew Bishop	25-Mar-2019	30-Apr-2019
CHB IT 026d	Decision on funds required.	IT Modernisation roadmap approved by Committees December 2018. Supporting Gateway papers 1-2 approved for urgent schemes. No financial provision currently in place. Decision of funding expected in March 2019. This has been delayed until April 2019.	Kevin Mulcahy	25-Mar-2019	30-Apr-2019

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	Risk Level Description
CHB IT 027 IP Telephony and Call recording – Cessation of dependency services 01-Mar-2019 Matt Gosden	Cause: The Force receives cessation notices for key dependency services on which the Telephony and Call recording rely. Event: The Force does not have enough notice to remediate the risk of ceased or ceasing essential services on which Telephony and Call recording rely. Effect: Essential Telephony and Call recording services are not available, leading to severe reputational and operational risk to the Force and potential public safety and welfare risks to the wider public.		16	Financial and Project Approval has been gained. Work has commenced on migration project. 26 Mar 2019		2	31-May-2019		Departmental

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 027b	Trigger process with supplier to start DDI porting	PO in process	Matt Gosden	26-Mar-2019	03-Apr-2019
CHB IT 027c	Expand SIP Capacity with current provider	PO in process	Matt Gosden	26-Mar-2019	03-Apr-2019
CHB IT 027d	Build virtual Environment	Expand PoC virtual environment to form base new environment on which to deliver telephony services and ported DDI ranges.	Matt Gosden	11-Mar-2019	30-Apr-2019
CHB IT 027e	Configure New extensions in new Environment	Create internal configuration and migrated Mitel databases and user accounts from old estate to new across all Police sites.	Matt Gosden	11-Mar-2019	15-May-2019
CHB IT 027f	Implement Call Recording	Based on Business requirements and High and Low level designs, implement virtualised core call recording platform and on-premise recorder for Integrated Command and Control System.	Matt Gosden	11-Mar-2019	15-May-2019
CHB IT 027g	Completion of Porting	Ported DDI ranges land and deliver incoming call traffic over new SIP to new environment. Test.	Matt Gosden	11-Mar-2019	29-May-2019

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	Risk Level Description
CHB IT 029 2020 Contract Planning and Procurement 01-Mar-2019 Kevin Mulcahy	<p>Cause: A lack of financial provision for the work required to plan and undertake the design, procurement and transition processes for migration from the Agilisys Managed Service Contract in August 2020.</p> <p>Event: The Corporation will not have appropriate contracts in place to support the business when the current IT Managed Service Contract expires in August 2020. The IT Department will not have enough time or resources available to complete all required activities.</p> <p>Effect: The IT department will not be in a position to provide the appropriate and contractually sound service to the business.</p>	 <p>Likelihood</p> <p>Impact</p>	16	Decision on funding delayed. It is now expected in April 2019 26 Mar 2019	 <p>Likelihood</p> <p>Impact</p>	4	30-Apr-2019	↑	Departmental

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT029a	Funding required to support service design and contract transition	Decision on funding delayed. It is now expected in April 2019	Kevin Mulchay	26-Mar-2019	30-Apr-2019

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	Risk Level Description
CHB IT 030 Information Security (formerly CR16) 14-Mar-2019 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 2018. Incur a monetary penalty of up to €20M. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.	 Likelihood	12	Following approval from Summit the risk has been reduced to Amber. This will be reduced to a Departmental Level Risk 27 Mar 2019	 Likelihood	8	31-Jan-2019	↓	Departmental

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR16k	Final stages of completing information security projects which will mean that we can assure Members that the City of London Corporation has implemented all the national government recommended security practices and technology achieving a maturity level of 4.	Information Security projects are being delivered as planned. The Information Security team recommended to the Audit and Risk Committee that this risk is reduced to Amber. Move towards a continuous improvement model is being adopted to ensure the controls in place are embedded, mature and reflective of emergent threats and risks.	Gary Brailsford-Hart	25-Mar-2019	30-Apr-2019