

Appendix 1: Corporate risks - detailed report EXCLUDING COMPLETED ACTIONS

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Generated on: 01 July 2022



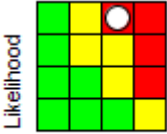
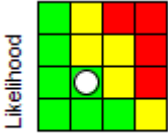

Rows are sorted by Risk Score

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
CR36 Protective Security	<p>Cause: Lack of appropriate governance, inadequate security risk assessments, prioritisation, and mitigation plans. Inadequate, poorly maintained or time expired security infrastructure and policies; lack of security culture and protective security mitigation; poor training, inadequate vetting, insufficient staff.</p> <p>Event: Security of an operational property and event space is breached, be that internal threat, protest and/or terrorist attack. Publicly accessible areas for which the Corporation are responsible for are subject to an undisrupted Terrorist attack.</p> <p>Effect: Injury or potential loss of life caused by an undisrupted attack, unauthorised access to our estate by criminals/protestors/terrorists; disruption of business/ high profile events; reputational damage.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>There has been a lot of work since 2017 attacks, to mitigate the threats to the Public and our Staff. CR24 focused on our buildings has been closed, due to the mitigations implemented. However, the threat from Terrorism has not gone, it remains a real and enduring threat with multi diverse attack methodologies and target focus. Protest and political unrest are on the increase. This goes wider than CoLC estate that CR24 covered, as seen in the 2017 attacks includes publicly accessible locations. The most recent attacks, including Liverpool November 2021, demonstrate that radicalisation has not stopped and there are persons still intent on carrying out such attacks with the intention to harm. Protests are becoming a regular threat to properties</p>	<p>Likelihood</p> <p>Impact</p>		01-Jan-2024	

10-Jan-2022 John Barradell			and events, such as climate protestors at November 2021 Lord Mayors Show and multiple protests seen across London. This risk is developed to maintain and monitor the holistic threats and risk, mitigation, and governance. 06/01/2022					
			Work continues in all areas, all governance boards have reviewed terms of reference and membership with TOM changes. Meetings are scheduled for key CoLC staff with new COLP decision makers to ensure continuance of work in place since 2017.31/3/22 14 Jun 2022				Reduce	Constant

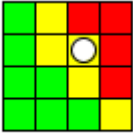
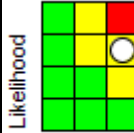
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR36a	To ensure that there is effective governance across the CoLC with COLP and other partners	Governance structures in place, led by Town Clerk Chief Executive, through Senior Security Board, terms of reference and strategy. With thematic security boards reporting into Senior Board: Protect Security Advisory Board, Protect Public Realm Board, Protect People Board Protect, Digital Security Board, Secure City Board. All governance boards in place, ToR reviewed and TOM changes captured.	John Barradell	14-Jun-2022	01-Jan-2024
CR36b	Police Contest Board	COLP Police host a biweekly Contest Board, covering HM Government Protect, Prepare, Prevent and Purse agenda. COLC maintain resilience of SC vetted staff from SSB (RW) PSAB (SC) and PPRB (IH) ensure attendance at Contest Board, then cascade appropriately across CoLC.	Richard Woolford	14-Jun-2022	01-Jan-2024

		Introduction meeting in place for RW, SC, IH to meet with new Cmdr from COLP. Attendance and support to this board continues			
CR36c	Incident/Event/Protest Command	<p>Training and accreditation of staff to carry out command roles, at Strategic, Silver and Operational roles.</p> <p>Event Risk assessment covering High, Medium, Low risk events.</p> <p>All High-Risk events to be raised at SSB, confirmation of appropriate command team.</p> <p>Tabletop Exercises to be done prior to High-Risk events and in cycle with partners, with learning captured and audit trails maintained by Resilience team.</p> <p>This has included November 2021 Lord Mayors Show. Pre-Christmas all venues High Risk Table Tops exercises including direct action and terrorism.</p> <p>LMS 2021 debriefed with action plans being addressed with all partners.</p> <p>Ongoing planning for Platinum Jubilee, Operation London Bridge.</p> <p>XR protests in April 2022 will be lead by chief officer Gold, with learning from previous events with embedded partnership engagement with MPS and COLP, with all appropriate departments included.</p>	Richard Woolford	14-Jun-2022	01-Jan-2024
CR36d	Prevent	This multi-agency response led by DCCS in support of HM Government guidance. Ensuring safeguarding is at the heart of Prevent with our communities and families. This is ongoing lead by DCCS		14-Jun-2022	01-Jan-2024

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CR37 (formerly SUR SMT 004) Maintenance and renewal of Physical Assets- Investment property and Corporate (operational) property (excluding housing assets) 04-Nov-2019 Paul Wilkinson	Cause: Poor property condition combined with insufficient budget to maintain assets in line with commitments/expectations. Event: Misalignment between the relevant Asset Management Strategy, City's lease obligations to third parties in occupation and the available funds to reach / maintain this standard Impact: Built estate becomes not fit for purpose/ functions/occupancy. The City becomes in breach of legal repairing covenants. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there will be H&S implications, leading to potential enforcement action, legal action by tenants or asset failure in whole or part with detrimental effects leading to impact on occupiers	 Likelihood Impact	16	Decision made to update departmental risk to corporate risk at March and April CORMG and ELB. Audit and Risk Management Committee briefed on change at May meeting. 06 Jun 2022	 Likelihood Impact	4	31-Mar-2023	 Constant
							Reduce	


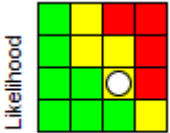

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CR37a	Cyclical Works Programme (CWP)	<p>The CWP bid for 22/23 is valued at £29.8m, and these works are essential to keep the operational properties in a good standard.</p> <p>This bid was subject to a bilateral meeting on 08/10 and following Member steer has subsequently been reduced to c.£11.1million. This funding was approved by RASC in January and progress will be reported through to OPPSC.</p> <p>Peter Collinson & Peter Young will be meeting with Sonia Virdee (Chamberlain's) to discuss the interaction between the Medium-Term Financial Plan (MTFP) and the combination of backlog and deferred maintenance (July 2022). A new bid is being developed (23/24) and will likely be circa £30m, but will need to go through a similar prioritisation process.</p>	Peter Collinson	25-Apr-2022	31-Mar-2023
CR37b	Ring fenced properties and budgets (CoLP estate, New Spitalfields, Billingsgate and the three private schools	CSD is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance). These department occupiers allocate their own funds for the maintenance of the built assets. Whilst the City Surveyor's	Peter Collinson; Peter	14-Apr-2022	31-Mar-2023

		<p>Department recommends work to be undertaken, it is the occupying department who holds the budget responsibility and thus decides with final control over maintenance activity. This element is being mitigated through the delivery of the recommendations arising from the recent Internal Audit.</p> <p>The master planning of certain sites (such as the Boys' School) helps add clarity around required spend.</p>	Young		
CR37c	Repairs and Maintenance Budget	<p>The local repairs and maintenance budget has come under significant pressure. The intelligent prioritising of works helps mitigate the impact of this issue. This reflects good practice and helps inform the CWP scoring matrix. The implementation of the new Computer Aided Facilities Management (CAFM) system Concerto increases the intelligence that can be drawn from our systems.</p>	Peter Collinson	14-Apr-2022	31-Mar-2023
CR37d	Revenue Programme (Investment Estate Only)	<p>The allocation of sufficient funds to maintain our investment portfolio to a high standard is required to maximise income generation and asset appreciation. Discussions are on-going with internal colleagues such that sufficient provision is made from the rent received.</p> <p>For the coming year 4.6% of projected rent has been allocated, broadly in line with the 5% industry 'rule of thumb'. One of the post-Covid trends is a 'flight to quality' from occupiers, making the condition of our assets critical to future income.</p>	Nicholas Gill	14-Apr-2022	31-Mar-2023
CR37f	Annual Major Capital Bids	<p>The City Surveyor's Department is progressing major capital projects, and these projects are all essential to keep the operational estate including the Guildhall in a good standard. Significant works have been identified from the recent Smithfield Market Condition Survey and if not funded present a live Health and Safety risk. Some departments submit their own bids based upon advice from the City Surveyor. If more H&S works are required this limits the scope for further improvement projects.</p>	Peter Collinson; Nicholas Gill; Peter Young	14-Apr-2022	31-Mar-2023

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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	Clearview BC management tool continues to be implemented , new software package rollout to depts now expected September 2022 14 Jun 2022	 Likelihood	12	30-Sep-2022	Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR01L	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>The Clearview software Business Continuity product contract has now been signed 1/7/21 as a joint procurement with COLP/Clearview , the implementation of the system and integration of new elements and information into the Col IT system and education process is currently underway , full rollout across Col expected December 2021</p> <p>Implementation process continues with Clearview aiming to introduce key depts to the system April 2022 Implementation process continues due to new software package to be initiated , architecture documentation signed off by IS , rollout across depts now expected late June 2022 data element to be overseen by IMS team. This project is still in the implementation process mainly due to a changeover from Clearview to Castellan and we are looking now for soft rollout in September 2022 whilst implementation continues</p>	Gary Locker	14-Jun-2022	30-Sep-2022
CR01M	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 Continues</p> <p>Intranet note to staff to identify new potential LALO March 2022</p> <p>LALO were involved in a City based partnership exercise February 2020, Intranet note</p>	Gary Locker	14-Jun-2022	30-Sep-2022

		<p>seeking further staff support posted March 2022 to boost capabilities</p> <p>Pan London standards process currently held due to Covid 19 response , Lalo training will be key to capability going forward Feb 2021 LALO training is a rolling programme delivered by London Resilience Group , resilience team ensure capability and numbers of LALO are appropriate for Col response and engage LALO in local/pan London exercise where appropriate</p> <p>No further significant updates at this stage but to note as part of the Pan London Ex safer city , 9th November 2021 one Col Lalo was deployed as part of the ex as part of the deployment & learning process around a collapsed building scenario and wider Col response to the exercise Pan London exercise dates 2022 to be captured to allow for LALO involvement</p>			
CR01N	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	Gold major incident awareness training day completed for new Col Chief Officers 21/10/21 module 1 included Media implications , Humanitarian aspects , Civil Contingencies Act & Command structure responsibilities . Module 2/3 to follow 2022 Legal Implications & Public Inquiries session New senior staff to be identified for further training and awareness	Gary Locker	14-Jun-2022	30-Sep-2022
CR01Q	Plan an annual calendar of IT DR tests, covering critical systems and services	<p>In line with the new approach outlined to Members, the Digital, Information and Technology team have moved away from large, high impact annual DR tests in favour of smaller, more frequent DR and resilience tests against certain realistic scenarios; testing 3-4 specific elements of the technology estate per year.</p> <p>Following the COL Internet failover test in October 2021 and the IMS-led Ransomware attack test in February 2022, the DITs team have produced a draft Rolling DR/Resilience test schedule for the next 12 months covering COL and COLP critical services.</p> <p>This plan is under review by the wider DITs team and their 3rd parties, prior to commencing the first test Q2 2022.</p>	Matt Gosden	27-Jun-2022	30-Sep-2022

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CR02 Loss of Business Support for the City	<p>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.</p> <p>Risk Event: The City Corporation’s actions to promote and support the competitiveness of the business City are not fully effective (post Covid).</p> <p>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</p>	 <p>Likelihood</p> <p>Impact</p>	<p>12</p>	<p>The risk score remains the same at an amber 12 although this is kept under regular review.</p> <p>This risk score is driven by (a) the ongoing Ukraine-Russia conflict, and (b) the increasing rate of inflation which is 9.0% at May 2022. Bank of England (BoE) expect inflation to rise to around 11% this year, with a target of 2% in around two years – BoE statement, 17 June 2022.</p> <p>Our strategic response to the overall challenges to UK Financial and Professional Services (FPS) competitiveness are in the Corporation’s Competitiveness Strategy. We have around 50 projects across the business plan, with 6 KPIs that provide strong indications of UK FPS performance. We re-evaluate the plan in the light of new challenges, to ensure our projects are adapted to new challenges.</p> <p>In the case of Russia’s invasion of Ukraine, and increasing rate of inflation, two key areas that we have reinforced our efforts are:</p> <ul style="list-style-type: none"> • The State of the City Report in conjunction with Treasury, laying out where the UK is, • Encourage the adoption of a competitiveness and growth secondary 	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>30-Apr-2023</p>	

22-Sep-2014 Damian Nussbaum			<p>objective for the regulators. Other projects/initiatives that highlight our work are:</p> <ul style="list-style-type: none"> • COP26 • Global Investment Futures • Digital Sandbox. <p>Work continues to implement the recommendations of the Recovery Taskforce, to create a competitive and attractive place for businesses and their employees.</p> <p>30 Jun 2022</p>			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR02H	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 global financial centre when measured across 100+ metrics. 	Damian Nussbaum	14-Sep-2021	30-Apr-2023

		<ul style="list-style-type: none"> • Creation of Retention Campaign in September 21, which seeks to proactively obtain accurate insights from key inward investors to better understand medium term investment plans, opportunities and threats. Linked with key projects on Competitiveness, Benchmarking and Global Mobility • 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	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 	Damian Nussbaum	14-Sep-2021	30-Apr-2023

		<ul style="list-style-type: none">• 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			
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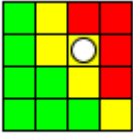
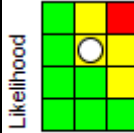
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CR10 Adverse Political Developments 22-Sep-2014 Paul Double	<p>Cause: Policy issues that may compromise the City’s operation as an international financial marketplace to which the City Corporation’s functions are aligned; other financial and professional services issues that make the City Corporation vulnerable to political criticism; local government proposals that (either directly or indirectly) call into question the democratic legitimacy of the City of London Corporation; 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; low turnout for Common Council elections; 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. Loss of investor confidence in, or attractiveness of, the Square Mile. 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 credibility for the City.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>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>The Russian invasion of Ukraine in February 2022 and the subsequent economic sanctions imposed on individuals and institutions associated with President Putin intensified focus on allegations of illicit finance in the financial services sector. Although the criticism is not as frequent as during the period immediately after the invasion, there is still a feeling “the City” (used as shorthand for the financial services sector) should be doing more to prevent illicit finance.</p> <p>The political environment remains unsettled, with two Government by-election losses, and considerable criticism of the proposed alteration of the terms of the Northern Ireland protocol. Neither of these developments impact directly on the current risk score.</p>	<p>Likelihood</p> <p>Impact</p>	4	30-Nov-2024	
				30 Jun 2022				

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR10a	Monitoring of Government legislation and proposed regulatory changes.	<p>Constant attention is given to the form of legislation affecting the City Corporation and the broader City, and any remedial action pursued. 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 as required.</p> <p>A new session of Parliament began on 10 May 2022. Legislation already introduced includes the Levelling Up and Regeneration Bill, the Public Order Bill, the Schools Bill, the Bill of Rights and the Online Safety Bill. The Office is liaising with the relevant City Corporation departments on the impact of the legislation and evidence has already been submitted to the Parliamentary Committees examining online safety and levelling up. A Financial Services and Markets Bill is anticipated before the summer recess and the office expects to be active on that Bill, working closely with colleagues in Innovation and Growth.</p>	Paul Double	30-Jun-2022	30-Nov-2024
CR10b	Provision of information to Parliament, Government and the London Assembly on issues of importance to the City.	<p>Making known the broad range of work of the City Corporation among opinion formers, particularly in Parliament and central Government, is 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 a crucial sector of the economy, and for London (and the nation) across a wide spectrum of activity.</p> <p>The Office continues to provide updates to the relevant departments and Members following major political developments and set piece Parliamentary events, the most recent followed the Queen's Speech in May.</p> <p>Recent matters raised with Committees or in debates in Parliament include to role of financial services in the government's levelling up agenda, local air quality, sewage discharge into rivers, the work of the City Police in combatting fraud, the UK's representation in the EU, and the UK-India Free Trade Agreement.</p>	Paul Double	30-Jun-2022	30-Nov-2024
CR10c	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. 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>The Office works closely with CPR's office over the CPR's parliamentary engagement programme, including providing content and briefing for bilateral meetings.</p> <p>The City's Parliamentary Terrace Reception took place on 15 June following a 2-year absence. It provided an opportunity for Members, Officers and representatives of City business to speak informally with Members of both Houses of Parliament on matters of interest. Over 140 guests attended, including a number of Ministers and members of the Opposition Front Bench. Follow up actions will be pursued in collaboration with the Corporate Affairs team and the</p>	Paul Double	30-Jun-2022	30-Nov-2024

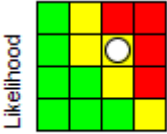
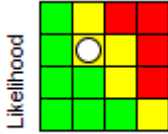

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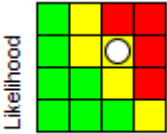
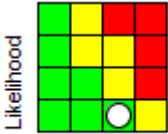
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CR16k	Final stages of completing information security projects which will mean that we can assure Members that the City of London Corporation has implemented all the national government recommended security practices and technology achieving a maturity level of 4.	The E5 licence-enabled improvements are on track to be completed by the end of June	Gary Brailsford-Hart	23-Jun-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	23-Jun-2022	31-Jul-2022

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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>	 Likelihood Impact	12	<p>The risk remains unchanged. Defra is consulting on a new target for PM2.5. Consultation comments have been submitted supporting the proposed target but moving the proposed compliance date from 2040 to 2030</p> <p>28 Jun 2022</p>	 Likelihood Impact	6	31-Dec-2024	Constant
							Reduce	

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CR21 001h	Develop baseline model for compliance assessment and publish annual report of air quality data	The 2021 annual status report has been submitted to Defra and the GLA and will be presented to July PHES committee	Ruth Calderwood	28-Jun-2022	31-Dec-2025
CR21 001i	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	The City Corporation continues to add zero emission vehicles to its fleet with 5 hybrid and 17 pure electric vehicles. A database has been created of fleet carbon and air pollution (NOx and PM) emissions	Ruth Calderwood	03-May-2022	31-Dec-2025
CR21 001j	Develop and support an Emission Reduction Private Members Bill for London local authorities	Meetings continue with DEFRA to discuss options for new powers to deal with non-transport sources of air pollution. This includes direct one -to-one meetings and workshops and commenting on consultation documents. Meeting also held with UK100 to discuss their support.	Ruth Calderwood	03-May-2022	31-Dec-2022
CR211	Assess percentage compliance rate with NO2 target	An assessment is underway for the % of the area of the Square Mile that meets the annual average nitrogen dioxide target. Concentrations during 2021 were similar to 2020 so a similar result is anticipated	Ruth Calderwood	28-Jun-2022	31-Dec-2024

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
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	W Drive is now read only and the move to SharePoint completed. New role created to lead on IM in the Digital, Information and Technology Team, Chief Officers being provided with local SIRO training 23 Jun 2022	 Likelihood Impact	6	31-Dec-2022	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR29g	IM Audit Actions to be implemented	Several audit actions now need to be considered and planned for implementation. These are currently being worked through with Comptrollers.	Sam Collins	23-Jun-2022	31-Jul-2022
CR29h	W Drive moved to Sharepoint	W: Drive now frozen with a view to remove by the end of July	Sam Collins	23-Jun-2022	31-Jul-2022
CR29i	Local SIRO training for the Chief Officer Team	Training being delivered to Chief Officers, this was delayed due to availability and priorities of staff and trainers	Nick Senior	23-Jun-2022	31-Jul-2022
CR29j	IM Maturity Plan	More detailed mitigation actions for cultural, infrastructure and information tooling to be developed – this is resource is now in place, and work has begun on defining actions	Sean Green	23-Jun-2022	31-Oct-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
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 initiatives leading to negative impact on our financial and property investments 	 Likelihood Impact	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>14 Jun 2022</p>	 Likelihood Impact	4	31-Mar-2027	Constant
							Reduce	

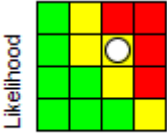
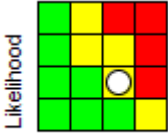

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR30k	Ongoing political and international relationship management	Strategy picked up by media and helping promote reputation of City financial. Stakeholder engagement plan identifies opportunities for political and international engagement opportunities.	Damian Nussbaum	14-Jun-2022	31-Mar-2027
CR30l	Deliver programme of works across operational and	13 of the top 15 emitting buildings and 62 of 143 investment properties across our corporate	Paul	14-Jun-	31-Mar-

	investment portfolios	<p>and housing estates have been surveyed to inform the operational and capital interventions across our corporate buildings. The remainder will be completed by September 2022 to be drawn up into delivery plans for 22-23 and beyond.</p> <p>It will be essential to secure co-investment into our housing stock. A bid for £800k from the Social Housing Decarbonisation Fund (SHDF) at William Blake and Southwark Estates has been secured. This will provide new lighting, increased insulation, additional glazing and heating controls for 66 properties currently rated EPC D or below. Work is underway to apply for the second wave of SHDF funding.</p> <p>Decisions outstanding on planned stock changes such as disposal strategies and major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location continue to create uncertainty in the Corporate Properties Group workstream for CAS. As these buildings are amongst the highest emitters for the operational estate, understanding their future is essential in planning for, and delivery of, the 2027 CAS target.</p> <p>Construction price inflation, both in terms of availability and pricing of materials, and through the availability of labour, will impact the delivery programme. This may result in additional budget pressures. This is an industry-wide issue that the department is tracking closely.</p> <p>Recent unprecedented rises in energy prices and the cost of capital works presents a significant risk to CAS target delivery. CAS delivery is supported by the delivery of planned cyclical maintenance works and the capture of energy cost savings to fund further measures. Avoiding delays due to cost pressures will be necessary to avoid knock-on impacts to CAS targets. The mitigation in place includes introduction of behavioural management programme in buildings and the implementation and potential expansion of the Power Purchase Agreement (PPA)</p>	Wilkinson	2022	2027
CR30m	Monitor and drive performance against net zero and financial targets for financial investments and supply chain, continually refreshing learning	<p>Funded project plans with resources and capability requirements have been updated for FY22/23 and approved at May Policy and Resources Committee.</p> <p>Purchased Goods and Services actions for the coming year:</p> <p>* Implementation of the Carbon Net Zero Procurement Plan; FY 2022 – 2024</p>	Caroline Al-Beyerty	14-Jun-2022	31-Mar-2027

		<p>* Working with our supply chain to embed Climate Action KPIs into the supply chain through focus on the most impactful contracts.</p> <p>* Focusing on the most impactful contracts, migrate away from proxy values to track carbon performance more accurately.</p> <p>* Developing low carbon, green and circular criteria, and standards to help decouple carbon from spend.</p> <p>Additionally, all work undertaken is with the 55% reduction in supply chain emissions target, from the 2018 baseline, in mind.</p> <p>Financial Investment actions for the coming year:</p> <p>* Formulating and implementing plan to address financial physical and transition risks within the upcoming strategic asset allocation process.</p> <p>* Working with fund managers to ensure robust risk management on the portfolio and timely disclosures.</p> <p>* Annual reporting to external stakeholders via second TCFD Submission by November 2022 and PRI by March 2023.</p> <p>The report ‘Managing Climate Risk for our Financial Investments’ has been published in October 2021 aligning our financial investments with net zero emissions by 2040</p>			
CR30n	Monitor and drive performance against net zero and resilience targets, continually refreshing learning	<p>Cool Streets & Greening Gateway 3-4 approved for nine Year 1 and six year 2 sites. Implementations complete for six year 1 sites. Evaluation underway using smart sensors. Cubic Mile project underway to map opportunities for climate resilience measures below ground.</p> <p>Phase 1 of pedestrian priority programme has been approved. Phase 2 still needs approval and</p>	Juliemma McLoughlin	14-Jun-2022	31-Mar-2027

		has political risk attached to it. If the programme of Pedestrian Priority restrictions and traffic reduction is not delivered this significantly undermines the ability to reach net zero.			
CR30o	Set out carbon removal action plan and mobilise	<p>Current risks are:</p> <p>*Challenge by tenant to termination of farming tenancy which would make one of the key project sites unavailable. To mitigate this, additional consultancy has been retained to support fair and efficient process to negotiations.</p> <p>*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</p> <p>*Possible issues with gaining access to additional land required for carbon sequestration target.</p> <p>*Underestimation of project costs and costed risks. This is mitigated through detailed quarterly budget reviews.</p> <p>The carbon sequestration study is now completed however additional clarification is required to explore further carbon removal opportunities including creating site plans for Phase 3, pursue of viable opportunities in the wood product markets and developing tender for project monitoring services.</p>	Juliemma McLoughlin	14-Jun-2022	31-Mar-2027
CR30p	Run overarching engagement programme with our stakeholders and partners (phase 3 of engagement plan) and quality assure engagement for projects	Dedicated stakeholder engagement lead built into PMO function. Stakeholder engagement plan approved at May Policy & Resources Committee. Detailed stakeholder engagement plan socialised with principal members and officers for approval	Damian Nussbaum	14-Jun-2022	31-Mar-2027
CR30q	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. A review of the findings from the initial Test of Relevance was conducted at half year and they remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.	Andrew Carter	14-Jun-2022	31-Mar-2027
CR30r	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	In order to measure and report progress against our targets transparently, a Climate Action Dashboard is in the final stages of development and will be live internally later this quarter. The dashboard will allow tracking to take place across an initial 25 management KPIs as well as the main reporting KPI of our footprint as expressed in tonnes of CO ₂ e (Carbon Dioxide	Damian Nussbaum	14-Jun-2022	31-Mar-2027

	<p>mechanisms in place for releasing staged financing. Set up regular tracking of impact of our actions on targets.</p>	<p>Equivalent). Our teams have identified and are evaluating an additional 25 management KPIs to augment this set to further improve ours and our stakeholder's ability to evaluate overall progress to CAS targets and commitments. From July 2022, it is intended that this dashboard will be used as the basis for progress reporting to Committees. The dashboard will be available publicly from September 2022. It is due for its public release alongside the annual report formally outlining CAS scope budgets, timescale, targets and commitments to stakeholders.</p> <p>To manage risk effectively in the programme, all projects have a risk log and the overall risks are reported at a programme level to Policy & Resources Committee and via this CR30 corporate risk update.</p> <p>Project performances are monitored quarterly against their projected achievement trajectories. While some delay is inevitable in the inaugural year of a new programme, these movements are being closely monitored between Member and officer governance.</p>			
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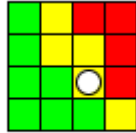
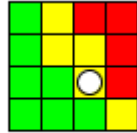
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR33 Major Capital Schemes 14-Feb-2020 Genine Whitehorne; Paul Wilkinson	Risk owner Town Clerk & City Surveyor 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). Event: there is insufficient technical and professional capability and resource to effectively deliver the schemes. Effects: <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 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.	 Likelihood Impact	12	Shape of Chamberlain's ongoing support for Major Programmes has been confirmed as part of the TOM process for the Department. This includes strengthening overall financial support to all Major Programmes, alongside procurement of expertise / professional services to support the assurance and complexity of Major Projects. Target implementation by end of June 2022. 13 Jun 2022	 Likelihood Impact	8	31-Oct-2022	 Constant
							Reduce	

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

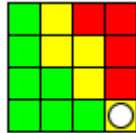
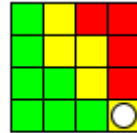

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR35 Unsustainable Medium Term Finances 19-Jun-2020 Caroline Al-Beyerty	<p>Causes: High inflation –Office for Budget Responsibility forecasting peak in Autumn 2022 Contraction in key income streams and increase in bad debts following post pandemic change in working practices Police Transform programme fails to realise the budget mitigations anticipated within the MTFP 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>Event: Inability to contain financial pressures within year (2022/23) 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 to meet this challenge are required, 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. Stakeholders experiencing reduced services and service closures.</p>	<p>Likelihood</p>	<p>12</p>	<p>Retail Price Index rose by 9% and Consumer Price Index rose by 7% in 12 months to March 2022. OBR are forecasting further increases, peaking in Autumn 2022, which will create pressures on service/departmental 2022/23 budgets and on the Housing Revenue Account.</p> <p>Pinch points are currently being identified by finance business partners. Mitigations currently include inflation contingencies and tight financial disciplines. Further mitigations to be discussed at Resource Allocation Sub Away Day in June.</p> <p>Income from investment property and from business rates holding up well. Reserves are not being utilised.</p> <p>The risk score is being maintained at amber 12, although the trajectory of risk is increasing. No trigger points reached.</p> <p>Possible further mitigations: Review major commitments, including options for re-profiling cyclical works programme.</p> <p>31 May 2022</p>	<p>Likelihood</p>	<p>8</p>	<p>31-Mar-2023</p>	
							<p>Accept</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR 35d	<p>Inability of some ratepayers to pay rates due to change in working patterns post pandemic, especially retail, hospitality and leisure sectors. A reduction in demand for office space in the square mile, leading to lower occupation and business rate income. Triggers</p> <ul style="list-style-type: none"> • Change to business rate reset (further deferral will result in a positive impact). • Shift from commercial to residential. • Reduction in Rateable Value (the risk is minimal). • Changes to methodology in business rate calculations. 	<ul style="list-style-type: none"> • Monthly monitoring in place. The 2021/22 collection rate figure is 95.29%, which is 0.97% up on last year and only 2.07% down on 2019/20 (97.36%). • The COVID Additional Restriction Relief scheme (CARF) will provide approximately £64m relief to business rate bills. • Collection fund deficit to be factored into the MTFP. • There has been an increase in the amount of empty property resulting in more relief being claimed. • 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. • Impacts will continue to be monitored. 	Phil Black	20-Jun-2022	31-Mar-2023
CR 35i	<p>Impact on the HRA</p> <ul style="list-style-type: none"> • Rising inflationary pressures in construction costs outstripping rental increases • Delays in residential units coming on stream delaying income • Increasing bad debt / long term reduction in commercial rent • Expenditure risks around recovery of leaseholder contributions Great Arthur house cladding case <p>Inability to fund future major works programme.</p>	<p>There is small upside in the MTFP:</p> <ul style="list-style-type: none"> • Prudent assumptions have been used in forecasting when income from new residential units will come on stream. • Additional sources of capital funding including climate actions funding for major works and 106 housing for new build • Need to monitor identified expenditure risks around recovery of leaseholder contributions • 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. • Housing 30 year Business Plan to be updated by the department by September 2022 alongside a review of existing risks'. Interim report will go to Housing Sub Committee in May 2022. 	Mark Jarvis; Paul Murtagh	20-Jun-2022	31-Mar-2023
CR 35j	<p>Impact of inflation</p> <ul style="list-style-type: none"> • Rising inflationary pressures on energy costs • Rising inflationary pressures on construction and labour costs 	<p>The MTFP approved on 10th March 2022 included the following mitigations:</p> <ul style="list-style-type: none"> • Inflation contingency held: 3% 22/23 and 1% 23/24 (23/24 includes 2% inflation increase within departments); • CF - £3m contingency ringfenced for construction inflation under Major Projects reserve. • CC - £1m contingency ringfenced for construction inflation under capital programme. <p>Initial exercise to capture key pressure points across CF and CC carried out by Finance Leadership Group and monitoring arrangements being put in place through finance business</p>	Sonia Virdee	20-Jun-2022	31-Mar-2023

		partners, in liaison with departmental management teams. Mitigations to be discussed at Resource Allocation Sub Committee Away Day, including top up of contingencies from 2021/22 underspends.			
CR35e	A reduction in key income streams and increase in bad Debt <i>Triggers: Increase in loss of property investment portfolio income over £5m p.a.</i>	This is being monitored monthly, with action being taken to reduce spend where possible. Budget forecast for 22/23 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. The moratorium against legal action for recovery has now lifted. Sums to mitigate risk are being held in Reserves - £30m in City Fund.	Sonia Virdee	20-Jun-2022	31-Mar-2023
CR35k	The effect of the war in Ukraine on finances and sanctions carried out.	Department of Community & Children's 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	31-May-2022	31-Mar-2023
CR35l	Achievement of current Savings Programme – includes flight path savings (Fundamental Review) and securing permanent year on year savings (12%).	Biggest risk relates to Police - £13m p.a. cumulative sustainable savings included in MTFP. To date much has been met with one-off savings. 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; Sonia Virdee	31-May-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
<p>CR09 Health Safety and Wellbeing Risk (Management System)</p> <p>22-Sep-2014 Emma Moore</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.</p> <p>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.</p> <p>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"> • Report on “Revitalizing the corporate HSW Committee” tabled at HSW Committee 05 November. • The Corporate Lone Working / Preventing Violence Policy (HSP 4) has been separated into 2 H&S Policies. Drafts tabled at Nov HSW Committee and subsequently being reviewed to address actions arising from HR audit of the Barbican Centre to reflect an employee focused style. Expected to go to Establishment Committee in Q3. • HSE inquiry into February tree fall fatality at Highgate Woods has been concluded and there will be no formal investigation. The Coroner’s inquest was held in May and delivered a narrative verdict. • Recruitment for the new role, Head of Health & Safety reporting into COO has been completed and Joanne Carrington is due to start in June • Recruitment for the new role, Health & Safety Manager Environment Department has been completed and Murdo MacMillan started in June <p>14 Jun 2022</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>31-Jul-2022</p> <p>Accept</p>	<p>■</p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR09L	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 until 2022 Looking at options to be possible pilot of British Safety Council Wellbeing Audit	Emma Moore	14-Jun-2022	30-Jun-2022
CR09Q	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	Ongoing review at each HSW committee – to be reviewed again by September 2022	Emma Moore	14-Jun-2022	30-Sep-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
CR17 Safeguarding	<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>	<p>8</p>	<p>The network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation has been relaunched and fully embedded. Moving forward this group will meet twice a year.</p> <p>The TOM Proposals for Children and Adult Social Care have now been approved and recruitment implementation of the TOM proposals has now started and subject to HR processes.</p> <p>Recruitment into all posts for Children Social Care has been completed and new social workers started in April 2022. Interviews for final Principal Social Worker post in Adult Social Care were completed by the end of May 2022.</p> <p>Temporary pressures such as the impact of the Afghan Support programme to provide children with early help has been recruited to, this is being funded by central Government.</p> <p>The Safeguarding risk will be presented to the Community and Children's Services Committee Safeguarding Sub-committee at future meetings to provide an additional level of scrutiny of this risk, the associated rating and actions to mitigate & control the risk.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>		

22-Sep-2014 Andrew Carter				22 Jun 2022			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR17ab	New staff are being recruited into roles as a result of the implementation of role changes relating to TOM. Staff will have to complete the Online training module, Safeguarding and Young People. Options for delivering training related to Safeguarding of Adults and Vulnerable People are being investigated.	Monitoring will be put in place to ensure that new Community and Children's Services staff have completed the online safeguarding training. Options for delivering training related to Safeguarding of Adults and Vulnerable People are being investigated.	Paul Murtagh; Chris Pelham	28-Jun-2022	30-Dec-2022
CR17ac	The City and Hackney Safeguarding Adults Board (CHSAB) and the City and Hackney Safeguarding Children's Partnership) CHSCP oversee Children and vulnerable adults safeguarding in the City of London and Hackney and monitor compliance with statutory guidance. A programme of training is also delivered to social workers and other stakeholders such as health and City of London Police staff.	The CHSAB and CHSCP oversee vulnerable adults and childrens safeguarding in the City of London and Hackney and monitor compliance with statutory guidance. A programme of training is also delivered to social workers and other stakeholders such as health and City of London Police staff.	Chris Pelham	22-Jun-2022	31-Mar-2023
CR17ad	CR17 risk will be reported to the Community and Children's Services Committee Safeguarding sub.	Reports on the Safeguarding risk will be presented to future Safeguarding sub-committee meeting to provide additional scrutiny of the risk, the associated rating and the actions identified to mitigate and control the risk.	Chris Pelham	22-Jun-2022	31-Mar-2023
CR17X	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.	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. The first Safeguarding Champions meeting took place in December. There was good engagement from range of Departments. The group will meet bi- annually going forward. The safeguarding champion's role is to ensure that any new guidance regarding safeguarding is shared with their department.	Andrew Carter	22-Jun-2022	30-Dec-2022
CR17y	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.	The TOM Proposals for Children and Adult Social Care are going through consultation and seek to provide capacity to meet additional demands. on target. Recruitment into all posts for Children's Social Care has been completed and new Social Workers started in April 2022. Interviews for final principal Social Worker post in Adult Social Care to be completed by the end of May 2022.	Chris Pelham	22-Jun-2022	29-Jul-2022

		Temporary pressures such as the impact of the Afghan Support Programme or a return to working restrictions due to the Covid-19 pandemic will be addressed as required. Additional Children's Early Help support was temporarily recruited to. This was required to address increase in demand from Afghan families in hotels - this is being funded by central government.			
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