

<b>Committee(s)</b>	<b>Dated:</b>
Finance Committee	3 May 2022
<b>Subject:</b> Chamberlain's & Chief Operating Officer's Department Risk Management – Quarterly Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	7
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> Chamberlain and the Chief Operating Officer	<b>For Information</b>
<b>Report authors:</b> Hayley Hajduczek, Head of Chamberlain's Office, Chamberlain's	

### Summary

This report is the quarterly update Finance Committee on the risks and their management by the Chamberlain's and Chief Operating Officer's departments. The Senior Leadership Teams regularly review the risks as a part of the management of the respective departments. The Chamberlain's department currently has two corporate risks and one departmental risk on its risk register. The Chief Operating Officer's Department currently has two corporate risks and two departmental risks on its risk register that report to this committee.

The Chamberlain's and Chief Operating Officer's Senior Leadership Teams continue to closely monitor the progress being made to mitigate all risks.

### Recommendation(s)

Members are asked to note the report.

### Main Report

#### Background

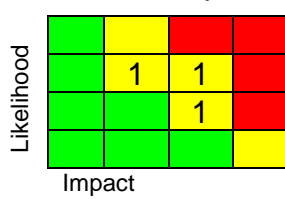
1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Finance Committee has determined that it will receive the risk register on a quarterly basis with update reports on RED rated risks at the intervening Committee meetings. The report is written jointly by the Chamberlain and the Chief Operating Officer.

2. Chamberlain's risk management is reviewed on a monthly basis at Departmental Senior Leadership Team (SLT) meeting. Consideration is also given as to whether there are any emerging risks for inclusion in the risk register within Divisional updates on key issues from each of the Directors and Heads of Service, ensuring that adequate consideration is given to operational risk. The IT division also monitor their risks in this manner at the monthly Management Team meeting.
3. Risk and control owners are regularly consulted regarding the risks for which they are responsible, with updates captured accordingly. Significant changes to existing risks are escalated to respective SLTs when identified.

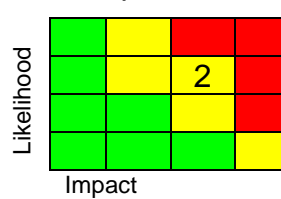
## Summary of Risks

4. The heatmap for all Chamberlain's corporate and departmental risks is as below:

Current heatmap

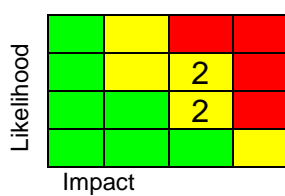


Previous quarter heatmap

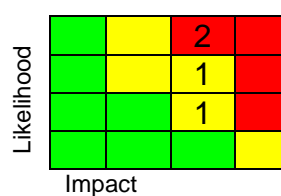


5. The heatmap for all Chief Operating Officer's corporate and departmental risks is as below:

Current heatmap



Previous quarter heatmap



6. The Chamberlain's department currently has two corporate risks and no departmental risk on its risk register, attached as Appendix 1 to this report, assessed as 2 AMBER risks. The CR35 Unsustainable Medium-Term Finances and the CR23 Police Funding risk have now both reached their target risk scores. Chamberlain's department is therefore redrafting the risk to reflect the key risks to fiscal sustainability.
7. The Chief Operating Officer's Department currently has two corporate risks and two departmental risks on its risk register that report to this committee. The following risks are currently on the risk register:

### **CR35 Unsustainable Medium-Term Finances (Current Risk: Amber – no change)**

8. This risk has been held at its target risk level for some time but many of the risks faced when this risk was originally drafted have now been mitigated. The Chamberlain's department are now working on reframing of this risk as we move

into the monitoring phase. Triggers outlined below will continue to be monitored within this risk alongside Police funding, inflation increases and the effect of the war in Ukraine on finances and sanctions carried out are also being monitored under this risk.

### **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.

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

#### *Triggers:*

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

### **Impact of inflation**

None of these triggers have been met allowing the risk to remain at an amber rating. But with a global pandemic and uncertain economic position, pressures and risks for the City Corporation's finances will continue into the 2022/23 fiscal year and beyond.

### **CR23 Police Funding (Current Risk: AMBER – reducing)**

9. This risk has now reduced below the target risk score due to mitigations being in place. It will therefore will be closed. Any ongoing elements of this risk will continue under the newly reshaped CR35 - Medium term financial risk.

### **CR 16 – Information Security (Current Risk: AMBER – reducing)**

10. The Information Security Risk has reduced to a amber risk due to E5 license implementation. Further security features are being introduced and will continue to be until June. Mandatory training for all staff and members will be rolled out during June 2022. There is a heightened concern with increased attacks from Russian and Belarus based state actions since the start of the Ukraine war.

### **CR 29 – Information Management (Current Risk: Amber – No change)**

11. The close down of the W drive and steps to move to SharePoint is now complete. Plans to close down further drives containing unstructured data are planned.

12. There is no dedicated resources to support Information Management and data analysis in the current organisational structure but this is planned to be resolved under the Target Operating Model.

**CHB IT 004 Business Continuity (Current Risk: Amber – No change)**

13. Agilisys Business Continuity/Disaster Recovery plan has been produced and reviewed internally. The plan requires further input relating to Critical Applications and Services and the Recovery Point Objective and Recovery Time Objective from the Lead Architect.

14. A project is underway to replace and install new UPSs to the comms rooms/data centres which will provide greater resilience during intermittent power outages. Issues. Scheduling around electrical testing and public events has led to a delay in project completion.

**CHB IT 031 IT Revenue Budget (Current Risk: Red – Previously Amber)**

15. IT started the financial year 21/22 with a budget reduction of £1.2m on top of the agreed Fundamental Review Savings of £300k. Following a programme of works to produce savings throughout the year IT ended the year with a £300k overspend. Due to the nature of the savings being realised in year and changes made with the IT Target Operating Model, the full year effect for 22/23 will ensure IT is within its budget envelope going forward. A change to the risk status is expected as we confirm actual versus forecast during May and June 22.

**Appendices**

- Appendix 1 Chamberlain's Department Detailed Risk Register

**Background Papers**

Monthly Reports to Finance Committee: Finance Committee Risk

**Hayley Hajduczek**

Head of Chamberlain's Office  
Chamberlain's Department

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

Report Author: Hayley Hajduczek

Generated on: 14 April 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>CR35</b> <b>Unsustainable Medium Term Finances</b>	<p><b>Causes:</b></p> <p>Anticipated decline in public sector funding (local government and Police), increasing demands (revenue and capital) and an ambitious programme of major project delivery threaten our ability to continue to deliver a vibrant and thriving Square Mile</p> <p>Normal course of business unable to function due to COVID 19 restrictions</p> <p>BREXIT compounding market uncertainty and exacerbating the economic downturn.</p> <p>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.</p> <p>Police Transform programme fails to realise the budget mitigations anticipated</p> <p>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>Likelihood</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>A new trigger was added in January in light of HRA position.</li> <li>However, none of these have been triggered in February 22, close monitoring will continue.</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</li> </ul>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2022	

19-Jun-2020 Caroline Al-Beyerty	<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. Stakeholders experiencing reduced services and service closures.			scrutinised by the Establishment Committee. • Furthermore, a paper on rental income was presented to this Committee in October and updates to this paper will be provided on a periodic basis. • The overall financial position CF and CC was presented to the Joint RASC and E&P Sub Committee on 14th January 2022. The Finance Committee received the overall financial position meeting on 15th February 2022, with recommendations approved by the Court of Common Council on 10th March 2022. • Chamberlain's will continue to monitor the position and subsequently update the triggers as new information unfolds.				
				14 Apr 2022			Accept	Constant

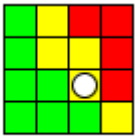
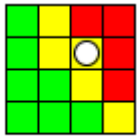

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR 35a	A reduction in key income streams and increase in bad debt	This is being monitored monthly, with action being taken to reduce spend where possible. Budget forecast for 21/22 includes reduced income, with recovery profiled across the medium term. In addition, Chief Officers continue to work with tenants on a payment plan to mitigate potential issues when the moratorium is lifted in March 2022. Top up of Covid contingency is being instigated to support impact on 22/23.	Sonia Virdee	14-Apr-2022	31-Mar-2023
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>Multi year cash flowing modelling is incorporated into the City's medium term financial planning modelling.</li> </ul>	James Graham; Sonia Virdee	14-Apr-2022	31-Mar-2023

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>Any changes to funding arrangements below the baseline</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>	Sonia Virdee	14-Apr-2022	31-Mar-2023
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>Change to business rate reset (further deferral will result in a positive impact).</li> <li>Shift from commercial to residential (hot off the press).</li> <li>Reduction in Rateable Value (the risk is minimal).</li> <li>Changes to methodology in business rate calculations.</li> <li>Alternative funding sources e.g. sales tax.</li> </ul>	<p>Monthly monitoring in place. The impact of COVID-19 has been to lower the collection rate for business rates. – The in year collection rate figure is £95.29%, which is 0.97% (94.37%) up on last year and only 2.07% down on 2019/20 (97.36%).</p> <p>The Govt is also allowing authorities to spread the impact of 20/21 business rate deficits over 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.</p> <p>There has been an increase in the amount of empty property resulting in more relief being claimed.</p> <p>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. The Covid Additional Restriction Relief scheme (CARF) will provide approximately £64m relief to business rate bills.</p> <p>Impacts will continue to be monitored.</p>	Phil Black	20-Apr-2022	31-Mar-2023
CR 35e	<p>Impact on investments: securities/property</p> <p><i>Triggers:</i></p> <ul style="list-style-type: none"> <li>Increase in loss of income over £5m p.a.</li> </ul>	<ul style="list-style-type: none"> <li>The values of the three main financial investment portfolios declined during 2022 Q1, in line with financial markets in general, following several successive quarters of growth. Financial markets have sold off in response to rising inflation levels and expectations that monetary policy will need to be tightened to mollify price rises. Our asset allocation strategy is set with reference to long term capital market expectations and performance will be volatile during the shorter term business cycle. As at 28 February 2022 (the latest performance information available), the Pension Fund, City's Cash and BHE portfolios had generated annual growth of +6.1%, +6.2% and + 6.4%, respectively. . Asset allocation and investment performance is reviewed by the Financial Investment Board at each meeting.</li> <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 £4.2bn.</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 £121.620m (September 2021 quarter estimate) from £121.187m</li> </ul>	Nicholas Gill; James Graham	14-Apr-2022	31-Mar-2023

		<p>(June 2021 quarter estimate). Over the 4 year forecast period the total rents are expected to increase to some £136.730m pa.</p> <ul style="list-style-type: none"> <li>• The investment property portfolio vacancy rate as at 1st December 2021 represents 2.91% which is lower than the City and West End vacancy rate of 8% and 7% respectively (as reported by JLL). There was an increase of 223,749 sq.ft. compared to 1st June 2021 which relates to the vacant possession on the 10 properties on the Salisbury Square development site.</li> <li>• The total arrears for the investment property portfolio as at March Quarter Day –1 (24/03.2022) stand at 11.46% or £20.25m - a reduction of circa £2m from the previous quarter (against a target of 1.5%). The Government Moratorium against taking enforcement action for non payment of rent etc expired at the end of March 2022 .although lockdown arrears will be ringfenced against action.. Landlords are encouraged to reach a commercial settlement with tenants prior to a binding arbitration process.</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 in 22/23.</li> <li>• Sums to mitigate risk are being held in Reserves- £30m on City Fund. Already drawing down on City's Cash Financial Investments by £317m across the planning horizon to 2025/26 (which is sustainable given modelling of balance sheet recovery).</li> <li>• Update on overall financial position for CF and CC was presented to the Joint RASC and E&amp;P Sub Committee on 14th January 2022.</li> <li>• The Finance Committee received the overall financial position on 15th February 2022.</li> <li>• On 10th March 2022 the Court of Common Council approved the budget estimates for CF and CC, including (CF only) 0.4p increase in BRP; 1% increase in social care to address the MTFP gap.</li> </ul>	Caroline Al-Beyerty; Sonia Virdee	14-Apr-2022	31-Mar-2023
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 into 22/23 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 Sub Committee, deep dives will align with the TOM waves.</li> <li>• Monthly TOM tracker reported and scrutinised by Establishment Committee commenced in 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. 14 bilateral meetings have taken place, of which majority of the departments have now had their proposals either fully or partially agreed by Committee/Members under the TOM process.</li> <li>• Additional pressures have been identified through the TOM process, Chamberlain's has proposed how these additional cost pressures are met within the overall envelope to the Joint RASC and E&amp;P Sub Committee on 14th January 2022. Furthermore, this Committee has received the overall financial position for approval and recommendation to Court of Common Council were approved on 10th March 2022.</li> </ul>	Sonia Virdee	14-Apr-2022	31-Mar-2023



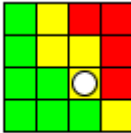
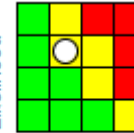
CR 35i	<p>Impact on the HRA</p> <ul style="list-style-type: none"> <li>• Delays in residential units coming on stream delaying income</li> <li>• Increasing bad debt / long term reduction in commercial rent</li> <li>• Expenditure risks around recovery of leaseholder contributions Great Arthur house cladding case</li> </ul> <p>Inability to fund future major works programme.</p>	<ul style="list-style-type: none"> <li>• There is small upside in the MTFP</li> <li>• Prudent assumptions have been used in forecasting when income from new residential units will come on stream.</li> <li>• Additional sources of capital funding including climate actions funding for major works and 106 housing for new build</li> <li>• Need to monitor identified expenditure risks around recovery of leaseholder contributions</li> <li>• Current works programme prioritised and fully funded as at December 2021. Future works programme following new Asset condition survey will need to be incorporated towards end of the 5-year planning period.</li> <li>• Housing 30 year Business Plan to be updated by the department by September 2022 alongside a review of existing risks'. Interim update report will go to Housing Sub Committee in May 2022.</li> </ul>	Mark Jarvis; Paul Murtagh	14-Apr-2022	31-Mar-2023
CR 35j	<p>Impact of inflation</p> <ul style="list-style-type: none"> <li>• Rising inflationary pressures on revenue</li> <li>• Rising inflationary pressures on construction and labour costs</li> </ul>	<ul style="list-style-type: none"> <li>• The Court of Common Council approved the MTFP on 10<sup>th</sup> March 2022, this included the following mitigations relating to inflation:               <ol style="list-style-type: none"> <li>1) Inflation contingency held: 3% 22/23 and 1% 23/24 (23/24 includes 2% inflation increase within departments);</li> <li>2) CF - £3m contingency ringfenced for construction inflation under Major Projects reserve.</li> <li>3) CC - £1m contingency ringfenced for construction inflation under capital programme.</li> </ol> </li> </ul>	Sonia Virdee	14-Apr-2022	31-Mar-2023
CR35k	The effect of the war in Ukraine on finances and sanctions carried out.	Department of Community & Childrens Services are monitoring the likely demands on services caused by the situation in Ukraine. The experience with Afghan refugees was that the related costs were fully funded by central government grants, although this will not necessarily be the position with the Ukraine.	Sonia Virdee	01-Apr-2022	31-Mar-2023
CR35l	Police Funding Risk	To monitor and manage residual risks to the Police MTFP post-BRP increase (including increased inflation, mitigation delivery risks and new areas of pressure or grant reduction).	Alistair Cook	14-Apr-2022	31-Mar-2023

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>  21-Nov-2016 Caroline Al-Beyerty	<b>Cause:</b> Reduction in government funding, workforce costs and growing demand in Policing services leading to pressures for the City Fund -Police. <b>Event:</b> Reduction in government funding. Failure to deliver VfM savings. Budget deficit forecast for next 5 years requiring action to balance the budget <b>Effect:</b> Potential impact on security and safety in the City as need to make savings, prioritise activity, review funding City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan.	 Likelihood Impact	8	This risk will now be managed under CR35 medium term financial risk as mitigations are now in place reducing the overall risk score from 12 to 8.  <b>14 Apr 2022</b>	 Likelihood Impact	12	31-Mar-2022  Accept	  Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date


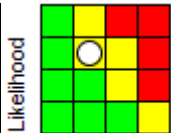



			Limna; Matt Lock; Sonia Virdee		
CHB 001c	Chamberlain's TOM structure design and culture is fit for purpose.	The Chamberlain's target operating model has been carefully designed by SLT and consultation has concluded. Feedback has been carefully considered and final structures have been decided upon. The structure has been built to ensure capacity is in place where it is required. Cultural change plans are to be developed to ensure effect transformation is delivered to maximise the effectiveness of the new proposed structure.	Hayley Hajduczek	14-Apr-2022	31-Mar-2023
CHB001b	Colleagues are provided with the training they need to fulfil their role.	A departmental training plan is being developed to ensure colleagues have the skills they need in order to effectively perform within the new structure.	Mark Jarvis	14-Apr-2022	31-May-2022
CHB001d	Vacancies to be filled	<p>Due to the recruitment moratorium the Chamberlain's department now holds a significant number of vacancies, compounded by staff turnover which is impacting on capacity. Due to the TOM and capacity of our HR colleagues alongside Chamberlain's reduced capacity means that recruitment is slower than usual. Shortages in the market for some areas means that some roles will be more difficult to recruit to. Due to the pandemic the department do not currently have a pipeline of graduate trainees.</p> <p>Chamberlain's is prioritising key roles to be permanently recruited to. Where required specialist agencies will be enlisted to head hunt relevant skills. The Chamberlain's transformation programme will ensure the graduate trainee programme is relaunched to ensure this is not a gap in the future. Advanced apprenticeships will also be explored.</p>	Phil Black; Hayley Hajduczek; Kate Limna; Matt Lock; Sonia Virdee	19-Apr-2022	30-Jun-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
CR16 Information Security (formerly CHB IT 030)	<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>	8	<p>E5 Licences are now implemented for email malware. Further security features are being implemented until June. Further mandatory training to be required during June 2022 for all staff and Members</p> <p>We are still working on mitigating a vulnerability recognised worldwide called Logi4j. So far, the major risks of this are contained as we work through the remediation and patching plan. Work on a simulated cyber attack is being planned with the IT Security Team for completion by the end of June 2022.</p> <p>There is a heightened concern with increased attacks from Russian and Belarus based state actions since the start of the Ukraine war.</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2022	↓
10-May-2019 Emma Moore				06 Apr 2022			Reduce	Decreasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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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 – Email Malware protection in place – proceeding with further security functional changes enabled by having E5 licence which we will completing by the end of June	Gary Brailsford-Hart	06-Apr-2022	30-Jun-2022
CR16n	Work on a simulated cyber attack is being planned with the IMS Team	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	Gary Brailsford-Hart	06-Apr-2022	30-Jun-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>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	Drive closedown and move to Sharepoint completed  The Executive Board has agreed to allow one member of staff to represent each department up to 1 day a week to support IM Projects.  There is no Capital investment to improve our IM infrastructure and uncertainty where data analysis responsibilities are to be established in the new TOM.  New role created to lead on IM in the Digital, Information and Technology Team  <b>06 Apr 2022</b>	 Likelihood	6	30-Jun-2022	 Constant
							Reduce	

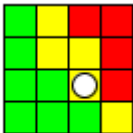
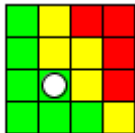

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR29g IM Audit Actions to be implemented	IM Audit Actions to be implemented	Several audit actions now need to be considered and planned for implementation up to the end of June. Dependent on a resource uplift bid within the IT TOM proposal.	Sean Green	06-Apr-2022	30-Jun-2022
CR29h W Drive moved to Sharepoint	W Drive moved to Sharepoint	Work to begin on migrating the W Shared Drive to SharePoint following sign off from Executive Leadership team	Sam Collins	06-Apr-2022	30-Apr-2022
CR29i Local SIRO training for the Chief Officer Team	Local SIRO training for the Chief Officer Team	Training to be sourced and provided to all Chief Officers on the responsibilities of a SIRO – training being delivered during April and May	Nick Senior	06-Apr-2022	30-Apr-2022

CR29j IM Maturity Plan	IM Maturity Plan	More detailed mitigation actions for cultural, infrastructure and information tooling to be developed – this is resource dependent and will not start till after the new TOM is implemented in April 2022	Sean Green	06-Apr-2022	30-Jun-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	Current Risk score change indicator
<b>CHB IT 031 IT Revenue Budget</b>          10-May-2021 Sean Green	<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. <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 <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.	 Likelihood Impact	12	IT started the financial year 21/22 with a budget reduction of £1.2m on top of the agreed Fundamental Review Savings of £300k. Following a programme of works to produce savings throughout the year IT ended the year with a £300k overspend. Due to the nature of the savings being realised in year, the full year effect for 22/23 will ensure IT is within its budget envelope going forward  <b>06 Apr 2022</b>	 Likelihood Impact	12	30-Jun-2022	       Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHB IT 031b	Prepare and execute the IT savings plan for 21/22 with agreement from relevant stakeholders in the organisation	Savings plan implemented along with a new TOM. Will review actual vs forecast during May and June 22.  Ongoing- review process as part of bi-lateral.			Sean Green	06-Apr-2022	31-Jun-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>CHB IT 004 Business Continuity</b>  30-Mar-2017 Sean Green	<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. <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. <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. <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>	 Likelihood	8	The draft BCDR plan has been produced but requires further input relating to Critical Apps and Services and the Recovery Point Objective (RPO) and Recovery Time Objective (RTO) from the Lead Architect to complete and communicate  <b>06 Apr 2022</b>	 Likelihood	4	31-Oct-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB IT 004n	Produce IT-wide BC/DR Plan	The first draft of the BCDR Plan has been received, The Standard offered RPO and RTO for Azure-hosted apps have been added. This now needs communication with the business for feedback.	Matt Gosden	06-Apr-2022	31-Jan-2022
CHB IT 004O	UPS Project Delivery	The Comms room which supports the Guildhall Yard East has been added to the scope. The first of four comms rooms is complete. Issues with scheduling around electrical testing and public events has led to a delay in the project. The next room is scheduled for the 23rd and 24th April. The last two rooms are scheduled for completion by the 15th June 2022.	Matt Gosden	06-Apr-2022	28-Feb-2022