

## Corporate risk register - detailed report (excluding completed actions)

**Report Author:** Paul Dudley

**Generated on:** 15 January 2020

(Note this report does not include CR28 Action Fraud which is included in the Not for Publication part of the A&RMC agenda 28/1/2020)

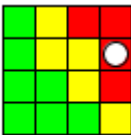
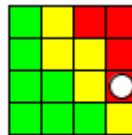



Rows are sorted by Risk Score

**Code & Title:** CR Corporate Risk Register 16

### Risk Appetite Level Description Risk above appetite

Risk Appetite Level Description: Risk above appetite 9

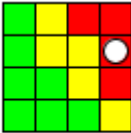
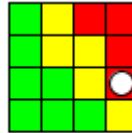

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR20 Road Safety</b>  23-Oct-2015 Carolyn Dwyer	<b>Cause:</b> Limited space on the City's medieval street network to cope with the increased use of the highway by vehicles, pedestrians and cyclists within the City of London. Interventions and legal processes take time to deliver SAFELY AND EFFECTIVELY <b>Event:</b> The City Corporation's statutory duties and the measures outlined in the Transport Strategy are not fully and effectively implemented. <b>Effect:</b> <ul style="list-style-type: none"> <li>•The number of casualties occurring on the City's streets rises or remains unchanged instead of reducing</li> <li>•The safety and feeling of safety of the City's communities is adversely affected (Corporate Plan Outcome 1)</li> <li>•Physical or mental harm suffered by those involved in collisions and their associates</li> </ul>	 Likelihood Impact	24	The risk assessment is unchanged, reflecting the probability that a fatality is fairly likely to occur while mitigation measures are being implemented.  <b>07 Jan 2020</b>	 Likelihood Impact	16	31-Mar-2022	  Constant
			Risk above appetite					

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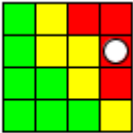
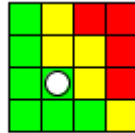

<p>•Economic costs of collisions impact on INDIVIDUALS, City businesses and wider society</p> <p>•The City Corporation's ABILITY TO IMPROVE ROAD SAFETY is adversely impacted with businesses and/or the public BY VIRTUE OF A LOSS OF CREDIBILITY AND/OR AUTHORITY</p> <p>(revised risk description 27/6/19)</p> <p><b>Reduce</b></p>						
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR20I Road danger reduction and Vision Zero	<p>A programme of projects to reduce road danger on the City's streets including:</p> <ul style="list-style-type: none"> <li>• Bank on Safety and All Change at Bank</li> <li>• RDR engineering programme</li> <li>• 15mph traffic limit</li> <li>• Ludgate Circus (lead by TfL)</li> </ul>	Changes to Ludgate Circus implemented by TfL in December. Delivery of Bank on Safety interim scheme to begin in January 2020. Continuing to engage with TfL on improvements to the junction at Bevis Marks/Wormwood and Bishopsgate and the Fenchurch Street/Lombard Street/Gracechurch Street Junction. Preparing 15mph request to DfT, with target submission date of March 2020. Safety improvements to Gresham Street/Old Jewry/Basinghall Street to be delivered in Q4.	Zahur Khan	07-Jan-2020	31-Mar-2022
CR20m Road Danger Reduction campaigns and engagement	<p>Campaigns and engagement activities to encourage safe behaviours and promote safe vehicles, including:</p> <ul style="list-style-type: none"> <li>• Active City Network</li> <li>• User and stakeholder liaison</li> <li>• Schools programme</li> </ul>	A winter campaign to improve compliance with the 20mph speed limit will be delivered in partnership with the City Police, who are providing extra resource to tackle speeding vehicles. Enforcement will be supported by a Social Media campaign. As part of their road safety education, The City of London School Year 6 classes will support this campaign with a 'Junior Roadwatch' to monitor the speed of traffic on Queen Victoria Street.	Zahur Khan	07-Jan-2020	31-Mar-2022

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR24 Operational Security</b> 07-Jun-2017 John Barradell	<b>Cause:</b> Inadequate, poorly maintained or time expired security infrastructure; lack of security culture within the organisation; poor training or organisation of staff; insufficient staff. <b>Event:</b> Security of an operational property is breached. <b>Effect:</b> 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	24	<b>Location B physical works now complete, CCTV upgrade still awaited.</b> 19 Dec 2019	 Likelihood	16	30-Apr-2020	 Constant
	<b>Reduce</b>		Risk above appetite					

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR24a Cross Cutting infrastructure enhancements	Deliver a programme of security infrastructure enhancements	CR24 A location 7 was approved in October 2019 and expected to commence works in February 2020	Paul Wilkinson	19-Dec-2019	30-Apr-2020
CR24b Mitigating risk of vehicle borne attacks	Mitigating risk of vehicle borne attacks across Corporation estate.	Target hardening to six high risk sites is now complete since the last deep dive, three areas have temporary mitigation in place whilst permanent solutions are in design and construction. There are three in detailed design and three under construction	Carolyn Dwyer; Paul Wilkinson	19-Dec-2019	30-Apr-2020
CR24e HVM for major events	Protecting CR24 location A for major events by installing HVM.	CR24 location A: 7 areas now complete and final design sign off for the last mitigation in hand, detailed design in process	Carolyn Dwyer; Richard Woolford	19-Dec-2019	30-Apr-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR30 Climate Action</b>	<p><b>Cause:</b> Insufficient resources and prioritisation allocated to Climate Action.</p> <p><b>Event:</b> The City Corporation does not adopt a credible Climate Action Strategy to meet the challenges and effects of climate change, as it affects the discharge of its role and responsibilities across its own organisational assets within the Square Mile and beyond (i.e. we have open spaces, offices, property assets and housing outside the Square Mile), as well as its role and responsibilities as the governing body of the Square Mile.</p> <p><b>Impact:</b> As the governing body of the Square Mile dedicated to the City, there are a range of potential impacts including:</p> <ul style="list-style-type: none"> <li>• failing to deliver on the climate ambitions in our Responsible Business Strategy;</li> <li>• damaging the City's credibility in Green Finance and Insurance markets;</li> <li>• reducing our ability to play a major role in the 2020 UN Climate Change Conference COP 26 in Nov 2020;</li> <li>• reducing our ability to effectively reduce carbon emissions in the next two carbon budget periods (2022 and 2027)</li> </ul> <p>failing to adequately invest in climate resilience measures.</p>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p>	<b>24</b>	<p>To expedite the process of procuring such a large amount of consultancy support, we have sought information, advice and guidance from the following consultants who are active in the climate action, environment and sustainability space: AECOM, DNV-GL, SustainAbility, Anthesis and CDP. We have also agreed within the Climate Action Task and Finish Group that James Rooke, Janet Laban and Sufina Ahmad, with support from Daniel Lawson and Simi Shah, should lead on ensuring the procurement of consultancy support takes place, and that the easiest way of doing this will be to do it as one large contract or a range of smaller lots, where different consultancy projects are 'bundled' together, as well as seeking dedicated programme management consultancy support that oversees all the work that is procured. We will have a clear decision on the way forward in terms of procurement by 15.11.19.</p> <p>It is also worth noting that the Responsible Business Strategy Officer recruitment is progressing positively, with three candidates being invited to interview on 15.11.19, and we have particularly sought candidates with a strong background in climate action, carbon accounting, sustainability and the environment. Finally, Sufina Ahmad is due to leave in December 2019, but her work will be handed</p>	<p><b>Likelihood</b></p>  <p><b>Impact</b></p>	<b>4</b>	30-Jun-2020	




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07-Oct-2019 John Barradell				over to Tom Conniffe in her team who is already in post.				Constant
	<b>Reduce</b>		<b>Risk above appetite</b>	<b>08 Nov 2019</b>				

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR30a Carbon emissions evidence	Develop evidence on carbon emissions from the City Corporation's property portfolios and identify actions to reduce emissions – Scope 1 and 2.	Consultancy support has been commissioned by City Surveyor's to deliver this work. The contracts are in place but the work has yet to begin.			Paul Wilkinson	08-Nov-2019	30-Jun-2020
CR30b Carbon sequestration evidence	Develop evidence on carbon sequestration from City Corporation managed Open Spaces.	A briefing for this work has been drafted by Janet Laban, and colleagues in Open Spaces are supporting with finalising the briefing. Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Colin Buttery	08-Nov-2019	30-Jun-2020
CR30c AECOM Zero Emissions	Update the AECOM Zero Emissions City report with the most up to date BEIS data on carbon emissions for the Square Mile - Scope 1 and 2	A meeting with AECOM on 30.10.19 was used to discuss updating the report and the requirements around this.			Carolyn Dwyer	08-Nov-2019	30-Jun-2020
CR30d Evidence on Scope 3 emissions	Develop evidence on Scope 3 emissions from the City Corporation's supply chain.	Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Peter Kane	08-Nov-2019	30-Jun-2020
CR30e Scope 3 emissions	Develop parameters and metrics to demonstrate accurate measurement and reporting of Scope 3 emissions for the City Corporation	Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Paul Wilkinson	08-Nov-2019	30-Jun-2020
CR30f ESG standards	Review exposure in equity and property portfolios of the Corporation to investments that are not in line with current ESG standards	The Responsible Business Strategy Officer role is being recruited to, and as part of the JD we have outlined the need to consider ESG standards within our equity and property portfolios. Interviews are due to take place on 15.11.19. Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Damian Nussbaum	08-Nov-2019	30-Jun-2020
CR30g Research plan for assessment of Scope 3 emissions	Develop a research plan for assessment of Scope 3 emissions for the Square Mile aiming to identify the top 10 emissions sources.	A briefing on this has been started outlining the way that this might be approached by Janet Laban. Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Carolyn Dwyer	08-Nov-2019	30-Jun-2020
CR30h Climate resilience	Develop a climate resilience adaptive pathways model to establish critical thresholds, before which actions must be	Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.			Carolyn Dwyer	08-Nov-2019	30-Jun-2020

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adaptive pathways model	taken to adapt to climate related flood risk, overheating, infrastructure protection.				
CR30i Net Zero Carbon target date	Use evidence to set targets for carbon reduction trajectory and identify Net Zero Carbon target date for the City Corporation and Square Mile.	Advice on this has been sought from the following consultancies: AECOM, DNV-GL, CDP, SustainAbility and Anthesis too.	Carolyn Dwyer; Paul Wilkinson	08-Nov-2019	30-Jun-2020
CR30j Climate Action Strategy	Draft Climate Action Strategy in line with the government's 5-year carbon budget periods (2017-22, 2023-27, 2028-32 etc).	Not yet started – still in evidence gathering stage.	Kate Smith	08-Nov-2019	30-Jun-2020
CR30k Climate Action Strategy approval	Summit Group approval of Climate Action Strategy with associated funding secured through the 2019 City Corporation's Fundamental Review.	Not yet started – still in evidence gathering stage.	Kate Smith	08-Nov-2019	30-Jun-2020

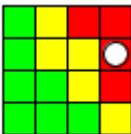
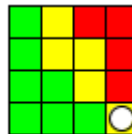

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<b>CR31 Fundamental review delivery</b>	<p><b>Cause:</b> Anticipated decline in public sector funding (local government and Police), increasing demands (revenue and capital) and an ambitious programme of major project delivery threaten our ability to continue to deliver a vibrant and thriving Square Mile.</p> <p><b>Event:</b> Compensatory savings and/or income generation to meet the Corporation's forecast medium term financial deficit are not fully realised through the Fundamental Review. Police <i>Transform</i> programme fails to realise the budget mitigations anticipated.</p> <p><b>Effects:</b></p> <ul style="list-style-type: none"> <li>• Additional savings over and above those identified through the Fundamental Review to meet this challenge are required and/or general reserves are utilised and/or services stopped.</li> <li>• Stakeholders experience the impacts of reduced services / service levels</li> <li>• The City Corporation's reputation is damaged due to failure to meet financial objectives or the need to reduce services / service levels to business and community.</li> </ul>	 <p>Likelihood</p> <p>Impact</p>	24	<p>Chief Officers have submitted various options to meet the objectives of the Fundamental Review, which will be reviewed by relevant committees in early 2020 alongside other options put forward by the Fundamental Review Strategy Group.</p> <p>The Town Clerk and Chief Officers continue to brief all staff on Fundamental Review developments in meetings and / or through online communications, while the Director of HR continues to liaise with staff unions.</p> <p>The Chair of Policy, Chairman of Finance and their Deputies are continuing to brief Members., following the RASC Away Days in 2019.</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	

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07-Oct-2019 John Barradell	<ul style="list-style-type: none"> <li>• Being unable to set a balanced budget which is a statutory requirement for City Fund.</li> <li>• Spend is not aligned to Corporate Plan outcomes resulting in inefficient use of resources and/or poor performance.</li> </ul>			03 Jan 2020				Constant
	<b>Reduce</b>		<b>Risk above appetite</b>					

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR31h Fundamental Review governance	To establish the governance and reporting arrangements for the Fundamental Review implementation stage.	Programme Director appointed 6 Jan 2020 to co-ordinate a key aspect of governance and reporting arrangements. Programme work plan to be produced in Jan 2020.	Simon Latham	08-Jan-2020	31-Mar-2020
CR31i Fundamental Review Implementation Plan	To implement the Fundamental Review project plan	Programme Director appointed 6 Jan 2020 to co-ordinate the implementation of a key aspect of the project plan. Programme work plan to be produced in Jan 2020. Departments to continue with progressing fundamental review ideas in line with existing governance and operational arrangements.	Simon Latham	08-Jan-2020	31-Mar-2021

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<b>CR32 Wanstead Park Reservoirs (formerly OSD 013)</b> 09-Dec-2019 Colin Buttery	<i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.  <i>(Event)</i> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.  <i>(Impact):</i> <ul style="list-style-type: none"> <li>• Potential for loss of life or injury to staff/residents.</li> <li>• Low level flooding of the park and surrounding residential/commercial areas</li> <li>• Park closed for several weeks</li> <li>• Civil claims/financial loss claims made from residents/ businesses</li> <li>• Adverse effect on the reputation of the City corporation (Local/national media interest)</li> <li>• Legal action by the Environment Agency</li> <li>• Requirement for significant immediate CoLC funds to repair damage</li> <li>• Damage to a listed landscape.</li> </ul>	 Likelihood Impact	24	Formerly accepted on to the Corporate Risk Register by Summit Group on 19 December 2019.  20 Dec 2019	 Likelihood Impact	8	30-Jun-2024	 Constant
	<b>Reduce</b>		Risk above appetite					

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 a Appointment of all-panels reservoir engineer	Appointment of all-panels reservoir engineer to undertake a study of the risk of overtopping and identify if any actions are required.	New action.	Paul Monaghan	09-Dec-2019	31-Mar-2020



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OSD 013 b Project Board	Create and lead a project board.	Next meeting scheduled for February 3 2020.	Colin Buttery	09-Dec-2019	03-Feb-2020
OSD 013 c Evaluate and analyse the report.	Evaluate and analyse the report from the reservoir engineer.	To commence upon receipt of the report.	Paul Monaghan	09-Dec-2019	15-May-2020
OSD 013 d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	To take place after receipt of the report.	Paul Monaghan	09-Dec-2019	31-Oct-2020
OSD 013 e Update to Audit and Risk Committee	Submit an update to A&R Committee in June 2020.	New action. Update to take place after receiving the report.	Colin Buttery	09-Dec-2019	30-Jun-2020
OSD 013 f Gateway 3 Report	Gateway 3 report requesting funding to consider the options.	New action. Report planned for October 2020.	Paul Monaghan	09-Dec-2019	31-Oct-2020

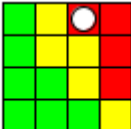
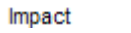
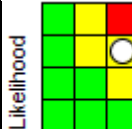


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR17 Safeguarding</b>  22-Sep-2014 Andrew Carter	<b>Cause:</b> Not providing appropriate training to staff or members; not providing effective leadership, management or supervision; poor case management, information sharing or actions. <b>Event:</b> Failure to deliver actions under the City of London's Corporate Safeguarding Policy. All staff (and in particular social workers & teachers) not taking appropriate action in relation to safeguarding issues. <b>Effect:</b> Physical or mental harm suffered by a child or vulnerable adult, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted. (Risk description revised June 2019)	 Likelihood	16	The new local safeguarding partnership arrangements have now been put in place.  There have been some issues with the Emergency Duty Team based at Hackney Council accessing the City of London Social care information system and the risk rating has increased as a result of this. A proposal for a long-term solution has been agreed and work to implement this is ongoing.	 Likelihood	8	31-Mar-2020	 Constant
			Risk above					

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	Reduce		appetite				
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR17q Business Continuity Protocol for Out of Hours Service	A review is being carried out into the business continuity arrangements for the staff providing the out of hours social care service. Following the review, a detailed and clear protocol for addressing issues regarding connectivity to the City of London Social Care system issues will be developed.	There have been some issues with the Out of Hours Social Care service being able to connect to the City of London Social Care System and work is being undertaken to address the issue. A preferred option to address the issues has now been agreed and work is ongoing to implement this. Some unexpected complications have meant that the implementation of the permanent solution has been delayed and the technical aspects are still being investigated. In the meantime the Hackney out of hours staff have been provided with CoL loan laptops so that they can access the CoL version of the social care information system directly.	Hasna Begum; Sharon McLaughlin	26-Nov-2019	31-Dec-2019
CR17U Member Training and Development	DCCS will be working with Town Clerks Department to deliver a Member briefing programme in 2019 that will enhance member knowledge and understanding of key safeguarding areas across children and adults.	Corporate Parenting Members Briefings as follows:  <ul style="list-style-type: none"> <li>• Special Education Needs &amp; Disabilities Briefing has now taken place.</li> <li>• Adult Social Care Briefing due to take place during quarter 3 2019/20</li> <li>• The Chairman and Deputy Chairman will be visiting Children Social Care Providers and young people during quarters 3 &amp; 4 2019/20.</li> <li>• Rough sleepers Breakfast Briefing will take place in quarter 4 2019/ 20</li> </ul>	Chris Pelham	21-Nov-2019	28-Feb-2020
CR17V Outcome of Corporate Safeguarding Audit	The City of London Safeguarding Policy was implemented in 2014. It is subject to review on an annual basis. A corporate safeguarding audit was undertaken in 2018/19.	The updated Corporate Safeguarding Policy will be presented to Chief Officers in quarter 3 2019/20. Departmental Champions will be identified and new Champions Group established.	Chris Pelham	21-Nov-2019	31-Jan-2020

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<b>CR23 Police Funding</b>  21-Nov-2016 Ian Dyson; Peter Kane	<b>Cause:</b> Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police. <b>Event:</b> Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget <b>Effect:</b> 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.	 Likelihood  Impact	16	Updated MTFP presented to January Committee cycle, incorporating the costs of 67 growth roles and all current Police savings plans. Shows balanced finances for 20/21 subject to the delayed Government settlement and resource allocation decisions. In subsequent years deficits of c.£3m pa exist due to addition of loan repayment assumptions for Action Fraud and Police capital priorities. Further mitigations will therefore be required which may include delivering further savings on shared services. A key financial risk within the MTFP relates to future Action Fraud requirements  15 Jan 2020	 Likelihood  Impact	12	31-Mar-2020	  Constant
	<b>Reduce</b>		Risk above appetite					

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23g Sustainable Settlement 2020/21 onwards	Implement sustainable medium-term financial settlement for CoLP: - Revenue position Capital financing	Updated MTFP presented to January Committee cycle, incorporating the costs of 67 growth roles and all current Police savings plans. Shows balanced finances for 20/21 subject to the delayed Government settlement and resource allocation decisions. In subsequent years deficits of c.£3m pa exist due to addition of loan repayment assumptions for Action Fraud and Police capital priorities. Further mitigations will therefore be required which may include delivering further savings on shared services. A key financial risk within the MTFP relates to future Action Fraud requirements	Alistair Cook	15 Jan-2020	31-Mar-2020

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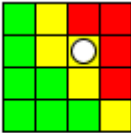
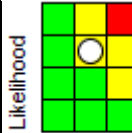
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR01 Resilience Risk</b>  20-Mar-2015 John Barradell	<b>Cause</b> - Lack of appropriate planning, leadership and coordination <b>Event</b> - Emergency situation related to terrorism or other serious event/major incident is not managed effectively <b>Effect</b> - 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	<ul style="list-style-type: none"> <li>Business Continuity training complete. Action plan now in place to implement key recommendations from the training and BIA process</li> <li>BECC Training session complete, process and call out still to be finalised. Cycle of training to continue</li> </ul>	 Likelihood	12	30-Apr-2020	 Constant
			Risk above appetite					
	Accept							

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CR01L Business Continuity Management	Assurance process with Cabinet Office College Provide refresher and initial training for Col staff, this training intended to increase knowledge to ensure BC plans are able to support the Col maintain its business during a major incident, provide an in depth independent oversight of the Col business impact analysis, identifying its most critical business areas	Action place now in place to implement key recommendations from the training and BIA process		Gary Locker	19-Dec-2019	30-Apr-2020
CR01M Review of LALO Local authority liaison officer	process, training, call out process to strengthen the City capability and resilience in responding to major incident and complying with the wider London boroughs standardisation programme	Training for this session complete, process and call out still to be finalised		Gary Locker	19-Dec-2019	31-Dec-2019
CR01N Standardisation procedures	to increase City capability and resilience in also supporting wider London boroughs during major incident response, Local Emergency Control Centres, Emergency centres as part of a wider humanitarian	BECC training as part of this process completed March 2019, cycle of training to continue  Further staff awareness date planned 25/6/19 as part of cycle of training/awareness		Gary Locker	19-Dec-2019	31-Dec-2019
CR01Q Rolling DR tests	Plan an annual calendar of IT DR tests, covering critical systems and services	Rolling DR Tests have commenced.  Papers describing this have been submitted to Audit and Risk and Digital Services		Matt Gosden	19-Dec-2019	31-Mar-2020

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		Subcommittees			
CR01R Site Assurance audit and recommendation	<p>All COL and COLP comms and data rooms are being audited with a view to:</p> <ul style="list-style-type: none"> <li>• Assessing power and security provision</li> <li>• Update the Comms Room Policy and MoU with City Surveyors, including categorisation of rooms into critical and non-critical.</li> </ul> <p>Provide recommendations for a project to improve the power/UPS resiliency in these rooms.</p>	<p>Audits almost complete.</p> <p>Report due to be completed by mid-Dec 2019 with recommendations for process of ongoing assurance and compliance and upgrade works to achieve minimum standards (subject to Capital bid.)</p>	Matt Gosden; Kevin Mulcahy	19-Dec-2019	31-Dec-2019

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR21 Air Quality  07-Oct-2015 Ruth Calderwood	<p><b>Cause:</b> 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><b>Event:</b> 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><b>Effect:</b> 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>	12	<p>Early indications are that roadside concentrations of nitrogen dioxide have reduced following the introduction of the Mayor of London Ultra Low Emission Zone and zero emission buses and taxis. A full assessment will take place in April 2020, one year after the implementation of the ULEZ.</p> <p>05 Dec 2019</p>	<p>Likelihood</p>  <p>Impact</p>	6	31-Dec-2020	<p>Constant</p>
			Risk above appetite					
	Reduce							

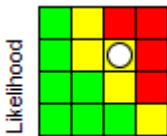
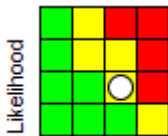

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR21 001h Publish annual report of air	Develop baseline model for compliance assessment and publish annual report of air quality data	Next annual report due April 2020			Ruth Calderwood	05-Dec-2019	31-Dec-2025

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quality data					
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	We are working to ensure that 100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	Ruth Calderwood	05-Dec-2019	31-Dec-2025
CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	Bill introduced to the House of Lords in October by Lord Tope. Parliament now dissolved so Bill will need to be reintroduced with new parliament	Ruth Calderwood	05-Dec-2019	31-Dec-2021
CR21 001k Engine idling programme	Manage pan London idling vehicle engine programme	Hosted London Borough wide idling enforcement workshop. Hosted training session for enforcement officers	Ruth Calderwood	05-Dec-2019	20-Mar-2020

### Risk Appetite Level Description Risk at appetite

Risk Appetite Level Description: Risk at appetite 6

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		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  Damian Nussbaum	<b>Cause</b> - The City Corporation’s actions to promote and support the competitiveness of the business City do not succeed. <b>Event</b> - The City’s position as the world leader in international financial services is adversely affected <b>Effect</b> - 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 Impact	12	Engagement with policymakers and businesses at the World Economic Forum, has informed our ongoing work programme to increase bilateral trade and investment, as well as ensuring the UK economy is prepared for technological changes.  Increased engagement with priority markets including Japan, US, Switzerland and China	 Likelihood Impact	8	30-Apr-2020	  Constant
			Risk at appetite					
	Reduce							

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR02H Improved International Engagement and supporting innovation in the development of new products and services.	Work on initiatives which ensure London is at the forefront of innovation in financial and professional services	<p>We have actively contributed to UK Government led initiatives with other markets on FinTech. A new Green Finance Institute was launched at the Green Finance Summit we hosted on 1/7/19. A new Cyber strategy has been agreed with the City Police, and new work programmes on infrastructure and development finance are underway.</p> <p>Supporting the developing programme of work on digital skills through future.now and the Financial Services Skills Taskforce</p> <p>New initiative is supporting the launch of the Impact Investment Institute.</p> <p>Hosted the Innovate Finance Global Summit for FinTech and the international Green Finance summit.</p> <p>Engagement with policymakers and businesses at the World Economic Forum, has informed our ongoing work programme to increase bilateral trade and investment, as well as ensuring the UK economy is prepared for technological changes.</p> <p>Increased engagement with priority markets including Japan, US, Switzerland and China.</p> <p>Campaign to be launched to encourage US based Venture Capital firms to invest more in UK based tech businesses</p>	Damian Nussbaum	06-Jan-2020	31-Jan-2020




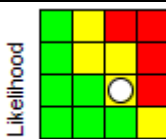

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR10 Adverse Political Developments  22-Sep-2014 Paul Double	<p><b>Cause:</b> Policy issues that may compromise the City's operation as an international financial marketplace to which the City Corporation's functions are aligned; other financial services issues that make the City Corporation vulnerable to political criticism; local government proposals that call into question the justification for the separate administration of the Square Mile; overarching political hostility.</p> <p><b>Event:</b> Changes in international relationships particularly those with the EU; reputational questions related to financial institutions; local government changes in London; increase in political hostility to the Corporation.</p> <p><b>Impact:</b> Damage to the City's ability to put its case nationally and internationally and to the City's standing as a dedicated international financial marketplace. The City of London Corporation would be compromised if the City's position as a world-leading financial and professional services centre were undermined. Loss of City Corporation functions as a result of adverse attitudes towards the Corporation. The risk appetite is assessed on the basis of an assumption as to the Corporation's ultimate constitutional existence in its current form is beyond the risk register time-line</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>Constant attention is given to the form of legislation affecting the City Corporation and the broader City, and any remedial action pursued. Making known the work of the City Corporation in the financial sphere among opinion formers, particularly in Parliament and central Government, is also part of the apparatus by which the City's voice is heard and by which the Corporation is seen to be "doing a good job" for London and the nation for a crucial sector of the economy; the foremost consideration at the present time is the continuing uncertainty in relation to Brexit. The same approach is replicated in respect of professional services; the digital economy; arts and culture; and other activities undertaken by the City Corporation.</p> <p>Risk score increased to 12 from 8 given changing political conditions.</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2020	
			Risk at appetite					
	Accept							Constant

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR10a monitoring legislation	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			Paul Double	04-Nov-2019	31-Mar-2020

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		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 is a key priority.			
CR10b Provision of information	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on Brexit, air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	04-Nov-2019	31-Mar-2020
CR10c Stakeholder engagement	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select 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 when an outcome on Brexit is agreed or if it is not. 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	04-Nov-2019	31-Mar-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR16 Information Security (formerly CHB IT 030)  10-May-2019 Peter Kane	<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> The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures. <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 2018. Incur a monetary penalty of up to €20M. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.	 Likelihood Impact	12	Following review with A&R committee and DSSC it was agreed that further steps were required to achieve maturity level that could bring the score to its target. As a result of the Deep dive report to A&RMC in September 2019, the risk description has been amended to reflect an emphasis on CoL preparedness.	 Likelihood Impact	8	31-Dec-2020	 Constant
	<b>Reduce</b>		Risk at appetite					

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR16k Final stages of	Final stages of completing information security projects which will mean that we can assure Members that the City	Information Security projects are being delivered as planned. The Information Security team recommended to the Audit and Risk Committee that this risk is reduced	Gary Brailsford-	04-Dec-2019	30-Jan-2021

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completing IT security projects	of London Corporation has implemented all the national government recommended security practices and technology achieving a maturity level of 4.	<p>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 in order to provide appropriate assurance surrounding preparedness.</p> <p>Capital Bid has been made for further IT Security Investment to maintain the level of maturity determined by Members that the organisation requires.</p> <p>This is a dynamic risk area and whilst the maturity of 4 is at the target, the control scores will go down as well as up as threats, risks and vulnerabilities change.</p> <p>To be reviewed at Digital Services Committee in January 2020</p>	Hart		
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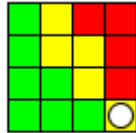
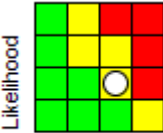

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR29 Information Management  08-Apr-2019	<p><b>Cause:</b> Lack of officer commitment and investment of the right resources into organisational information management systems and culture.</p> <p><b>Event:</b> The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented</p> <p><b>Effect:</b></p> <ul style="list-style-type: none"> <li>• Not being able to use relevant information to draw insights and intelligence and support good decision-making</li> <li>• Vulnerability to personal data and other information rights breaches and non-compliance with possible ICO fines or other legal action</li> <li>• Waste of resources storing information beyond usefulness</li> </ul>	<p>Likelihood</p> <p>Impact</p>	12	<ul style="list-style-type: none"> <li>• New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team</li> <li>• An Information Management Awareness campaign starts from 19 February to 12 March.</li> <li>• Work will begin to review relevant staff roles that should have an information management competency added</li> <li>• A paper covering the benefits and proposed implementation of Protective was agreed by Summit in their December meeting</li> <li>• Capital bids submitted for information management investment to support the mitigation of this risk</li> </ul>	<p>Likelihood</p> <p>Impact</p>	6	30-Jun-2020	
			Risk at	08 Jan 2020				Constant

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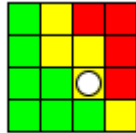
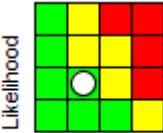

John Barradell			appetite				
	Reduce						

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR29a IM awareness	Ensure that CoL has the necessary awareness, tools and, skills to manage information effectively	<ul style="list-style-type: none"> <li>Capital proposal prepared for investment in Sharepoint for migration of Shared Drives</li> <li>Launch of protective marking, IM training and communication will be in February/March 2020 - campaign date changed due to a more important corporate communications priority</li> </ul>	Sean Green	08-Jan-2020	31-Mar-2020
CR29b IM Culture Change	Start the culture change by Integrating good information management practice into the Leadership and Management stand of the City of London Learning Academy	<ul style="list-style-type: none"> <li>Work will begin in December 2019 between HR, IT and the Corporate Strategy and Performance teams to identify the key skills required for good information management. HR can then develop the training to support this.</li> <li>HR to review where in HR policies and procedures this can be integrated. HR to Work with the senior leadership team to develop a plan and then deliver key messages and communications on the importance, relevance and benefits of good information management. This work will start in January 2020</li> <li>HR have developed training for the February 2020 launch of IM to CoL Staff</li> </ul> <p>Further work to be carried out to develop new IM competencies for all staff Job Descriptions</p>	Chrissie Morgan	08-Jan-2020	31-Mar-2020
CR29e Data retention policy implementation	Ensure that CoL has the necessary checks, balances and oversight to ensure successful implementation of the IM Strategy	<ul style="list-style-type: none"> <li>The Information Governance groups provides governance and assurance that the strategy is being delivered.</li> <li>IT Division to work with departments to implement retention policies during 2020</li> </ul>	Sean Green	08-Jan-2020	30-Jun-2020
CR29f IM Strategy implementation	Ensure officers can implement the data retention policy and data discovery requirements from GDPR	<ul style="list-style-type: none"> <li>Put in place a new Data retention and discovery tool set to ensure we only retain and archive information in line with the agreed policy and retention schedule.</li> <li>Plan to use readily available MS tools and pilot the move of shared drives to MS Teams</li> <li>Business case for capital investment in automated MS tools has been submitted for funding in 2020. – Protective marking tool to be launched in March 2020</li> </ul>	Sean Green	08-Jan-2020	30-Jun-2020

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR09 Health Safety and Wellbeing Risk (Management System)</b>  22-Sep-2014 Chrissie Morgan	<b>Cause:</b> Lack of management grip/attention to effective health and safety in the workplace, management and staff competency, poor supervision and guidance, and ineffective controls and monitoring / feedback systems. <b>Event:</b> Significant breach/non-compliance with Statutory regulations and/ or internal H&S policies and procedures by staff/managers whilst undertaking/delivery of City Corporation functions. <b>Effect:</b> Fatality or life-threatening illness / disease compromising the safety and wellbeing of service users, public or the workforce, potential enforcement action/financial penalties to City Corporation. Adverse effect on the delivery of the Corporate Plan: Especially Outcomes 1 & 2	 Likelihood Impact	8	At the Corporate Health Safety and Wellbeing Committee on 25/11/19 the committee discussed the risk scoring based upon number of key factors and agreed in the current risk climate that the score could be reduced to 8 (Extreme * Rare). The committee will keep the score under regular review.  Overseas Travel Policy (H&S) Approved by Establishment Committee in December 2019  Deep Dive on CR09 to Audit & Risk Management Committee in Nov 2019	 Likelihood Impact	8	31-Dec-2019	  Constant
			Risk at appetite					
	Accept							

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR09J Compliance audits and inspections 2019/20	Deliver a series of health and safety audits and compliance checks to provide corporate assurance that the organisation is being managed safely	The new inspection programme initiated and now 90% progressed.			Sarah Blogg; Nikki Jago; Justin Tyas	20-Dec-2019	31-Mar-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR26 Brexit - Organisational Impact</b>	<p><b>Cause</b> – The outcome of Brexit negotiations does not secure continuity of contracts, access to talent, ongoing grant funding and/or security of supply chains</p> <p><b>Event</b> – The City Corporation services fail to prepare appropriately for the UK departure from the EU on 31 December, 2020, following the commencement of the transition phase on 31 January, 2020.</p> <p><b>Effect</b> – There are a range of potential impacts. The City Corporation's services are disrupted as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources. Uncertainty over multi-year grants may undermine the City Corporation's ability to deliver or commit to services. The City Corporation may be unable to access the specialist talent and supply chains it needs to deliver some of its services.</p>	<p>Likelihood</p>  <p>Impact</p>	8	<ul style="list-style-type: none"> <li>• Operation Yellowhammer stood down by the Government</li> <li>• A review of the various Brexit risks is being undertaken by Summit and a number of changes to scores agreed.</li> <li>• The City Corporation has provided information as part regular data submissions to MHCLG via London Councils.</li> <li>• Town Clerk attending regular meetings with the GLA, LLAG and London Councils on Brexit Preparedness.</li> <li>• Simon Latham has been nominated as the Corporation's point of contact for MHCLG and London Councils briefings and work on this.</li> <li>• Engaging with political stakeholders at a central, regional and local level, including MPs, remains vital. The City Corporation must ensure that it is coordinated in its approaches to political stakeholders, with key departments and teams maintaining oversight – namely the Remembrancer's, Communications Teams (including Corporate Affairs) and the Town Clerk and Chief Executive's Office.</li> <li>• Summit Group will have a watching brief on this risk throughout 2020 to ensure that CoL services continue to remain prepared following the departure of the UK from the</li> </ul>	<p>Likelihood</p>  <p>Impact</p>	4	31-Dec-2020	


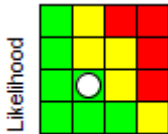

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11-Oct-2018 John Barradell				European Union at the end of January 2020 and through the transition period which ceases on 31 December 2020				
	Accept		Risk at appetite	07 Jan 2020				Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR26b Summit Group	Progress on all departmental Brexit risks and their mitigations be reported regularly to Summit Group	<ul style="list-style-type: none"> <li>Town Clerk attending regular meetings with the GLA, LLAG and London Councils on Brexit Preparedness.</li> <li>A review of the various Brexit risks is being undertaken by Summit Group, and a number of additions to the register and changes to scores are being agreed.</li> </ul>	Simon Latham	07-Jan-2020	31-Dec-2020
CR26c Engagement with third parties	Effective corporate coordination of communications with political and government stakeholders at a central, regional and local level is vital, to ensure that the organisation speaks with one voice and to agreed lines.	The necessity to continue engaging with political and government stakeholders at a central, regional and local level, including MPs, remains vital. The City Corporation must ensure that it is coordinated in its approaches to political and government stakeholders, with key departments and teams maintaining oversight – namely the Remembrancer's, Communications Teams (including Corporate Affairs) and the Town Clerk and Chief Executive's Office	John Barradell; Paul Double; Simon Latham; Bob Roberts	06-Jan-2020	31-Dec-2020

## Risk Appetite Level Description Risk below appetite

Risk Appetite Level Description: Risk below appetite 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact) and Risk approach	Current Risk Rating & Score/ risk appetite level		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR27 Change Management</b>	<p><b>Cause:</b> Failure to appreciate the scale, complexity and impact of change and take the necessary steps to ensure the organisation has the capability and capacity to change (to stay relevant)</p> <p><b>Event:</b> poorly managed and ineffective change</p> <p><b>Effect:</b></p> <ul style="list-style-type: none"> <li>• Disruption to service, poor performance and damage to reputation</li> <li>• Outcomes not achieved, reduction in benefits (financial and non-financial)</li> <li>• Failure to change or keep up with change, organisational paralysis and reduction in ability to remain relevant</li> <li>• Adverse impacts on external stakeholders including businesses and residents.</li> <li>• Loss of valued staff and / or negative mental health impacts for staff.</li> </ul>	 <p>Likelihood</p> <p>Impact</p>	6	<ul style="list-style-type: none"> <li>• Note this risk is under consideration for removal from the corporate risk register in Jan/Feb 2020. Should this occur the Change Management will be included as an action under CR31 Fundamental Review risk.</li> <li>• A change team is being put together for specific support for the anticipated changes due to fundamental review, monitoring of redundancies for the notification to BEIS (Business, Energy and Industrial Strategy) is already established. Although the changes as a direct result of FR will be some way off, departments are obviously preparing for this and there are 5 restructures in JE at the moment. A Change Took Kit is also available.</li> <li>• The L&amp;OD team are building support for Managers, Teams and Individuals to manage the review period and the subsequent changes in the most effective way possible. Team support will include interventions and individual support will include information advice and guidance. The L&amp;OD team are also working with IT on training for staff to adopt and make best use of available technologies to both drive and support change.</li> </ul>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2020	



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05-Dec-2018 John Barradell				• The Policy Team are reviewing the policies and procedures around change and change management.				Constant
	Reduce		Risk below appetite	15 Jan 2020				