

Corporate risks - detailed report EXCLUDING COMPLETED ACTIONS

(This report does not include CR28 Action Fraud or CR34 Covid 19) which appear in the not for publication part of the agenda)

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Rows are sorted by Risk Score

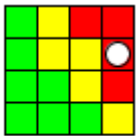
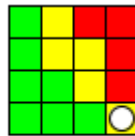
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR20 Road Safety 23-Oct-2015 Ian Hughes	<p>Cause: Limited space on the City’s medieval street network 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.</p> <p>Event: The City Corporation’s statutory duties and the measures outlined in the Transport Strategy are not fully and effectively implemented.</p> <p>Effect:</p> <ul style="list-style-type: none"> •The number of casualties occurring on the City’s streets rises or remains unchanged instead of reducing •The safety and feeling of safety of the City’s communities is adversely affected (Corporate Plan Outcome 1) •Physical or mental harm suffered by those involved in collisions and their associates •Economic costs of collisions impact on individuals, City businesses and wider society •The City Corporation’s ability to improve 	 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. Public consultation on All Change at Bank will begin in March. The Gateway 1/2 report for a programme to deliver pedestrian priority and pavement widening will go to Committees in April. Behaviour change and engagement activities have been placed on hold due to latest Covid-19 restrictions and lockdown. A programme of activities for 2021/22 is currently being developed. 10 Mar 2021	 Likelihood Impact	16	31-Mar-2022	
							Reduce	

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road safety is adversely impacted with businesses and/or the public by virtue of loss of credibility and/or authority						
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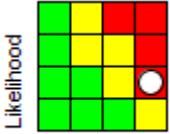
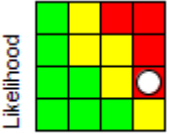
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR20l Road danger reduction and Vision Zero	<p>A programme of projects to reduce road danger on the City's streets including:</p> <ul style="list-style-type: none"> • Bank on Safety and All Change at Bank • RDR engineering programme • 15mph traffic limit • Ludgate Circus (lead by TfL) 	Public consultation on All Change at Bank will begin in March. Improvements to Creechurch Lane (by Leadenhall Street) and Gresham Street (by Wood Street) are in progress. The Gateway 1/2 report for a programme to deliver pedestrian priority and pavement widening will go to Committees in April. Locations for future Healthy Streets minor schemes are being reviewed in preparation for delivery on 2021/22. A report recommending next steps for the Covid-19 transport recovery measures will go to Committee in April.	Ian Hughes	10-Mar-2021	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"> • Active City Network • User and stakeholder liaison • Schools programme 	Activities have been placed on hold due to Covid-19 restrictions and lockdown. A programme of activities for 2021/22 is currently being developed and will be finalised once TfL LIP funding is confirmed.	Ian Hughes	10-Mar-2021	31-Mar-2022

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR32 Wanstead Park Reservoirs (formerly OSD 013) 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"> • Potential for loss of life or injury to staff/residents. • Low level flooding of the park and surrounding residential/commercial areas • Park closed for several weeks • Civil claims/financial loss claims made from residents/ businesses • Adverse effect on the reputation of the City corporation (Local/national media interest) • Legal action by the Environment Agency • Requirement for significant immediate CoLC funds to repair damage • Damage to a listed landscape. 	Likelihood  Impact	24	Engineering study completed for November 2020. Recommended a lower level of activity required than originally envisaged. While the LRR's are classified as High risk under the Reservoirs (2010) Act their Dam Category of C or D means that the outcome of failure is relatively small. Before confirming the work required an additional assessment of the interaction between the River Roding and Ornamental waters is required. 31 Mar 2021	Likelihood  Impact	8	30-Jun-2024	
							Reduce	

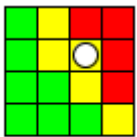
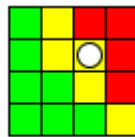
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OSD 013 d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	Study tendered and an appointment has been made. Assessment in progress.	Paul Monaghan	31-Mar-2021	30-Jun-2021
OSD 013 f Gateway 3 Report	Gateway 3 report requesting funding to consider the options.	Project plan currently on track. To be review at next board meeting.	Paul Monaghan	31-Mar-2021	30-Jun-2021

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CR24 Operational Security 07-Jun-2017 John Barradell	Cause: Inadequate, poorly maintained or time expired security infrastructure; lack of security culture within the organisation; poor training or organisation of staff; insufficient staff. Event: Security of an operational property is breached. Effect: Unauthorised access to building by criminals/protestors/terrorists; disruption of business/ high profile events; reputational damage; injury or potential loss of life amongst staff or members of the general public	Likelihood  Impact	16	The original workstreams on this are either now complete or very near completion. However there are emerging threats and risks, and as such this risk is now being reviewed and will be updated for the next risk report. 06 May 2021	Likelihood  Impact	16	31-Jul-2021	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR24b Mitigating risk of vehicle borne attacks	Mitigating risk of vehicle borne attacks across Corporation estate.	HVM's now all complete and some final bits remaining at CR24B	Paul Wilkinson	06-May-2021	31-Jul-2021
CR24e HVM for major events	Protecting CR24 location A for major events by installing HVM.	At CR24A Location 7 PAS rated HVM in place but cosmetic finishing should be completed imminently.	Ian Hughes	06-May-2021	31-Jul-2021

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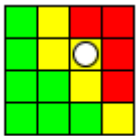
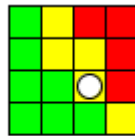
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CR01 Resilience Risk 20-Mar-2015 John Barradell	Cause - Lack of appropriate planning, leadership and coordination Event - Emergency situation related to terrorism or other serious event/major incident is not managed effectively Effect - Major disruption to City business, failure to support the community, assist in business recovery. Reputational damage to the City as a place to do business.	 Likelihood	12	<ul style="list-style-type: none"> Business Continuity training complete. Action plan now in place to implement key recommendations from the training and BIA process BECC Training session complete, process and call out still to be finalised . Cycle of training to continue - Current work postponed due to response to Covid 19 	 Likelihood	12		
							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	<p>Action place now in place to implement key recommendations from the training and BIA process</p> <p>Work has started with Clearview a company providing software to assist Col depts identify and document the BIA process linked to the action plan , however work is postponed</p> <p>Update - conversations with Clearview and Colp have taken place to look at potential for a joint procurement of the Clearview system , Ongoing</p> <p>Further meetings have take place with clearview Feb2021and Col procurement</p>	Gary Locker	10-Mar-2021	31-Mar-2021
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	<p>Training for this session complete , process and call out still to be finalised</p> <p>LALO were involved in a City based partnership exercise February 2020, further exposure to training and exercise is intended but postponed due to response to COVID 19 Update -LALO training under London wide review</p> <p>Pan London standards process currently held due to Covid 19 response , Lalo training will be key to capability going forward Feb 2021</p>	Gary Locker	10-Mar-2021	31-Mar-2021

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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 Pan London Standardisation process postponed due to Covid 19 response Update – As we move to some business as usual despite still responding to Covid 19 the Col core of support for BECC and other response roles have not changed , training to increase capability for Col response remains ongoing for 2021 - currently joint working with Colp to identify new City based survivor reception centres /update virtual training/refresher session of Col crisis support team took place 2/12/20	Gary Locker	10-Mar-2021	31-Mar-2021
CR01Q Rolling DR tests	Plan an annual calendar of IT DR tests, covering critical systems and services	Rolling DR Tests have commenced and are now an ongoing BAU activity. Almost all servers and services have now moved to the public cloud (Microsoft Azure), improving their stability and resilience. Agilisys are ceasing their datacentre contract in Feb/March 2021, so works are ongoing to migrate the remaining services, including telephony, to other cloud or hosting services. Target for completion is Feb 2021. Once this has completed, IT will carry out a series of DR/resilience tests against the new environment.	Matt Gosden	10-Mar-2021	31-Mar-2021
CR01R Site Assurance audit and recommendation	All COL and COLP comms and data rooms are being audited with a view to: <ul style="list-style-type: none"> • Assessing power and security provision • Update the Comms Room Policy and MoU with City Surveyors, including categorisation of rooms into critical and non-critical. Provide recommendations for a project to improve the power/UPS resiliency in these rooms.	The migration of services away from on-premise comms rooms, and Agilisys datacentres has significantly reduced the likelihood of a significant power related outage.	Matt Gosden; Kevin Mulcahy	10-Mar-2021	31-Mar-2021

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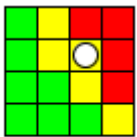
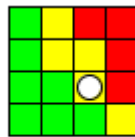
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR02 Loss of Business Support for the City 22-Sep-2014 Damian Nussbaum	Cause: The City Corporation's assessment of the strategy and approach to promotion and support does provide the appropriate and targeted interventions at the right time, particularly following the Covid 19 pandemic. Risk Event: The City Corporation's actions to promote and support the competitiveness of the business City are not fully effective (post Covid). Effect: The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation's business remit is damaged, and its perceived relevance is diminished. Reputational damage to the City as a place to do business and to Corporation ability to govern effectively	Likelihood  Impact	12	CR02 Risk description has been amended to include the economic and financial uncertainties brought about the Covid 19 pandemic and the potential impact on the City of London. The Innovation and Growth department have been putting in place a number of new initiatives such as the Global City Campaign, publishing a new report - Our Global Offer to Business: London and the UK Competitiveness, and the Recovery Taskforce. This maintains the current risk at an amber 12 although this is kept under regular review. 29 Apr 2021	Likelihood  Impact	8	30-Apr-2023	
							Reduce	

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	<ul style="list-style-type: none"> Retention of investment: Established a Virtual Engagement Programme focused on supporting key investors through COVID and supporting long term commitment to London/UK. Including Lord Mayor and CPR holding over 150 bilateral meetings with CEO's/Chairman of major Investor and Global firms. Promotion of UK FPS offer globally: Replacing Lord Mayor and CPR physical international visit programme with virtual visits to key markets including US & North America/Japan/Singapore/Europe/Australia, as well as hosting over 50+ webinars reaching a global audience of over 7000, to continue to promote the strengths of the UK FPS ecosystem and competitive advantages and to share lessons on COVID impact and recovery.. New competitiveness benchmarking work to assess how well the UK is currently doing relative to other major FPS centres was published this quarter and signifies that London remains the leading 	Damian Nussbaum	29-Apr-2021	30-Apr-2023

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		<p>global financial centre when measured across 100+ metrics.</p> <ul style="list-style-type: none"> • The Global City campaign showcases the UK’s competitiveness strengths in FPS around the world. • We welcome the European Commission’s temporary equivalence decision with regards to UK CCPs. We are disappointed that further equivalence decisions have not yet been taken. We encourage both sides to continue a dialogue with each other, with a hope that further equivalence decisions can be taken by both sides in the future. • The City of London Corporation have played an active role supporting the independent Review into UK fintech, commissioned by HM Treasury and led by Ron Kalifa (former CEO of Worldpay). The Review published its final report and recommendations on 26 February. 			
CR02I Recovery Taskforce report, Square Mile: Future City	Work with colleagues across the Corporation to implement the recommendations of the Covid 19 Recovery Taskforce Report, Square Mile: Future City	<ul style="list-style-type: none"> • The impact of Covid 19 has had and will continue to have a major impact on the role of the City of London as a global financial centre. The City has shown remarkable resilience and ability to adapt to the extraordinary circumstances it faced. However, it is likely that businesses’ operating models will evolve and we will see much more flexible working patterns. • The Recovery Taskforce has now published its final report, Square Mile: Future City. Officers from across the Corporation will now be implementing the report’s key recommendations, captured as 6 ‘Big Moves’: • Enable high potential businesses to start, adapt, and grow • Open London’s opportunities to everyone • Curate thriving innovation ecosystems in strategic sectors • Create and sustain a vibrant and engaging City offer • Planning and enabling the future City • World-class streets and public spaces 	Damian Nussbaum	29-Apr-2021	30-Apr-2023

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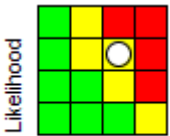

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CR10 Adverse Political Developments 22-Sep-2014 Paul Double	<p>Cause: Policy issues that may compromise the City's operation as an international financial marketplace to which the City Corporation's functions are aligned; other financial services issues 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>Event: 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>Impact: 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 timeline.</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.</p> <p>The foremost consideration remains the continuing uncertainty in the UK's post Brexit trading relations. Tensions remain with respect to the Northern Ireland protocol and the EU Commission has launched legal proceedings against the UK.</p> <p>25 Mar 2021</p>	 <p>Likelihood</p> <p>Impact</p>	8	30-Nov-2024	
							Reduce	

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 continue to be identified and City Corporation departments alerted to issues of potential significance as the measures are introduced. Action is taken through negotiation with departmental officials or amendments tabled in Parliament	Paul Double	25-Mar-2021	30-Nov-2024

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		as required. The legislative consequences of Britain having left the EU as they may affect the Corporation and the City more generally as an international financial centre continue to be a key priority. Policy responses to the COVID-19 pandemic are being continue to be monitored.			
CR10b Provision of information	Provision of information to Parliament, Government and the London Assembly on issues of importance to the City.	<p>The Office has continued to provide updates to the relevant departments and Members following major political developments and set piece Parliamentary events, including most recently on the Budget and on the publication of the Integrated Review of foreign policy. The Queen’s Speech has been announced for 11 May.</p> <p>Recent Parliamentary activity has related to the national security, financial services, international trade, the continued impact of COVID-19 and the creative industries.</p>	Paul Double	25-Mar-2021	30-Nov-2024
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.	<p>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 EU-related issues. Working with other organisations, including TheCityUK, International Law Committee, LawUK and the Financial Markets Law Committee, to analyse the legal and regulatory framework following the UK's departure from the EU.</p> <p>Engagement with APPGs with either a country or sectoral interest to the City Corporation is planned for when in-person meetings can resume. The annual Parliamentary Terrace Reception will restart in Spring 2022.</p>	Paul Double	25-Mar-2021	30-Nov-2024

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CR16 Information Security (formerly CHB IT 030) 10-May-2019 Caroline Al-Beyerty	Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures. 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 Impact	12	All Staff Mandatory Security training to be held in April. A special one off IT Cyber check paid for by LGA has been completed with a report due shortly 23 Apr 2021	 Likelihood Impact	8	30-Jun-2021	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR16j An update IT Security Roadmap has been developed which has informed work activity for 20/21 and a capital bid for new security tools.	CR16j An update IT Security Roadmap has been developed which has informed work activity for 20/21 and a capital bid for new security tools.	The staff training and awareness of IT security continues under the oversight of the Information Management Board led by our SIRO Michael Cogher. Security campaign to be run in Oct 2020. During COVID regular security messages being sent out. The new Security training is being rolled out to all staff.	Gary Brailsford-Hart	23-Apr-2021	31-May-2021
CR16k Final stages of completing IT security	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	New Security Projects being planned to fit the funding of £250K that was allocated. Gateway paper will be submitted	Gary Brailsford-Hart	23-Apr-2021	31-May-2021

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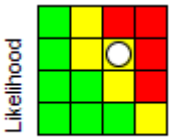
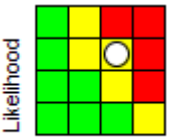
projects	government recommended security practices and technology achieving a maturity level of 4.				
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CR21 Air Quality 07-Oct-2015 Ruth Calderwood	<p>Cause: Levels of air pollution in the City, specifically nitrogen dioxide and fine particles, impact on the health of residents, workers and visitors. The City Corporation has a statutory duty to take action to improve local air quality.</p> <p>Event: The City of London Corporation is insufficiently proactive and resourced, and does not have the right level of competent staff, to be able to fulfil statutory obligations, as a minimum, in order to lower levels of air pollution and reduce the impact of existing air pollution on the health of residents, workers and visitors.</p> <p>Effect: The City Corporation does not fulfil statutory obligations and air pollution remains a problem, impacting on health. Potential for legal action against the Corporation for failure to deliver obligations and protect health. Adverse effect on ability to deliver outcomes 2 and 11 of the Corporate Plan</p>	<p>Likelihood</p>	12	<p>The risk remains unchanged</p> <p>23 Apr 2021</p>	<p>Likelihood</p>	6	31-Dec-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001h	Develop baseline model for compliance assessment and publish annual report of air quality data	The assessment for 2020 will be undertaken by summer 2021 once the data for 2020 has been fully ratified	Ruth Calderwood	23-Apr-2021	31-Dec-2025
CR21 001i	100% of vehicles owned or leased by the	5 all electric refuse vehicles have been purchased for the refuse collection contract	Ruth	23-Apr-2021	31-Dec-2025

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Compliant vehicles	CoL are electric or hybrid by 2025		Calderwood		
CR21 001j Develop Private Members Bill	Develop and support an Emission Reduction Private Members Bill for London local authorities	Still awaiting second reading in the House of Lords	Ruth Calderwood	23-Apr-2021	31-Dec-2021
CR211 Compliance with NO2 target	Assess percentage compliance rate with NO2 target	% compliance will be available late Spring	Ruth Calderwood	23-Apr-2021	31-Dec-2024

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CR23 Police Funding 21-Nov-2016 Caroline Al-Beyerty; Ian Dyson	Cause: Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police. Event: Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget 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.	 Likelihood	12	<ul style="list-style-type: none"> Finance Committee has approved the reduction of the risk rating from Red to Amber. The approval The updated MTFP prepared for February Police Authority Board in light of 21/22 Home Office settlement and the CoLC 12% savings requirement was approved. It assumes that future funding settlements not inflation linked and use of £4m underspend to advance repayment of Action Fraud loan. Balanced budget being set for 21/22. In subsequent years MTFP shows growing deficits across medium-term. 27 Apr 2021	 Likelihood	12	30-Sep-2021	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23g	Implement sustainable medium-term	Loan based capital financing model implemented for 20/21. Balanced budget being set for 21/22		24-Mar-2021	30-Sep-2021

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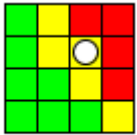
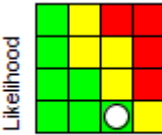

Sustainable Settlement 2020/21 onwards	financial settlement for CoLP: - Revenue position, Capital financing	Savings plans need to be developed for future year deficits, plus Action Fraud and other pressures / risks.			
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CR29 Information Management 08-Apr-2019 John Barradell	Cause: Lack of officer commitment and investment of the right resources into organisational information management systems and culture. Event: The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented Effect: <ul style="list-style-type: none"> • Not being able to use relevant information to draw insights and intelligence and support good decision-making • Vulnerability to personal data and other information rights breaches and non-compliance with possible ICO fines or other legal action • Waste of resources storing information beyond usefulness 	 Likelihood Impact	12	New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team • An updated Information Management Asset register is being populated for the organisation. Plan being developed for moving unstructured data from Shared Drives to Sharepoint 23 Apr 2021	 Likelihood Impact	6	31-Jul-2021	
							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	Information Management Campaign successfully deployed. Work on the role of IM in the new TOM has begun with the TOM consultants.	Sean Green	23-Apr-2021	31-May-2021
CR29b IM Culture Change	Start the culture change by Integrating good information management practice into the	Work began 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	Chrissie Morgan	23-Apr-2021	31-Jul-2021

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	Leadership and Management stand of the City of London Learning Academy	training to support this. • 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. The IM campaign will launch the messages. • The Local Information Manager role was launched. An updated Information Asset Register has been developed			
CR29f IM Strategy implementation	Ensure officers can implement the data retention policy and data discovery requirements from GDPR	Gateway paper being prepared for the Data Discovery tool.	Sean Green	23-Apr-2021	31-Jul-2021

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/Risk Approach	Flight path
CR30 Climate Action 07-Oct-2019 John Barradell	<p>Cause: Insufficient resources and prioritisation allocated to Climate Action.</p> <p>Event: The City Corporation fails to reduce and mitigate the impact and effect of climate change.</p> <p>PHASE 2: DELIVER AND REFINE ACTION PLAN – To be addressed in completion of phase 1.</p> <p>Impact: 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"> • failing to deliver on the net zero targets in our Climate Action Strategy • reducing our ability to effectively reduce carbon emissions in the next two carbon budget periods (2022 and 2027) • damaging the City’s credibility in Green Finance and Insurance markets; • reducing our ability to champion sustainable growth globally and enhance the relevance and reputation of the Square Mile • failing to adequately invest in climate resilience measures leading to negative impacts on social, economic and environmental outcomes • failing to adequately invest in net zero 	 <p>Likelihood</p> <p>Impact</p>	12	<p>The City of London Corporation’s Climate Action Strategy 2020 was approved by the Court of Common Council in October 2020. The year 1 action plan for delivering the strategy was approved on 8th April 2021 at P&R with input from the various Chairs/Deputy Chairs from the relevant committees. Work is underway across 10 workstreams detailed in project plans. Stakeholder engagement plans, performance dashboard and management systems, governance approach are also finalised. Assessment of climate implications now required within all reports to Committees</p> <p>04 May 2021</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2027	
							Reduce	

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initiatives leading to negative impact on our financial and property investments							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR30k Impact on City financial and ability to champion sustainable growth of not hitting net zero targets / maintaining resilience	Ongoing political and international relationship management	Strategy picked up by media and helping promote reputation of City financial. Stakeholder engagement plan identifies opportunities for political and international engagement opportunities.	Damian Nussbaum	04-May-2021	31-Mar-2027
CR30l Risk of not hitting net zero and resilience targets for City Corporation operational and investment assets, whilst maximising returns	Deliver programme of works across operational and investment portfolios	Pre-mobilisation underway across four workstreams – investment, corporate, resilience and capital projects. Year one plan approved at CASC 28/04/21. This includes delivery of 7 key tasks including: Commissioning building energy surveys & feasibility; Building control management strategy development; Roll out of monitoring and targeting (M&T) programme. Commission decarbonisation of heat studies; Deep fabric retrofit pilot projects & appointment of Energy Specialist Resources.	Paul Wilkinson	04-May-2021	31-Mar-2027
CR30m Risk of not hitting net zero targets for financial investments and supply chain	Monitor and drive performance against net zero and financial targets for financial investments and supply chain, continually refreshing learning	Funded project plans with resources and capability requirements now in place and approved at April P&R. Overview of project plan approved by FIB. Supply chain workstream focused on most impactful contracts	Caroline Al-Beyerty; Peter Kane	04-May-2021	31-Mar-2027
CR30n Resilience risks of Square Mile infrastructure	Monitor and drive performance against net zero and resilience targets, continually refreshing learning	Commenced implementation of project plans for Cool Streets & Greening (RS2) and Mainstreaming Resilience (RS1,4 &5). CS&G Gateway 2 – Approved by Projects sub-committee 14/04/21 - Streets & Walkways sub-	Jon Aaverns	04-May-2021	31-Mar-2027

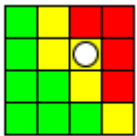
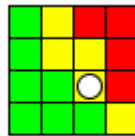

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and public realm and risk of not hitting net zero targets for developments and transport		committee decision due 29/04/21.			
CR30o Reaching carbon removal targets through open spaces	Set out carbon removal action plan and mobilise	<p>The budget in the Project Plan for Apr 21-Mar 22 has been confirmed. Gateway report on the Phase 1 works and studies going to Epping Forest Committee on 10th May and Project Sub on 17th May.</p> <p>Current risks are:</p> <ul style="list-style-type: none"> *Challenge by tenant to termination of farming tenancy which would make one of the key project sites unavailable. *The report identifying the land management works that could deliver on the project target reveal the costs/timescales/constraints of these works makes the project unfeasible *Underestimation of project costs and costed risks <p>Epping Forest & Commons Committee have approved the termination of two farming tenancies which have set end dates. Committee have also approved officers to start the termination process with a third tenant. All other sites are within the City's control.</p> <p>The survey and planning work for the Phase 1 works (which is at Gateway 2 and going to Project Sub on 17th May) is being finalised. The briefs for external consultants to identify further opportunities for Phase 2 onwards is being finalised and is intended to go to market in early June. Using these reports Phase 2+ plans will be created.</p> <p>Baseline surveys will occur at Phase 1 sites in summer 2021.</p> <p>External funding opportunities are being investigated.</p>	Colin Buttery	04-May-2021	31-Mar-2027
CR30p Delivery delays	Run overarching engagement programme with our stakeholders and partners (phase 3)	Dedicated stakeholder engagement lead built into PMO function. Stakeholder engagement plan approved at April P&R. Detailed stakeholder engagement plan socialised with principle members and	Damian Nussbau	04-May-2021	31-Mar-2027

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and failures due to stakeholder / public action / inaction	of engagement plan) and quality assure engagement for projects	officers for approval.	m; Kate Smith		
CR30q Protecting vulnerable groups who are most likely to be impacted by climate change and fulfilling Public Sector Equalities Duty	Carry out impact assessments and equalities analysis on projects and stakeholder research and use their findings to shape future engagement and delivery	Subject to continuous assessment within implementation plans.	Andrew Carter; Kate Smith	04-May-2021	31-Mar-2027
CR30r That the scope, budget, timescales, targets and/or commitments of the climate action strategy are not delivered upon through the climate action programme of work	Agree to and implement appropriate governance to embed Climate Action in departmental scrutiny. Ensure appropriate capacity and capabilities are in place including for regular KPI progress reporting via the CPF. Ensure mechanisms in place for releasing staged financing. Set up regular tracking of impact of our actions on targets.	Full year 1 implementation plan approved at April P&R, including a strong PMO function providing oversight. Beta version of performance dashboard developed with 95% KPIs signed off and plan for addressing data gaps and quality. Programme management tools have been developed to ensure strong oversight.	Damian Nussbaum; Kate Smith	04-May-2021	31-Jul-2021

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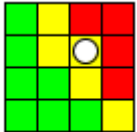
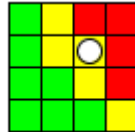

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR33 Major Capital Schemes 14-Feb-2020 Peter Lisley; Paul Wilkinson	<p>Risk owner Town Clerk & City Surveyor</p> <p>Cause: The City Corporation has set itself the ambition to deliver at least three landmark multi-million pound capital schemes over the next decade (currently programmed to complete 2028).</p> <p>Event: there is insufficient technical and professional capability and resource to effectively deliver the schemes.</p> <p>Effects:</p> <ul style="list-style-type: none"> • Schemes not delivered on time • Inability of the organisation to move at the required pace • Potential for increased capital costs as a result of delayed decision making • Reputational impact on the Corporation vis a vis key stakeholder across London and UK Govt. • Potential revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police) • failure to deliver on corporate outcomes <p>Note - given that this risk spans several years, the target risk score/date has been set to Oct 2021 when it is expected that, after completion of the related actions, the risk score is anticipated to reach target level and could be considered for de-escalation.</p>	Likelihood  Impact	12	Programme teams have continued to work effectively remotely throughout the year. Recruitment issues now resolved with plan to recruit to align with expiry of existing contracts - realising a significant saving and building internal capabilities. Corporate Finance resources currently being used flexibly – and under review. Monthly assurance meetings continue across the City’s portfolio of Major Programmes to review programme, risk and dependencies. 27 Apr 2021	Likelihood  Impact	8	31-Oct-2021 Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR33 a PMO Capability	Build PMO Capability utilising newly available budget.	Job Descriptions and Person Specs for a further PMO Analyst have now been signed off. Recruitment will now commence to align with the expiry of existing contract staff in July 2021. Delay to job evaluation has led this approach in order to minimise disruption to programmes and ensure smooth handover of responsibilities. This will enable recruitment to the additional post and the building of internal capabilities	Matthew Pitt	27-Apr-2021	31-Oct-2021
CR33 c Financial modelling	Develop Corporate Capability around Financial Modelling	A central strategic finance team has been established with two contractors recruited supporting the work on financial modelling including additional support for major projects. The Markets project has a dedicated resource for 3 days per week to focus on developing the overall financial and operating model.	Caroline Al-Beyerty	27-Apr-2021	31-Oct-2021
CR33 d Optimism bias	Implement a standard approach to Optimism Bias Modelling	Part of work programme for 2020/21 A standard approach has been developed based on HM Treasury Guidelines which programmes – major or otherwise with OB - can utilise going forwards.	Caroline Al-Beyerty	27-Apr-2021	31-Oct-2021
CR33 e Dependencies	PMO to adopt a portfolio approach int emanagement of these schemes and systematically identify and manage dependencies	Combined programme, mapping interdependencies between programme, tracking programme risk, delays is updated monthly across the Major Programmes Portfolio. This is reviewed monthly in line with assurance meetings. Monitoring of Financial Cashflows is in place but this requires development in line with CR33c and remains a risk for the organisation. Use of Power BI / Visio to overlay financial data against programme would be a useful tool though there have been delays to its implementation	Matthew Pitt	27-Apr-2021	31-Oct-2021
CR33 f Performance indicators	To identify and monitor indicators such as climate action, apprenticeships, social benefits for each project.	Environmental Impact Assessments for each programme (once developed as part of the planning process) will help track the socio-economic impact and benefits of our Major Programmes. This will include apprenticeships, jobs created, jobs retained, UK supply chain info and others - Communications Fact Sheets in Place - Benefits Tracker developed - Accessible template developed – data to be input - Data from 2/3 Programmes received – chasing the third	Matthew Pitt	27-Apr-2021	31-Oct-2021

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CR33 g Reporting to Summit Group	To regularly report progress to Summit Group for each project.	Some reporting to Summit Group took place during 2019 and that will continue into 2020 using the Major Programmes Dashboards and Timeline above. Suggested interval quarterly. Summit Group currently suspended due to Covid 19.	Matthew Pitt	27-Apr-2021	31-Oct-2021
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR35 Unsustainable Medium Term Finances 19-Jun-2020 Caroline Al-Beyerty	<p>Causes: 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 Normal course of business unable to function due to COVID 19 restrictions BREXIT compounding market uncertainty and exacerbating the economic downturn. Major contraction in key income streams and increase in bad debts. In particular that lower occupancy levels in city properties reduce investment property income over the medium term. Police Transform programme fails to realise the budget mitigations anticipated Reduction in the value of investments- property and securities- reduces available capital for major project financing.</p> <p>Event: Inability to contain financial pressures within year (2020/21) and compensatory savings and/or income generation to meet the Corporation's forecast medium term financial deficit will not be realised.</p> <p>Effects: Additional savings over and above those identified through the Fundamental Review</p>	Likelihood  Impact	12	<ul style="list-style-type: none"> Following A&RMC and Finance Committees agreement to de-escalate this risk score from a red 24 to an amber 12 following a recommendation from the Chamberlain. The risk has been extended to continue throughout the 21-22 FY. The Finance committee requested that a number of automatic triggers are put in place to monitor the performance against the risk, if triggered the risk score will be returned to a red rating. <p>28 Apr 2021</p>	Likelihood  Impact	12	31-Mar-2022	
							Accept	

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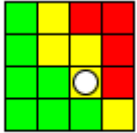
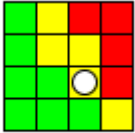

<p>to meet this challenge are required and/or closure in some areas reserves are utilised and/or services stopped.</p> <p>The City Corporation's reputation is damaged due to failure to meet financial objectives or the need to reduce services / service levels to business and community. Being unable to set a balanced budget which is a statutory requirement for City Fund. Spend is not aligned to Corporate Plan outcomes resulting in suboptimal use of resources and/or poor performance. Capital projects stalled due to COVID restrictions.</p> <p>Stakeholders experiencing reduced services and service closures.</p>						
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR 35a Reduction income	A reduction in key income streams and increase in bad debt	This is being monitored monthly, with action being taken to reduce spend where possible. Budget forecast for 21/22 includes reduced income, with recovery profiled across the medium term.	Sonia Virdee	24-Mar-2021	31-Mar-2022
CR 35b Cash flow	To reduce strain on cash flow.	<ul style="list-style-type: none"> The Corporation remains very liquid and the outlook for near term cash flows is robust. Cash flowing modelling for major commitments is being carried out. Next tranche, £200m, of private placement monies for City's Cash will be in July 2021. 	James Graham; Sonia Virdee	24-Mar-2021	31-Mar-2022
CR 35c Covid-19 Expenditure	Increased expenditure related to COVID measures- maximise recovery from government	<ul style="list-style-type: none"> Maximising recovery from government- spend is being coded and monitored. Estimated claim of up to £11.7m for loss of fees & charges on City Fund. Total claim made to date is £5.3m (£1.5m received for qtr1 and £3.8m pending). Furloughing workers where appropriate has been done recovering £4m to end of January 	Sonia Virdee	24-Mar-2021	31-Mar-2022
CR 35d Business rates	<p>Inability of occupiers to pay rates as their income falls as business models are damaged.</p> <p>A reduction in demand for office space in the square mile, leading to lower occupation and business rate income.</p> <p>The Corporation is currently benefitting from</p>	<ul style="list-style-type: none"> Monthly monitoring in place. The impact of COVID-19 has been to lower the collection rate for business rates. Collection now 4.9% below previous year, an improvement from 6% in December. The Govt has recognised the cashflow impacts of business rates and has deferred its share for April-June, which has been re-profiled over the remainder of the year. The Govt is also allowing authorities to spread the impact of business rate deficits over 3 years. The impact of business rate appeal linked to COVID could be significant. Not clear what the 	Phil Black	24-Mar-2021	31-Mar-2022

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	growth in business rates retained income of c£40m. Non-payment of rates across London leading to difficulties in meeting cash flow payments as host of the pool.	approach will be from the VoA. Liaising with MHCLG on potential solutions. Impacts will continue to be monitored.			
CR 35e Investments	Impact on investments: securities/property	<ul style="list-style-type: none"> The values of the three main financial investment portfolios have continued to grow steadily COL's Pension Fund contributions are fixed until 2023, providing some protection, whilst the diversified asset allocation strategies and use of active management across all three funds should continue to deliver some stability if general market moves become extreme again. Our voids have not increased significantly, the latest vacancy report, as at 1st December, showed our vacancy rate was 2.52%, which was lower than the City vacancy rate of 5.1% and the West End vacancy rate of 5.9%. There was a slight increase of 15,232 sq ft in vacant space from 1st June to 1st December. 	Nicholas Gill; James Graham	24-Mar-2021	31-Mar-2022
CR 35f MTFP	Impact on the MTFP	<ul style="list-style-type: none"> Lower investment income modelled into MTFP and business rate reset in 22/23. Sums to mitigate risk are being held in Reserves- £30m on City Fund and £20m on BHE. Already drawing down on City's Cash Reserves by £526m across the planning horizon to 2024/25 (which is sustainable given modelling of balance sheet recovery) FR proposals affecting staff put into abeyance during CoLC's response to Covid-19. FR proposals affected by COVID have been reprofiled. 	Caroline Al-Beyerty	24-Mar-2021	31-Mar-2022
CR 35h Fundamental Review Implementation	To implement the Fundamental Review project plan- TOM	<ul style="list-style-type: none"> FR proposals affecting staff put into abeyance during CoLC's response to Covid-19. The Flexible Retirement Scheme for those aged 60+ is currently being implemented. Other savings relating to organisation design and an associated reduction in headcount are expected to begin from the new financial year, with full year impact in 2022/23. 	Chrissie Morgan	24-Mar-2021	31-Mar-2022

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>CR09 Health Safety and Wellbeing Risk (Management System)</p>	<p>Cause: 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. Event: 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. Effect: 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</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<ul style="list-style-type: none"> Individual (Covid) RA guidance updated and reissued following the pausing of Shielding at end March 2021 <p>New Guidance and Checklist for Chief Officers, Managers and staff guidance documents about returning to the Workplace issued</p> <ul style="list-style-type: none"> Noise and Vibration plus Home Working (H&S) Policies are being considered by Establishment Committed in May 2021 Trial of remote Covid Inspections underway using self-completed template and Teams interviews: Completed 3 libraries and Central Criminal Court plus Barbican Centre and City Gardens <p>Site visits also made to LMA and Guildhall Library prior to reopening</p> <p>New Inspection template for Vibration successfully used at City Gardens with further inspections scheduled for Epping Forest and Central Criminal Court</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>30-Jun-2021</p>	

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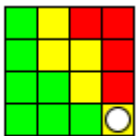
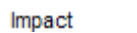
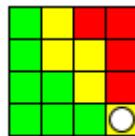
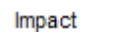

<p>22-Sep-2014 Chrissie Morgan</p>				<p>• HSW Manager is the Single Point of Contact (SPoC) for City Corporation for Covid cases. Significant fall in cases since mid-Jan. Trend has continued.</p> <p>Month long from Stress to Distress Campaign for staff completed in April during stress awareness month</p> <p>Agile DSE implementation rolled out to all department (ExCloP) apart from Girls School</p> <p>29 Apr 2021</p>			<p>Accept</p>	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>CR09K Compliance audits and inspections 2020/21</p>	<p>Deliver a series of health and safety audits and compliance checks to provide corporate assurance that the organisation is being managed safely</p>	<p>BAU audits / inspections paused during pandemic</p> <p>Inspection re-started focusing on Covid Secure compliance</p> <p>Trial of remote Covid Inspections underway using self-completed template and Teams interviews</p> <p>Completed 3 libraries and Central Criminal Court plus Barbican Centre and City Gardens</p> <p>Site visits also made to LMA and Guildhall Library prior to reopening</p>	<p>Justin Tyas</p>	<p>29-Apr-2021</p>	<p>31-Dec-2021</p>

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CR09L London Health Workplace Charter	Evidence being collected for submission for Achievement Award for LHWC	Steering group in place with evidence being collected. Pushed back to 2021 due to Covid-19 pandemic. Suspended: Review again in mid-2021	Justin Tyas	29-Apr-2021	30-Jun-2021
CR09M Covid-19 outbreak/control	Business as usual HSW suspended due to Covid-19 outbreak	Focus is on supporting the Gold strategy via Public Service Silver and other corporate mechanisms in line with HR Business Continuity / Emergency Management Plan	Justin Tyas	29-Apr-2021	30-Jun-2021
CR09O Agile DSE Software	Identify improvements to allow more flexible / agile DSE	Agile solution being implemented which allows user to undertake DSE in home, work and agile environments to suit needs Implementation has commenced following background re-configure and testing Implemented in all area except Girls School. CoLP are not using.	Justin Tyas	29-Apr-2021	30-Jun-2021
CR09Q Monitoring of CR09 Risk Scoring	CR09 is now at Target and the risk treatment is "Accept" the HSW Manager will be monitoring the H&S Management System on behalf of the risk owner and any changes which may impact effectiveness considered when assessing on-going risk scoring		Justin Tyas		29-Apr-2022

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CR17 Safeguarding 22-Sep-2014	<p>Cause: Not providing appropriate training to staff or members; not providing effective leadership, management or supervision; poor case management, information sharing or actions.</p> <p>Event: 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.</p> <p>Effect: 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)</p>	<p>Likelihood</p>  <p>Impact</p> 	8	<p>The network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation has been relaunched. Some of the existing champions have moved on or no longer perform this role. Chief Officers have been asked to nominate a Safeguarding Champion for their departments, and to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities. These actions have been delayed due to demands relating to the Covid-19 response and to the impact of the Target Operating Model which mean some departmental restructures.</p> <p>This network of Champions is still outstanding due to Covid-19 and will remain on register with a revised target date of May 2021.</p> <p>Monitoring of the demand for Adult and Children Social Care is taking place to ensure resources are adequate to manage the response to Covid-19.</p> <p>A virtual Corporate Parenting Training session will be available to ALL members of the Court of Common Council – this will provide context to the role of the Corporate Parent and consider how Members will be able to discharge corporate parenting duties.</p>	<p>Likelihood</p>  <p>Impact</p> 	8	Accept	

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Andrew Carter							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR17aa Corporate Parenting Training for Members	A virtual Corporate Parenting Training session will be available to ALL members of the Court of Common Council – this will provide context to the role of the Corporate Parent and consider how Members will be able to discharge corporate parenting duties to support Children in Care and Care Leavers.	A virtual Corporate Parenting Training session will be available to ALL members of the Court of Common Council – this will provide context to the role of the Corporate Parent and consider how Members will be able to discharge corporate parenting duties to support Children in Care and Care Leavers.	Chris Pelham	20-Apr-2021	30-Jul-2021
CR17X Safeguarding Champions and Departmental Updates	Chief Officers have been asked to nominate Safeguarding Champions and to report to the Director of Community and Children’s Services every six months on the discharge of their safeguarding responsibilities.	<p>The network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation has been relaunched. Some of the existing champions have moved on or no longer perform this role. Chief Officers have been asked to nominate a Safeguarding Champion for their departments.</p> <p>Chief Officers have also been asked to report to the Director of Community and Children’s Services every six months on the discharge of their safeguarding responsibilities.</p> <p>These provisions have been delayed due to extra demands on departments relating to the Covid-19 response and the impact of the new Target Operating Model.</p>	Andrew Carter	20-Apr-2021	31-May-2021
CR17y Possible increased demand on Children and Adult Social Care as a result of Covid-19	Monitoring is taking place to ensure that the Children and Adult Social Care Workforce is adequately resourced to tackle the increase in demand which is likely to occur when the Covid-19 lockdown period finishes.	<p>It is possible this will generate additional demands on the system as an increase in identified need happens at the same time and a surge on safeguarding and support services risks outstripping capacity.</p> <p>Additional capacity has been brought into the front line Children and Adult Social Care services to support demand however these arrangements are temporary and require a wider service review to ensure that there is sufficient capacity long term to meet demand due to Covid-19. HR have advised that no restructures can progress at this time due to the new Target Operating Model (TOM).</p>	Chris Pelham	20-Apr-2021	30-Jun-2021