

<b>Committee(s)</b>	<b>Dated:</b>
Finance Committee	9 November 2021
<b>Subject:</b> Chamberlain's & Chief Operating Officer's Departmental Risk Management – Monthly Report	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Chamberlain & Chief Operating Officer	<b>For Information</b>
<b>Report author:</b> Hayley Hajduczek, Chamberlain's Department	

### Summary

This report has been produced to provide Finance Committee with an update on the most significant risks faced by the Chamberlain's and Chief Operating Officer's departments.

There are currently no red risks on the Corporate Risk Register within the responsibility of the Chamberlain and one red risk on the Corporate Risk Register within the responsibility of the Chief Operating Officer. There are no RED risks on the Chamberlain's department risk register and one RED risk currently listed on the Chief Operating Officer's departmental risk register. At the time of drafting, no triggers for CR35 have been tripped to date. However, the latest position on income risks-property rents and business rates, will reported to this Committee. That report will conclude whether the mitigations in place remain adequate.

The Chamberlain's and Chief Operating Officer's Senior Leadership Teams continue to monitor closely the progress being made to mitigate all risks on the risk register (appendix 1).

### Recommendation(s)

Members are asked to note the report.

### Main Report

#### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Finance Committee has determined that it will receive the Chamberlain's risk register on a quarterly basis with update reports on RED rated risks at the intervening Committee meetings. As we transition into the target operating model the Chief Operating Officer has taken over the management of

the IT division and City Procurement from the Chamberlain, so this report has been written jointly by both departments.

## **Current Position**

1. This report provides an update on the current risks that exist in relation to the operations of the Chamberlain's & Chief Operating Officer's departments. It is to be noted that there are currently no RED risks on the Chamberlain's risk register, however close monitoring continues for all risks. As of this update CR35 Unsustainable Medium-Term Finances risk has remained with a risk score of 12 (amber). There has been no event to cause a trigger (as agreed by this committee) to increase this score. This risk continues to be closely monitored over four main areas against agreed triggers highlighted below.

### **Business Rates**

#### *Triggers:*

- Change to business rate reset a further deferral will result in a positive impact.
- Shift from commercial to residential.
- Reduction in Rateable Value.
- Changes to methodology in business rate calculations.
- Alternative funding sources e.g. sales tax.

### **Spending review**

#### *Trigger:*

- Any changes to funding arrangements below the baseline.

### **Rental Income**

#### *Trigger:*

- Increase in loss of income over £5m p.a. over and above contingencies already in place, such as Turnover Rents. An update on the position will be provided to this Committee in a separate paper.

### **Achievement of savings flightpath (including Fundamental Review and 12%)**

#### *Triggers:*

- Delays/Reduction to 12% savings.
- Delays/Reduction to fundamental review savings.

2. The Chief Operating Officer's Department has 2 RED risk on its risk register. The current position is provided below.

### **CR16 Information Security (formerly CHB IT 030) (Current Risk: Red – Previously Amber)**

3. This risk has been increased to a Red risk due to malware being regularly delivered to the City Corporation via email which is not being captured by the current security products. Following the agreement of this committee to upgrade our MS licences from E3 to E5 the team are working to implement this change which will help to mitigate this risk.

4. The IT team have conducted an IT Health Check, the results of which have been received and a Remediation Action Plan (RAP) has been developed. Remediation activities have commenced.
5. Work on a simulated cyber-attack is also being planned with the IT Security Team for completion by the end of the calendar year.

### **CHB IT 031 IT Revenue Budget (Current Risk: Red)**

6. The IT team have made good progress on meeting the saving from the Fundamental Review and around £400k from the 12% saving target, there is still an unachieved target of circa £1m to be found. Due to timing of the TOM, IT has not been unable to make any savings in this area. Contract negotiations are ongoing with key suppliers where appropriate. Further savings could have an impact on the provision of the IT service.
7. A governance process is in place enabling tracking and corrective action to be taken. A review of the plan is required to be actioned every 2 weeks.

### **Conclusion**

8. Members are asked to note the actions taken by Chamberlain's Department and Chief Operating Officer's Department to manage all risks. Actions aim to continue monitoring and reducing the risk level and will be reported on at future Finance Committees.

### **Appendices**

- Departmental Risk Register

### **Background Papers**

Quarterly Reports to Finance Committee: Finance Committee Risk

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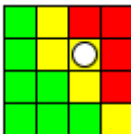
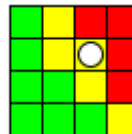

# CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Hayley Hajduczek

Generated on: 26 October 2021

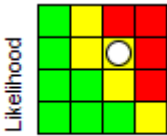
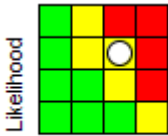



Rows are sorted by Risk Score

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	Current Risk score change indicator
<b>CR23 Police Funding</b>	<p><b>Cause:</b> Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police.</p> <p><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</p> <p><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.</p>	<p>Likelihood</p>  <p>Impact</p>	12	<p>The inherent Police MTFP pressures have grown in respect of Action Fraud extension and re-procurement and for the known or expected reduction in grants for Counter-Terrorism, TFL and Bank of England.</p> <p>CoLP and Police Authority are assessing mitigation opportunities for Police Authority Board and Budget Bilateral in October 2021, with a further update to follow in January 2022 which will take account of the Spending Review outcomes and 22/23 police funding settlement for CoLP.</p> <p>This will enable a more informed update of CR23 to be undertaken for November 2021, including assessment of the whether or not it can be amalgamated with CR35, with the specific Police MTFP risk being</p>	<p>Likelihood</p>  <p>Impact</p>	12	31-Jan-2022	

21-Nov-2016 Caroline Al-Beyerty; Ian Dyson				devolved to the Police Authority risk register. <b>26 Oct 2021</b>				Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR23g	Implement sustainable medium-term financial settlement for CoLP: - Revenue position, Capital financing	Loan based capital financing model implemented for 20/21. Balanced budget set for 21/22. Joint CoLP / Police Authority review of the opportunities within the CoLP budget to mitigate significant new pressures to be presented to October 2021 Police Authority Board and Budget Bilateral, alongside assumed reinstatement of £2.3m Business Rate Premium funding in 22/23. This will enable a more informed assessment of the risk to be provided in November 2021. Further update then to be provided in January 2022, taking account of Spending Review outcomes and 22/23 Police Funding Settlement for CoLP.	Alistair Cook	26-Oct-2021	31-Jan-2022

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	Current Risk score change indicator
CR35 Unsustainable Medium Term Finances	<p><b>Causes:</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 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><b>Event:</b> 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><b>Effects:</b> Additional savings over and above those identified through the Fundamental Review to meet this challenge are required and/or closure in some areas reserves are utilised and/or services stopped. 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>Impact</p>	12	<ul style="list-style-type: none"> <li>The risk score is being maintained at amber 12.</li> <li>The proposed triggers agreed by May finance committee have been added to the actions listed below.</li> <li>None of these have been triggered in September 21, close monitoring will continue.</li> <li>A briefing paper, including recommendations on the MTFP was presented at the RASC away day, on 13th July, further questions were presented to RASC away day on 30th September.</li> <li>Monthly monitoring is being undertaken by the finance units to monitor the delivery of TOM and FR savings through 21/22 and across the MTFP (Overall savings update and Deep Dive Reports are scheduled to be presented to E&amp;P Sub Committee. In addition, an establishment tracker against TOM savings, the impact of flexible retirement policies and translation of vacancies into post permanent savings; alongside costs of the scheme is presented and scrutinised by the Establishment Committee.</li> <li>Furthermore, a paper is being prepared on rental income which will be presented to this Committee in December.</li> </ul>	 <p>Impact</p>	12	31-Mar-2022	
				27 Oct 2021			Accept	Constant

Caroline Al-Beyerty	Stakeholders experiencing reduced services and service closures.						
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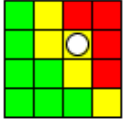
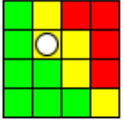
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR 35a	A reduction in key income streams and increase in bad debt	This is being monitored monthly, with action being taken to reduce spend where possible. Budget forecast for 21/22 includes reduced income, with recovery profiled across the medium term. In addition, Chief Officers are working with tenants on a payment plan to mitigate potential issues when the moratorium is lifted in March 2022.	Sonia Virdee	27-Oct-2021	31-Mar-2022
CR 35b	To reduce strain on cash flow.	<ul style="list-style-type: none"> <li>The Corporation remains very liquid and the outlook for near term cash flows is robust.</li> <li>Cash flowing modelling over the medium term is being carried out during this quarter for City's Cash and City Fund in line with the MTFP preparations.</li> </ul>	James Graham; Sonia Virdee	27-Oct-2021	31-Mar-2022
CR 35c	<p>Increased expenditure related to COVID measures- maximise recovery from government</p> <p><i>Triggers:</i></p> <ul style="list-style-type: none"> <li><i>Any changes to funding arrangements below the baseline</i></li> </ul>	<ul style="list-style-type: none"> <li>Maximising recovery from government- spend is being coded and monitored. Total claim of £11.9m for 20/21 lost fees &amp; charges income on City Fund. This scheme has been extended to cover Q1 of 21/22 and a claim has been made for £3.2m.</li> <li>Furloughing workers where appropriate has been done recovering £6.6m to end of June 21.</li> </ul>	Neilesh Kakad; Sonia Virdee	27-Oct-2021	31-Mar-2022
CR 35d	<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 growth in business rates retained income of c£40m.</p> <p>Non-payment of rates across London leading to difficulties in meeting cash flow payments as host of the pool.</p> <p><i>Triggers</i></p> <ul style="list-style-type: none"> <li><i>Change to business rate reset (further deferral will result in a positive impact).</i></li> <li><i>Shift from commercial to residential (hot off the press).</i></li> <li><i>Reduction in Rateable Value (the risk is minimal).</i></li> <li><i>Changes to methodology in business rate calculations.</i></li> <li><i>Alternative funding sources e.g. sales tax.</i></li> </ul>	<ul style="list-style-type: none"> <li>Monthly monitoring in place. The impact of COVID-19 has been to lower the collection rate for business rates. Collection had improved to within 3% of pre covid levels. However, with the end of the enhanced retail relief in August the collection rate has dipped. The 21/22 collection rate is now 4.5% down on the pre-covid collection rate.</li> <li>The Govt is also allowing authorities to spread the impact of 20/21 business rate deficits over 3 years and introduced a tax compensation scheme, for which CoL will receive £8.3m. Residual collection fund deficit will need to be factored into the MTFP.</li> <li>Business Rate appeals linked to COVID have been ruled out due to Govt legislation, but we are seeing an increase in appeals on other grounds.</li> <li>Impacts will continue to be monitored.</li> </ul>	Phil Black	26-Oct-2021	31-Mar-2022
CR 35e	<p>Impact on investments: securities/property</p> <p><i>Triggers:</i></p>	<ul style="list-style-type: none"> <li>The values of the three main financial investment portfolios have continued to grow over the course of Q3, albeit at a slower pace. Asset allocation and investment performance is reviewed by the Financial Investment Board at each meeting.</li> </ul>	Nicholas Gill; James Graham	27-Oct-2021	31-Mar-2022

	<ul style="list-style-type: none"> <li>• <i>Increase in loss of income over £5m p.a.</i></li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The total value of the investment property portfolios equates to £4.1bn (a decrease of circa 4% from last year, largely attributable to the Corona virus pandemic).</li> <li>• The House Fund, Bridge House Estates, City's Estate and City Fund all outperformed the MSCI benchmark return and universe return over a 3, 5, 7, 10 and 27 year period.</li> <li>• The total annual rental income from the investment property portfolio for 2021/22 is estimated to increase to £122.187m (June 2021 quarter estimate) from £121.787m (March 2021 quarter estimate). Over the 4 year forecast period the total rents are expected to increase to some £136.257m.</li> <li>• The investment property portfolio vacancy rate as at 1st June 2021 represents 3.45% which is lower than the City and West End vacancy rate of 7.3% (as reported by JLL). There was a slight increase of 19,774 sq.ft. in vacant space from 1st December 2020 to 1st June 2021.</li> <li>• The total arrears for the investment property portfolio as at June 2021 quarter day -1 stand at 13.52% or £24.635m (against a target of 1%). The Government Moratorium against taking enforcement action for non payment of rent etc has been extended through to March 2022, making recovery difficult. The latest arrears as at June quarter day plus 70 days show a slight fall at 13.35% or £23.83m (against estimated annual billing of £178.4m).</li> </ul>			
CR 35f	Impact on the MTFP	<ul style="list-style-type: none"> <li>• Lower investment income modelled into MTFP, plus one year retention of business rate growth anticipated in 22/23.</li> <li>• Sums to mitigate risk are being held in Reserves- £30m on City Fund and £20m on BHE. Already drawing down on City's Cash Financial Investments by £530.6m across the planning horizon to 2024/25 (which is sustainable given modelling of balance sheet recovery). Further modelling sees an increase upto £709m between 2021/22 to 2025/26.</li> <li>• Update on MTFP was presented to the RASC Away Day on 13th July and 30th September.</li> </ul>	Caroline Al-Beyerty; Sonia Virdee	27-Oct-2021	31-Mar-2022
CR 35h	<p>To implement the Fundamental Review project plan-TOM</p> <p><i>Triggers:</i></p> <ul style="list-style-type: none"> <li>• <i>Delays/Reduction to 12% savings.</i></li> <li>• <i>Delays/Reduction to fundamental review savings.</i></li> </ul>	<ul style="list-style-type: none"> <li>• An exercise is being undertaken and will continue throughout 21/22 to monitor the achievement of TOM &amp; FR savings across the corporation.</li> <li>• Deep-dive reports on departments savings will be reported to E&amp;P committee, deep dives will align with the TOM waves.</li> <li>• Monthly TOM tracker reported and scrutinised by Establishment Committee commencing September 21.</li> <li>• Bilateral meetings held with Service Committee Chair/men and Chair/men of Policy &amp; Resource and Finance Committee and their deputies to ensure savings are being achieved across the board.</li> </ul>	Chrissie Morgan; Sonia Virdee	27-Oct-2021	31-Mar-2022

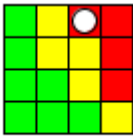
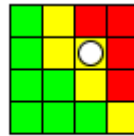

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>CR16 Information Security (formerly CHB IT 030)</b>	<p><b>Cause:</b> Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information.</p> <p><b>Event:</b> The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures.</p> <p><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.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>We are seeing regular malware being delivered by email every week which is not being captured by the current security products. We have had agreement to upgrade our MS licences from E3 to E5 which will help mitigate this.</p> <p>The Results of the IT Health Check have been received and a Remediation Action Plan (RAP) has been developed. Remediation activities have commenced.</p> <p>Work on a simulated cyber attack is being planned with the IT Security Team for completion by the end of the calendar year.</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Mar-2022	
				18 Oct 2021			Reduce	Constant
10-May-2019 Emma Moore								

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR16k	Final stages of completing information security projects which will mean that we can assure Members that the City of London Corporation has implemented all the national government recommended security practices and technology achieving a maturity level of 4.	With the agreement of the E5 business case by Members the improvements to our security stance can now begin with resources procured to support implementation	Gary Brailsford-Hart	18-Oct-2021	31-Dec-2021
CR16l	Gain assurance on understanding and mitigating our security vulnerabilities	The Results of the IT Health Check have been received and a Remediation Action Plan (RAP) has been developed. Remediation activities have commenced.	Matt Gosden	18-Oct-2021	30-Nov-2021

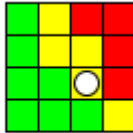
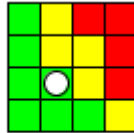
		Some vulnerabilities have critical dependencies and are complex to deliver. Therefore the completion of these has been moved to the end of November.			
CR16m	Work on a simulated cyber attack is being planned with the IT Security Team	<p>The COLP IMS Team are developing and will implement two activities toward the end of the calendar year:</p> <p>A Red Flag activity – A scenario-based exercise which simulates a Ransomware attack and tests our response to a similar incident.</p> <p>A White Hat activity – this is where we employ an Ethical Hacker to try to gain access to COL systems using typical hacking tools and techniques.</p>	Matt Gosden	18-Oct-2021	31-Dec-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
<b>CR29 Information Management</b>  08-Apr-2019 John Barradell	<b>Cause:</b> Lack of officer commitment and investment of the right resources into organisational information management systems and culture. <b>Event:</b> The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented <b>Effect:</b> <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>	 Likelihood	12  Impact	New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team • An updated An Information Management Asset register has been populated for the organisation.  Plan being developed for moving unstructured data from Shared Drives to Sharepoint is being developed  There is no dedicated resources to support Information Management and data analysis in the organisation. Unless resourcing is reviewed under the new TOM this situation will not change  <b>18 Oct 2021</b>	 Likelihood	6  Impact	31-Dec-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	18-Oct-2021	31-Dec-2021
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	18-Oct-2021	31-Dec-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	Current Risk score change indicator
CHB IT 031 IT Revenue Budget	<p><b>Cause:</b> The IT Service is subject to a budget reduction of £1.2m in 21/22 or 12% having had this agreed in early March 2021.</p> <p><b>Event:</b> The planned action programme does not deliver the required level of savings within the timeframe set by the City Corporation/Finance Committees</p> <p><b>Effect:.</b> The IT budget will be overspent in 2021/22 The services provided by IT to the organisation will need to be descoped to save costs and this may have a downstream impact for the organisation to deliver successful outcomes in front line services.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>IT has made good progress on meeting the saving from the Fundamental Review and around £400k from the 12% saving target, there is still an unachieved target of circa £1m to be found. Due to timing of the TOM, IT has been unable to make any savings in this area. Contract negotiations are on going with key suppliers where appropriate. Further savings could have an impact on the provision of the IT service.</p> <p>A governance process is in place enabling tracking and corrective action to be taken. A review of the plan is required to be actioned every 2 weeks.</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2022	
10-May-2021 Sean Green				18 Oct 2021				Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 031a	Complete review to quantify savings	£400k of savings have been identified, with £800k full year impact for the next FY if the savings are achieved . There are a number of savings that are awaiting negotiation and review both internally and with suppliers. Given the cost pressures on the IT budget in particular with Compute and Storage the savings have been consumed in the financial year and the net in year saving is only £100k. There is some areas of one off savings that we are now exploring with Finance colleagues.	Kevin Mulcahy	18-Oct-2021	31-Mar-2022
CHB IT 031b	Prepare and execute the IT savings plan for 21/22 with agreement from relevant stakeholders in the organisation	A dedicated Project Manager and Capacity Manager has been employed to develop and drive forward the IT savings for the Corporation. This is profiled and is being discussed at monthly meetings with the Chamberlain.	Kevin Mulcahy	18-Oct-2021	31-Dec-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	Current Risk score change indicator
CHB IT 004 Business Continuity  30-Mar-2017 Sean Green	<p><b>Cause:</b> A lack of robust infrastructure and restore procedures are not in place on aging infrastructure. Secondly, there is a lack of resilient or reliable Power services or Uninterruptable Power Supply (UPS) provision in multiple Comms rooms and datacentres in COL and COLP buildings.</p> <p><b>Event:</b> The IT Division cannot provide assurance of availability or timely restoration of core business services in the event of a DR incident or system failure. There will be intermittent power outages of varying durations affecting these areas/buildings.</p> <p><b>Effect:</b> The disaster recovery response of the IT Division is unlikely to meet the needs of COL leading to significant business interruption and serious operational difficulties.</p> <ul style="list-style-type: none"><li>• Essential/critical Systems or information services are unavailable for an unacceptable amount of time</li><li>• Recovery of failed services takes longer than planned</li><li>• Adverse user/member comments/feedback</li><li>• Adverse impact on the reputation of the IT division/Chamberlain's Department</li></ul>	<div>Likelihood</div>  <div>Impact</div>	8	All services have now been migrated into Azure. Agilisys BC/DR plan has now been provided and is being reviewed internally and will form the basis of the COL IT BCDR Plan. The GW5 has been sent for approval, the project is poised to start immediately.  18 Oct 2021	<div>Likelihood</div>  <div>Impact</div>	4	31-Oct-2021	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 004k	RPO and RTO of Critical Apps	Find out the RPO/RTOs for all critical applications in Azure and match to Critical Apps and Services	Matt Gosden	28-Sep-2021	30-Nov-2021
CHB IT 004m	Repurpose GJR Comms Room	Review audit results, obtain quote from Red60, identify budget.	Kevin Mulcahy	28-Sep-2021	19-Nov-2021
CHB IT 004n	Produce IT-wide BC/DR Plan	The team are to develop an IT-wide BCDR Plan, including at least three critical services. This will be based on the Agilisys-specific plan which was delivered March 2021.	Matt Gosden	28-Sep-2021	30-Nov-2021
CHB IT 004O	UPS Project Delivery	Work is under way from by the supplier, and the hardware has been delivered, completion is expected by the end of October	Matt Gosden	18-Oct-2021	31-Oct-2021