

Corporate Risk Detailed Register EXCLUDING completed actions by risk appetite

Generated on: 12 February 2024



Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 8

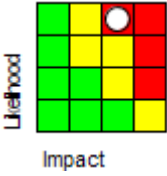
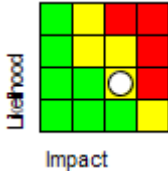

Risk Appetite Level Description Risk above appetite

| 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 | Current Risk score change indicator |
|--|---|---------------------------------|----|--|---------------------------------|----|-------------|-------------------------------------|
| CR16 Information Security (formerly CHB IT 030) | <p>Cause: Breach of City of London Corporation IT Systems resulting in unauthorised access to data by internal or external sources.</p> <p>Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures.</p> <p>Effect: a) Failure of all or part of the IT Infrastructure with associated business systems failures. b) Harm to individuals. c) A breach of legislation such as the Data Protection Act 2018 and UK-GDPR. d) Incurrence of a monetary penalty. e) Corruption of data. f) Reputational damage to City of London Corporation as an effective body.</p> | <p>Likelihood</p> <p>Impact</p> | 24 | <p>The project to implement a raft of new security improvements is complete.</p> <p>A decision was made to define a minimum-security baseline for all parts of the corporation. The Director of DITS will work with IMS to put this together.</p> <p>The security service provided by Agilisys has now been brought in-house, giving greater control and visibility over Security controls.</p> <p>We are committed to increasing our Secure Score month on month, and this is now being reported to Digital</p> | <p>Likelihood</p> <p>Impact</p> | 16 | 31-Mar-2024 | |

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|------------------------------------|--|--|--|--|--|--|--|--------|----------|
| 10-May-2019 Caroline Al-Beyerty | | | | Services Committee as well as Information Management Board. | | | | | Constant |
| | | | | 31 Jan 2024 | | | | Reduce | |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|--|---|--|----------------------|------------------|-------------|
| CR16q User behaviour monitoring | Monitoring user activity on the network for any suspicious or unauthorized behaviour | Whilst we have monitoring of activity in place there is no behavioural analytical solution to identify anomalous behaviour. This capability is a significant control in detecting and preventing ransomware attacks. | Gary Brailsford-Hart | 31-Jan-2024 | 31-Dec-2023 |
| CR16r Access control monitoring | Monitoring access control systems and processes to ensure that only authorized users have access to sensitive information | Controls are in place to manage the access control to the estate; improvements have been made in the application of multifactor authentication. However, the escalation and acceptance of privileged accounts remains within the IT department and is not subject to independent scrutiny | Gary Brailsford-Hart | 31-Jan-2024 | 31-Dec-2023 |
| CR16s Incident response | Developing and implementing a plan to respond to any security incidents that occur. | We have drafted a Cyber Incident Plan as well as operating cyber testing exercises. However, there is a need to produce further playbooks and develop more testing and exercising events | Gary Brailsford-Hart | 31-Jan-2024 | 31-Dec-2023 |
| CR16t Security information and event management (SIEM) | Using software tools to collect and analyze data from various security sources to detect and respond to security incidents. | This is in place and operating. Microsoft Sentinel is in place and collecting activity from across CoL. This is monitored and managed by the InfoSec team who will detect and investigate incidents highlighted by the SIEM. | Gary Brailsford-Hart | 31-Jan-2024 | 31-Dec-2023 |
| CR16u Security awareness training | Providing regular training to staff and employees on cyber security best practices to prevent security breaches. | We have confirmed that MetaCompliance Learning is currently licensed for CoL but has not been deployed. InfoSec team will be engaging with learning and development to support, refresh and deliver this across CoL. We have developed an awareness plan and produce weekly cyber security articles which are being shared with communications colleagues 03/10/2023 - Launch of Cyber Security awareness training: Module 1, delivered to all staff October is cyber month and the security team will be distributing practice advice based on a | Gary Brailsford-Hart | 31-Jan-2024 | 31-Mar-2024 |

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| | | different theme for each week in October. | | | |
| CR16v Security Baseline assessment – COL/COLP/Institutions | Security Baseline assessment – COL/COLP/Institutions | Initial assessment complete, work is ongoing to identify trends and a developments plans and updates to the CAF will continue – reviewed bi-annually | Gary Brailsford-Hart | 31-Jan-2024 | 31-Dec-2023 |

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| CR38 Unsustainable Medium Term Finances - City's Estate 31-Oct-2022 Caroline Al-Beyerty | <p>Causes: The embedded increased impact of inflation, following the peak of 10.7% in Autumn 2022 (as reported by the Office for Budget Responsibility). Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves. Reduction in rental income from the property investment portfolio following post pandemic changes in workplace attendance reducing demand for grade B office accommodation.</p> <p>Event: Inability to manage financial pressures within the fiscal year, resulting in an inability to achieve anticipated savings and generate expected income, may necessitate additional reliance on Reserves. Additionally, challenges in controlling construction inflation or the inability to readjust capital projects within budget parameters pose further risks.</p> <p>Effects: The City of London Corporation's reputation could suffer from failure to achieve financial goals or from reduced services to businesses and the community. Experience challenges in delivering the capital program and major projects within budgetary limits. Inability of expenditure to align with the corporate plan, leading to inefficient resource utilisation and reduced corporate performance.</p> |  | 16 | <p>Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25.</p> <p>Earning more income from property investment portfolio – diversification of asset portfolio.</p> <p>The five-year financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision of £62.7m p.a. for works going forward.</p> <p>Funding strategy identifies where best to bring third party capital into surplus operational property opportunities, reducing demand on own Reserves.</p> <p>Quarterly monitoring of capital programme against budgets.</p> <p>Developing income generation opportunities.</p> <p>11 Jan 2024</p> |  | 8 | 31-Mar-2025 |  Constant |
| | | | | | | | Reduce | |

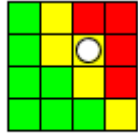
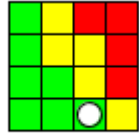

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|---------------------------|---|--|--------------|------------------|-------------|
| CR38a Impact of inflation | Monitoring the impact of revenue inflationary pressures (including pressures on energy costs, cost of London living wage) and construction inflation impacts on capex | <ul style="list-style-type: none"> Regular monitoring the office of budget responsibility's inflation forecasts. Identify areas that are forecasting to exceed budget envelope due to inflation increases, and | Sonia Virdee | 11-Jan-2024 | 31-Mar-2025 |

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| | programme • Monitor the use of inflation contingency | review action. | | | |
| CR38e A reduction in key income streams and increase in bad Debt | Monitoring key income streams • i.e. rental income from the property investment portfolio. | This is being monitored monthly, with action being taken to within the portfolio to maximise income generation opportunities. Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to: • Lord Mayor Show and events across the Corporation • Advertising • Filming inside and outside the square mile • Retail opportunities • Fees and Charges | Sonia Virdee; Genine Whitehorse | 11-Jan-2024 | 31-Mar-2025 |
| CR38f Achievement of current Savings Programme | Delivering the current savings programme and securing permanent year-on-year savings. | Quarterly revenue monitoring undertaken to ensure departments have appropriate plans in place to meet savings. High risk departments are undertaking monthly revenue monitoring. | Sonia Virdee | 11-Jan-2024 | 31-Mar-2024 |
| CR38g Major Projects Financial Envelope | Remain within the financial envelopes approved for major projects. | Monthly updates on major projects forecasts and issues arising. | Sonia Virdee | 11-Jan-2024 | 31-Mar-2029 |
| CR38h Third Party Capital Funding | Bringing third party capital to surplus operational property opportunities. | Identified initial opportunities which have been supported by Resource Allocation Sub Committee. Proposals for each opportunity to be worked up and submitted for member consideration to relevant Committees. | Sonia Virdee; Paul Wilkinson | 11-Jan-2024 | 30-Jun-2024 |
| CR38i Charities Review (Natural Environment) | Undertake the Charities Review (Natural Environment) | The ability for charities to fundraise and generate more income to support ambitions for activities and operational property requirements. | Emily Brennan; Sonia Virdee | 11-Jan-2024 | 31-Dec-2024 |

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| CR01 Resilience Risk 20-Mar-2015 Gregory Moore | <p>Cause - Lack of appropriate planning, leadership and coordination</p> <p>Event - Emergency situation related to terrorism or other serious event/major incident is not managed effectively</p> <p>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.</p> | <p>Lifehood</p> <p>Impact</p> | 12 | Castellan (formerly Clearview) BC management tool continues to be implemented rollout has begun across Col depts – Continues 17/01/2024 17 Jan 2024 | <p>Lifehood</p> <p>Impact</p> | 8 | 30-Sep-2024 | Constant |
| | | | | | | | Accept | |

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|--|---|--|--------------|------------------|-------------|
| CR01L Business Continuity Management | Assurance process with Cabinet Office College Provide refresher and initial training for Col staff, this training intended to increase knowledge to ensure BC plans are able to support the Col maintain its business during a major incident, provide an in-depth independent oversight of the Col business impact analysis, identifying its most critical business areas Challenges around re structure of depts/teams identifying business continuity leads new member of the resilience team joining. Meetings have taken place with risk connect to continue supporting moving forward. There is an admin and user training session due to take place 29th January 2024 | <p>The BC software product now Risk connect has been built with rollout beginning across the Colc January 2023 the onboarding process is now taking place. The intention is for the Dept BC leads end users to familiarise themselves and be confident using the system over the next few months and to input their BIA.</p> <p>Training set now for 29th January 2024.This will also cover admin users and the aim is for key depts staff to support others across the use of the system , this is in development . Work also started on identifying key depts BIA business impact analysis. Work also taking place with new member of the resilience team to develop BC policy linked to the BIA development</p> | Gary Locker | 17-Jan-2024 | 30-Jun-2024 |
| CR01M Review of LALO Local authority liaison officer | process, training, call out process to strengthen the City capability and resilience in responding to major incident and complying with the wider London boroughs standardisation programme | LALO support role. This is a revolving process and further refresher and new staff development training and exercise in this role will be sought during 2024 | Gary Locker | 17-Jan-2024 | 30-Jun-2024 |
| CR01N Standardisation procedures including Gold leadership | to increase City capability and resilience in also supporting wider London boroughs during major incident response, covers the key support functions of emergency centres and Gold strategic leadership | <p>Gold major incident awareness training day completed for new Col Chief Officers 21/10/21 module 1 included Media.</p> <p>Training event planned for 22/9/23 implications, Humanitarian aspects, Civil Contingencies Act & Command structure responsibilities. Module 2/3 to follow 2022 Legal Implications &</p> | Gary Locker | 17-Jan-2024 | 30-Sep-2024 |

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| Training | | <p>Public Inquiries session New senior staff to be identified for further training and awareness process continues as organisation changes continue.</p> <p>All Completed</p> <p>To identify new course dates and potential new candidates. 2 senior staff Comptroller and COO have been given notice of MAGIC course dates 2023. National Multi agency Gold Incident Command</p> <p>GOLD course completed September 22nd, 2023; next course set for 26th March 2024</p> <p>Emergency centres staffed by Col Crisis support team 40 staff currently. Refresher training and call for new volunteers 2024</p> | | | |
| CR01Q Rolling DR tests | Plan an annual calendar of IT DR tests, covering critical systems and services | A 12 month plan of rolling failover/DR tests has been produced and will commence toward the end of the year. These will each cover a specific area of the technology service; starting with the lower risk, lower impact services and ending with a simulation of a cloud Data centre failure | Chris Rawding | 22-Aug-2023 | 01-Dec-2023 |

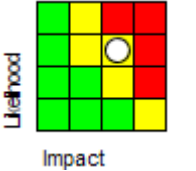
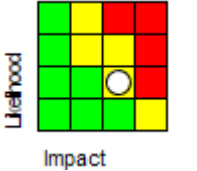

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| CR30 Climate Action 07-Oct-2019 Damian Nussbaum | <p>Cause: Insufficient resources and prioritisation allocated to Climate Action.</p> <p>Event: The City Corporation fails to reduce and mitigate the impact and effect of climate change.</p> <p>PHASE 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 |  | 12 | <p>The risk remains at 12.</p> <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>Our annual emission accounting assessment showed that we are on target to reach our net zero targets in our own operations and value chain. However due to 2 years data lack we do not have a clear picture of the emissions reduction in the Square Mile as current data are significantly affected by Covid 19 pandemic and therefore showing emission reduction.</p> |  | 4 | 31-Mar-2027 |  |
| | | Reduce | Constant | | | | | |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|---|---|---|-----------------|------------------|-------------|
| CR30k Impact on City financial and ability to champion sustainable growth of not hitting net zero targets / maintaining resilience | Ongoing political and international relationship management | Strong progress towards 2027 net-zero target fuels positive media coverage. Stakeholder engagement plan unlocks political & international collaboration avenues. | Damian Nussbaum | 20-Dec-2023 | 31-Mar-2027 |
| CR30l Risk of not hitting net zero and resilience targets for City Corporation operational and investment assets, whilst maximising returns | Deliver programme of works across operational and investment portfolios | <p>Top 15 emitting buildings and all 118 investment properties across our corporate and housing estates have been surveyed to inform the operational and capital interventions across our corporate buildings. Reports were updated in April 2023 and discussed with individual Asset Managers, to inform an overall Operational Plan which is currently undergoing development and should be released not later than January 2024.</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 present a significant risk to CAS target delivery. CAS is supported by the delivery of planned cyclical maintenance works which are being delayed 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 of Power Purchase Agreement (PPA) in January 2023, which between January and April generated 9M kWh. The cost saving fund is being designed and the first cost savings(circa 500k)should be transferred to fund during FY 2023/24.</p> <p>There is a risk that due to insufficient engagement, residents choose to not support the Climate</p> | Paul Wilkinson | 20-Dec-2023 | 31-Mar-2027 |

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| | | Action work proposed for their areas. As a result, critical works on e.g. improving the energy efficiency of old properties becomes delayed or does not progress due to opposition. Therefore, a dedicated engagement plan supported by housing team for this residential community is in place. | | | |
| CR30m Risk of not hitting net zero targets for financial investments and supply chain | Monitor and drive performance against net zero and financial targets for financial investments and supply chain, continually refreshing learning | <p>Purchased Goods and Services actions for the coming year:</p> <ul style="list-style-type: none"> * Implementation of the Carbon Net Zero Procurement Plan; FY 2022 – 2024 * Working with our supply chain to embed Climate Action KPIs into the supply chain through focus on the most impactful contracts. * Focusing on the most impactful contracts, migrate away from proxy values to track carbon performance more accurately. With a focus on the most impactful contracts, we have successfully transitioned from proxy values to enhance the accuracy of tracking carbon performance by implementing the new carbon accounting software, Avarni. As a result, six out of the top 25 suppliers have been migrated to the software, enabling them to report actual emissions instead of relying on spend-based proxies. * Developing low carbon, green and circular criteria, and standards to help decouple carbon from spend. * Additionally, all work undertaken is with the 55% reduction in supply chain emissions target, from the 2018 baseline, in mind. <p>Financial Investment actions for the coming year:</p> <ul style="list-style-type: none"> * Formulating and implementing plan to address financial physical and transition risks within the upcoming strategic asset allocation process. * Working with fund managers to ensure robust risk management on the portfolio and timely disclosures. * 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 | Caroline Al-Beyerty | 20-Dec-2023 | 31-Mar-2027 |

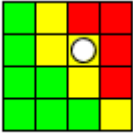
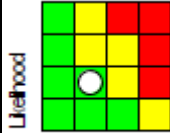

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| <p>CR30n Resilience risks of Square Mile infrastructure and public realm and risk of not hitting net zero targets for developments and transport</p> | <p>Monitor and drive performance against net zero and resilience targets, continually refreshing learning</p> | <p>The Cool Streets & Greening Programme is trialling climate resilient measures in our streets and public realm at pilot sites across the Square Mile. The first two phases have made use of opportunities to make changes to the existing project pipeline, while the final two phases have instigated projects where they are likely to have the biggest impact. Phase 1 (advanced existing projects) - nine sites approved - seven complete - two at Gateway 5. Phase 2 (existing projects) - six sites approved - two onsite - three at Gateway 5 - one at Gateway 4. Phase 3 (Tree planting) - 100 targeted - 29 trees planted - 13 tree pits awaiting trees - 58 sites to be identified. Phase 3 (Landscaping) - four sites approved - four sites at Gateway 4. Phase 3 (Replanting) - fourteen sites approved - three sites complete - eleven sites at Gateway 4. Phase 4 (SuDS) - six sites approved - six sites at Gateway 2/3. Phase 3 and 4 make use of learning from the completed Cubic Mile (below ground mapping) project.</p> <p>Phase 1 of pedestrian priority programme has been approved. Phase 2 still needs approval and 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.</p> | <p>Bob Roberts</p> | <p>20-Dec-2023</p> | <p>31-Mar-2027</p> |
| <p>CR30o Reaching carbon removal targets through open spaces</p> | <p>Set out carbon removal action plan and mobilise</p> | <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. UPDATE: tenants did not agree to terminate tenancy.</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. UPDATE: Estimated project cost of the LUC was higher than the Carbon Removals budget at the time.</p> <p>Carbon Removals project is currently under review due to need of project rescoping. New plan is being developed following the LUC and Arcadis reports on opportunities to increase carbon sequestration and protect existing sequestration. The final draft of the project proposal is currently under review and will be presented to Policy and Resource Committee for approval in January 2024.</p> | <p>Bob Roberts</p> | <p>20-Dec-2023</p> | <p>31-Mar-2027</p> |
| <p>CR30p Delivery delays and failures due to stakeholder / public action / inaction</p> | <p>Run overarching engagement programme with our stakeholders and partners (phase 3 of engagement plan) and quality assure engagement for projects</p> | <p>Stakeholder engagement is incorporated as part of the Strategy Implementation Support plan and that there is also a dedicated engagement plan under each project. Dedicated stakeholder engagement lead built into PMO function. Stakeholder engagement plan approved at May Policy & Resources Committee.</p> | <p>Damian Nussbaum</p> | <p>20-Dec-2023</p> | <p>31-Mar-2027</p> |

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| CR30q Protecting vulnerable groups who are most likely to be impacted by climate change and fulfilling Public Sector Equalities Duty | Carry out impact assessments and equalities analysis on projects and stakeholder research and use their findings to shape future engagement and delivery | Subject to continuous assessment within implementation plans. 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. | Judith Finlay | 16-Nov-2022 | 31-Mar-2027 |
| CR30r That the scope, budget, timescales, targets and/or commitments of the climate action strategy are not delivered upon through the climate action programme of work | Agree to and implement appropriate governance to embed Climate Action in departmental scrutiny. Ensure appropriate capacity and capabilities are in place including for regular KPI progress reporting via the CPF. Ensure mechanisms in place for releasing staged financing. Set up regular tracking of impact of our actions on targets. | <p>In order to measure and report progress against our targets transparently, a Climate Action Dashboard has now been completed and is live on the external COL website and is being reviewed and updated each quarter. This update process is governed by a new Dashboard Data Governance & Reporting Procedure which has been shared with key officers in Q4 of 2022/23. The dashboard allows tracking to take place across an initial 31 management KPIs as well as the main 21 reporting KPIs of our carbon footprint as expressed in tonnes of CO₂e (Carbon Dioxide Equivalent). Going forwards, it is intended that this dashboard will be used as the basis for progress reporting to Committees.</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. The project risks are being monitored quarterly as part of the status report update in the Risks and Benefits Log.</p> <p>Project performances are monitored quarterly against their projected achievement trajectories. These movements are being closely monitored between Member and officer governance.</p> | Damian Nussbaum | 20-Dec-2023 | 31-Mar-2027 |

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| CR35 Unsustainable Medium Term Finances - City Fund 19-Jun-2020 Caroline Al-Beyerty | Causes: Persistent high inflation, as reported and forecast by the Office for Budget Responsibility. Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves. Reduction in rental income from the property investment portfolio to support Major Projects programmes. Anticipated reductions in public sector funding (local government and Police), escalating demands (both revenue and capital), and an ambitious program for major project delivery pose a threat to sustaining the Square Mile's vibrancy and growth. The Police Transform program fails to achieve anticipated budget mitigations outlined in the MTFP. Event: The failure to manage financial pressures within the fiscal year and achieve sustainable savings as planned, or to boost income generation to address the Corporation's projected medium-term financial deficit. Effect: Inability to establish a balanced budget, which is a statutory requirement for the City Fund. The City of London Corporation's reputation could suffer due to failure to meet financial objectives or the necessity to curtail services provided to businesses and the community. Challenges in executing the capital program and major projects within affordable limits. |  | 12 | Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25. The five-year financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision of £71m p.a. for works going forward. Funding strategy identifies where best to bring third party capital into surplus operational property opportunities, reducing demand on own Reserves. Quarterly monitoring of capital programme against budgets. Developing income generation opportunities. 11 Jan 2024 |  | 8 | 31-Mar-2026 |  Constant |
| | | | | | | | Reduce | |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|---------------------------|---|--|--------------|------------------|-------------|
| CR35a Impact of inflation | Monitoring the impact of inflationary pressures (including pressures on energy costs) and construction inflation impacts on capex programme <ul style="list-style-type: none"> Use of inflation contingency | <ul style="list-style-type: none"> Regular monitoring the office of budget responsibility's inflation forecasts. Identify areas that are forecasting to exceed budget envelope due to inflation increases. | Sonia Virdee | 11-Jan-2024 | 31-Mar-2026 |
| CR35c Major | Remain within the financial envelopes approved for major | Monthly update on major projects forecasts and issues arising. | Sonia | 11-Jan-2024 | 31-Mar- |

| | | | | | |
|---|--|---|--|-------------|-------------|
| Projects | projects. | | Virdee | | 2029 |
| CR35f Achievement of current Savings Programme | Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority) • Develop income generation opportunities | Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to: <ul style="list-style-type: none"> • HARC – Heathrow Animal Reception Centre • Events across the Corporation • Advertising • Filming inside the square mile • Retail opportunities • Fees and Charges. | Alistair Cook; Sonia Virdee; Genine Whitehorse | 11-Jan-2024 | 31-Mar-2026 |
| CR35n Prepare a balanced Medium Term Financial Plan | Prepare a balanced Medium Term Financial Plan | The next instalment of the MTFP presented to Finance Committee in February 2024. | Daniel Peattie | 02-Feb-2024 | 31-Mar-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 | Current Risk score change indicator |
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| CR39 Recruitment and Retention 21-Feb-2023 Alison Littlewood | <p>Cause: The Corporation had an employee turnover rate of 18.69% for the period 1 January to 31 December 2022. This is a high and is affected by a wide range of factors including labour market shortages and high levels of employment in the wider economy. Like many employers, the Corporation is competing for scarce talent, particularly in highly skilled areas such professional services.</p> <p>Event: Unable to attract and retain the best talent due to factors such as remuneration, working conditions and benefits becoming out of line with competitor organisations.</p> <p>Effect: The corporation is at risk of failing to deliver its corporate objectives. Costs of delivering services increase due to high turnover, and increased reliance on agency workers and interims, particularly in shortage areas. This means our ability to deliver objectives is at risk. This affects both outcomes for policy objectives and statutory functions, as well as the brand and reputation of the organisation.</p> |  Likelihood Impact | 12 | Since this Risk was created turnover has reduced, from 18.69% in December 2022 to 10 to 11% in December 2023. 02 Feb 2024 |  Likelihood Impact | 4 | 31-Dec-2024 Reduce |  Decreasing |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
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| CR39a | Develop and consider alternative models of service delivery for both contingent, casual and permanent recruitment in services facing significant recruitment and retention issues to improve service delivery. Options to include, service redesign work to recognise and rectify the current challenges in the recruitment service. This is to include commissioning, joint arrangements and shared services with partners and possibly outsourcing. This fits into the modernising our City corporation workstream of the 2024/29 People Strategy. | <p>In November 2023 we received Member approval for the City to work with external consultants, Evolving Solutions to look at service delivery options across key types of engagements e.g. temporary and agency worker arrangements and permanent recruitment. Work is underway to include the approach to casual workers in this review. Following this review, a strategy view on contingent labour and best options for the new service model will be reported to the Corporate Services Committee for approval in April 2024.</p> <p>To facilitate this the Court of Common Council also approved an extension of the current Managed Service Temporary Agency Resource contract with Hays for 6 months to 30 June 2025.</p> | Alison Littlewood ; Cindy Vallance | 02-Feb-2024 | 30-Apr-2025 |

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| | | <p>This action also relates to a programme of work set out against CR39e on workforce planning.</p> <p>A new Workforce and HR dashboard has been developed to support HR Business Partners with workforce planning and strategic workforce discussions with their business areas. This is anticipated to be launched in April 2024.</p> <p>As part of our work on the People Strategy, one of our Y1 deliverables for 2024/25 and ahead of the implementation of the new ERP system will be the development of a high level manual workforce planning process - work is currently being scoped for this.</p> <p>A new Workforce and HR dashboard has been developed to support HR Business Partners with workforce planning and strategic workforce discussions with their business areas. This is anticipated to be launched in April 2024.</p> <p>We are also reviewing our Chief Officer and Senior Officer recruitment procedures in order to ensure they are both robust and allow for a efficient and seamless recruitment process in key positions in the organisation. This report is expected to go to Corporate Services Committee in April 24.</p> | | | |
| CR39b Ambition 25 Reward Review | <p>Full review of pay, terms and conditions to update working patterns and reward to improve recruitment and retention. Phase 1 completed by April 2023 with options for change. Phase 2 implementation of agreed options for change by Autumn 2024</p> | <p>Background</p> <p>Korn Ferry, on the basis of discussions with Members and Chief Officers, reported to CSC in April 2023 on the outcome of their pilot “diagonal slice” review</p> <p>Korn Ferry concluded with 11 recommendations, of which 4 are incorporated into the Ambition 25 project. The other 7 are incorporated into the wider People Strategy</p> <p>Primary Aims</p> <p>These four primary aims, as recommended by Korn Ferry, were approved by CSC in April 2023:</p> | Alison Littlewood | 01-Feb-2024 | 30-Apr-2025 |

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| | | <ul style="list-style-type: none"> • Create a new total reward strategy that is designed to meet the ambitions of being a world class organisation, attracting and retaining the best talent • Create a job family framework and associated suite of future-focused role profiles that supports the Corporation’s Head of Profession approach, tackles existing silos, and promotes transferable skills • Implement a proven, robust job evaluation method to enable risk management, equity and fairness. • Create and implement new pay and grading structures that address current challenges regarding market competitiveness and prevalence of allowances, with the appropriate controls to manage risk <p>Key Milestones Completed</p> <ul style="list-style-type: none"> • Project initiation – setting up the architecture, project and programme teams: completed • Data collection (job descriptions and person specifications): completed (60%) • JD data supported by Korn Ferry deep dives (95 carried out) • Project design principles – ie, the key guiding principles that will direct the development of new structures for work: completed and approved October 2023 • Development of job families – ie, the high level ‘architecture’ of job families: draft completed and approved November 2023 <p>Key Milestones – Future</p> <ul style="list-style-type: none"> • Total reward strategy, pay and grading – ie, what does our reward strategy look like, as well as how the new role profiles / ladders / clusters / job families fit into a new pay and grading matrix: February to May 2024 | | | |
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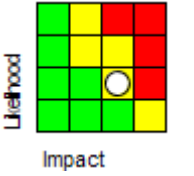
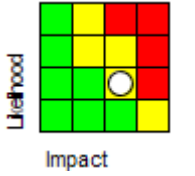

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| | | <ul style="list-style-type: none"> • Consultation and negotiation – ie, we will need to consult widely with all colleagues and also consult/negotiate with our recognised trade unions, GMB and Unite: June to October 2024 • Knowledge transfer – ie, this is the final milestone where KF and the project team will support knowledge transfer to BAU: October to December 2024 (but ongoing) • Administration and support – ie, setting up the internal structures, policies, and processes to ensure easy implementation: Date TBA <p>Key Milestones Current</p> <ul style="list-style-type: none"> • Development of role profiles – ie, KF are drafting around 500 role profiles across the entirety of the Corporation: ongoing as at January 2024 • Mapping current structures to new role profiles and job families / clusters / ladders – ie, KF and the project team, supported by HRBPs, will meet with all Department and Institution senior teams (and cascaded where necessary) to present draft matrices for comment and ultimately approval: February to April 2024 • KF job evaluation – ie, KF are job evaluating all newly developed role profiles: February to April 2024 (ongoing in parallel with mapping) <p>In Scope</p> <ul style="list-style-type: none"> • Reward strategy • Pay policy • Benchmarking • Job evaluation • Pay and grading • Market forces supplements | | | |
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| | | <ul style="list-style-type: none"> • Pay-related allowances • Holiday entitlement • London weighting? | | | |
| CR39c Agency provider renewal | <p>To assure the Corporation that a robust contingent labour provider and process is implemented, a review of the current service will be undertaken. Amongst other benefits this is to support with temporary workers to cover hard to fill roles and provide additional capacity when in house capacity is stretched.</p> <p>Options will be shared with SLT, ELB and CSC between February and April 2024 with a view to commissioning a new managed service supplier to supply both temporary and permanent workers by July 2025.</p> | <p>We are working with Evolving Solutions (ES) consultants to carry out a detailed review on our temporary agency worker contract; currently managed by Hays. This review was completed in January 2024. The next stage will be for ES to present a comprehensive report to key stakeholders which will advise the future model design and procurement options available to us ensuring we procure and implement a forward thinking, solutions focused temporary agency worker contract which aligns with the contract expiry date of June 25.</p> <p>Key milestones include:</p> <p>Phase 1 - Sept 23 to March 24</p> <ul style="list-style-type: none"> • Stakeholder engagement • Key supplier market engagement • Review of the current contingent labour MSP contract • Policy review that includes (Recruitment policy, governance and compliance) • Operational review • Current costs/utilisation analyst • Future contract cost Comparison / Contract Management Cost Recovery • Options Appraisal Preparation & Stakeholder Review • Options Appraisal Presentation and Support through Governance • Extension of existing Hays contract to enable review and presentation of options back to Officers and Corporate Services Committee <p>Phase 2</p> <ul style="list-style-type: none"> • Present committee report to CSC and P&P in April 24 • Finance - Present committee report May 24 • Publish Tender May 24 • Tender Returned June 24 | Alison Littlewood ; Dionne Williams-Dodoo | 02-Feb-2024 | 30-Apr-2024 |

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| | | <ul style="list-style-type: none"> • Governance Sept 24 • Final Award October 24 • Mobilisation November 24 - June 25 • Service to go live July 25 | | | |
| CR39d Effective recruitment review | <p>Identify “quick wins” in relation to current recruitment / applicant tracking system to improve user experience. Develop and put in place clear requirements for new ERP system.</p> <p>To improve candidate and hiring manager experience and enable a more proactive service model.</p> <p>Phase 1 June 2023 and phase 2 April 2025</p> | <p>In early 2023 People & HR recruited to the position of Head of Workforce & Resourcing who has been working with the wider HR team to refine and improve existing recruitment processes to streamline and improve the overall service provision. Key Performance Indicators (KPIs) on time to hire have been introduced to monitor effectiveness of the City’s recruitment and onboarding processes. Through the Midland HR Phase I project the People & HR unit have worked to minimise pain points as far as possible within the scope of the approved project and existing system limitations. Clear requirements for a new Enterprise Resource Planning system have been developed and communicated with a suitable provider identified and engaged.</p> <p>A new Corporate induction has also been launched to support the effective induction of new hires into the City of London Corporation.</p> <p>In 2024 the transformation focus will be centred on ERP as a Phase 2 of this action. The new ERP will enable us to further improve the quality of our candidate experience, improve data through the recruitment process to inform decision making, and further improve the onboarding process (with the introduction of a new onboarding module) for new starters. ERP is expected to be implemented by Spring 25. The Recruitment and Onboarding module is scheduled to be an early module for implementation on the project in 2024.</p> | Alison Littlewood ; Cindy Vallance; Dionne Williams-Dodoo | 02-Feb-2024 | 30-Apr-2025 |
| CR39e Development of HR data departmental dashboards and workforce planning reports | <p>Ahead of the ERP launch in April 2025, a plan to develop the HR data dashboards and manual workforce reports for each department will be implemented in Q1 2024/2025 the aim for these reports is to enable HR Business Partners to support the departmental resource planning process using data. This action is reliant upon accurate data and reporting from the current HR system and the new ERP system.</p> | <ul style="list-style-type: none"> • Departmental workforce planning will be supported by the implementation of our new ERP, expected in Spring 25. • In the interim and as detailed in our People Strategy, the People & HR unit have planned additional activity in 2024/25 on manual workforce planning to support the organisation in introducing a workforce planning approach to resourcing. This work is being scoped and will align with the specific date as detailed below. • A new Workforce and HR dashboard has been developed to support HR Business Partners with workforce planning and strategic workforce discussions with their business areas. This is anticipated to be launched in Q1 2024/2025. | Dionne Williams-Dodoo | 02-Feb-2024 | 30-Apr-2025 |

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| | | <p>Work completed:</p> <p>-- An establishment data cleanse and establishment control process was introduced in September 2023 which will support department level reporting with increased accuracy.</p> | | | |
| CR39f People Strategy Approach | <p>The People Strategy is on track to launch in April 2024. The five identified workstreams will be captured as individual risks and will be tracked within the prioritised work plan of the People Strategy. The modernising our City Corporation and The My Talent My Development workstreams identify the work that will be completed to support the candidate attraction and retention of employees.</p> | <p>We have set out a number of activities as part of the People strategy and the HR Business plan for 2024/25 for which work is underway. These include:</p> <ul style="list-style-type: none"> • Learning and Development – a comprehensive review of the offer in pace – including review of mandatory eLearning, Induction & Core offer Review by December 2024; Through Ambition 25 (Reward review) the introduction of Job Families will inform career pathways - employees will be better able to see their career path and opportunities across the organisation through the creation of job families - by Dec 24 • Management and Leadership Development (Launch of Leadership and Management Training and Forums) - this review is expected to launch by December 2024; • Performance Management – review of the appraisal process for 2024/25 and introduction of a new approach for the Senior Leadership Team and Executive Leadership Board by April 2024; • Continuing the growth of the Apprenticeship Scheme by February 2025. This includes embedding of the Graduate Scheme; • Launch of the next employee engagement survey in Spring 2024; • Launch of renewed values and behaviours framework for the City by Q4 2024/2025. | Alison Littlewood ; Cindy Vallance | 02-Feb-2024 | 30-Apr-2025 |
| CR39h Data and metrics - turnover | <p>Employee turnover has been identified as a key metric and will continue to be monitored in 24/25. As part of the wider HR data dashboards.</p> | <p>The City currently monitors a KPI on voluntary turnover on a monthly basis, against a target of 15%. Voluntary turnover rates were 10.98%, 10.64% 10.44% for each of the three months to December 2023.</p> | | 02-Feb-2024 | 31-Mar-2024 |
| CR39i Employee onboarding journey, Data and metrics - time to hire | <p>The metrics associated with the employee onboarding journey, continue to be monitored against the 3 KPI's as listed below.</p> | <p>Whilst a KPI on time to hire is monitored on a monthly basis, against a target of less than 45 days, the average up to October 2023 was between 49 – 52 days.</p> <p>We have found that the KPI set does not helpfully account for notice periods which are outside of the City's control and, therefore, distorted the performance data. This KPI will be revised as part of the implementation of the City's new People Strategy in April 2024. The KPI</p> | | 02-Feb-2024 | 31-Jul-2024 |

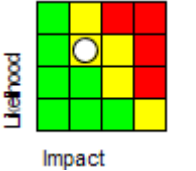
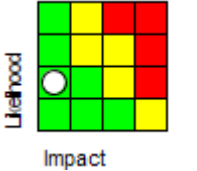

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| | | <p>have been refined into three specific measures through the employee onboarding journey to make them more meaningful and specific.</p> <p>The new KPIs set and to be monitored following the launch of our new Workforce and HR dashboard are as follows: -</p> <p>Complete Information received from Manager to advertisement made live (Primarily Rectmt)</p> <ul style="list-style-type: none"> • KPI: 4 working days (target for advert posted on COL job site, timeline agreed to take into account payroll deadline period) • Benchmark data from current data: 4.93 (average) • Advertising close date to conditional offer (Joint Rectmt/Manager) • KPI: 12 working days (managers are encouraged to plan their recruitment, stating anticipated interview dates on adverts, and agreeing shortlisting time with panel members. Workforce and Resourcing are to work with recruiting managers in ensuring all the info needed for conditional offer to be sent out is received. <p>Benchmark data from current data: average 21.4 days.</p> <ul style="list-style-type: none"> • Conditional offer to all checks complete (Joint Rectmt/Candidate) • KPI: 20 working days (This is dependent on how quickly referees provide references and whether the role requires a DBS/vetting and may therefore increase due to processing times) • Benchmark data from current data: average 24.2 days | | | |
| CR39j Vision and Values/employer branding | We recognise that having a positive employment brand helps to attract potential candidates. This also relates closely to defining our employee offer and the work set out as part of The My Talent, My Development workstream of the 2024-2029 People Strategy sets out the elements of work associated with this important work. This work will help us to better define what it means to be an employee and sell the Corporation to future candidates. | The main elements of the modernising our City Corporation and My Talent, My Development are outlined on the People Strategy. Which will be launched in April 2024. | | 02-Feb-2024 | 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 | Current Risk score change indicator |
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| 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>8</p> | <p>Security governance is now embedded as business as usual. The move of the CCC and wholesale markets into the City Surveyor's department has further developed the standardisation of security operations across sites. The introduction of VSAT has extended security assessments across a wider segment of the property estate providing a more detailed audit of how vulnerability is managed. The creation of the Bridges Security Board and the Markets Security group is an additional positive step, demonstrating the City's commitment to security in the Square Mile and its areas of influence.</p> <p>2023 was yet another challenging year, with multiple protests occurring alongside the cycle of high-profile events that saw HM King Charles III become the King posts the Jubilee and funeral of HM Queen, the South Koren President, the UK Prime Minister, and many other visits by protected VIPs and high profile visitors. The excellent relationship with our security partners led to a programme of delivery that maintained the City's international reputation as a safe and secure venue.</p> <p>COLC has continued to protect both our public spaces through Protect Realm Board in partnership with COLP and TFL, mirrored with Protect</p> |  | <p>8</p> | <p>01-Jun-2024</p> |  |

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| <p>10-Jan-2022 Gregory Moore</p> | | | <p>Bridges Board.</p> <p>2024 is already presenting new security challenges that will continue to be met by strong governance and effective partnership relationships.</p> <p>As such it is recommended this score be reduced from 12 to 8, with continuous monitoring of this new embedded corporate security structures.</p> <p>We continue to prepare for the anticipated legislation around Martyn's Law but timing remains subject to parliamentary process.</p> <p>This has been discussed reviewed and recommendation agreed at SSB.</p> <p>01 Feb 2024</p> | | | <p>Reduce</p> | <p>Reducing</p> |
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| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|------------------------------|--------------------------------|--|------------------|------------------|-------------|
| CR36c Command and Control | Incident/Event/Protest Command | <p>New Gold training delivered 22nd September 2023, with Comptroller attending a recent MAGIC (Multi Agency Gold Incident Command) Course, with enquiries in hand for others to do likewise. All events continue to be risk assed RAG, with appropriate command teams in place.</p> <p>A multi-agency table top exercise at the CCC will take place in February 2024, further command training in March, support those who missed September.</p> | Richard Woolford | 01-Feb-2024 | 01-Apr-2024 |
| CR36d Prevent | Prevent | Prevent continues to be monitored across COLC in support of COLP. This will be an agenda item next SSB. | Valeria Cadena | 01-Feb-2024 | 01-Jun-2024 |
| CR36f City of London | Protect | There is a vast array of partnership bodies that impact both the COLC and City wide, covering Security and Counter Terrorism. COLC is embedded with: • City of London Crime Prevention | Simon Causer | 01-Feb-2024 | 01-Jun-2024 |

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| <p>Corporation Buildings</p> | | <p>Association. • Cross Sector Safety and Security Communications. • Global Terrorism Information Network TINYg. • POOLRE • City Security Council • CPNI Strategic and Tactical meetings structures.</p> <p>VSAT has extended the security assessment process across a more diverse section of the estate.</p> <p>Diverse attendance and support continues</p> <p>We are currently working with COLP in review all delivery of previous security footprints to ensure up to date and independent audit of works done.</p> <p>Continual monitoring continues.</p> <p>The previously report VSAT system has now been fully adopted and working parallel with site protect packs, this is now been reviewed across the City Surveyors estate to asses where we are in relation to protective security across our estate.</p> <p>COLP have introduced a new NaCTSO security assessment product that has been applied to Guildhall, Barbican, Tower Bridge, CCC, Mansion House and Leadenhall Market.</p> <p>The Protect Duty is anticipated and this is expected to create an additional level of governance but there is a high degree of confidence that City sites already exceed anything the Act will introduce.</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 | Current Risk score change indicator |
|---|--|--|---|--|---|---|-------------|---|
| CR21 Air Quality 07-Oct-2015 Bob Roberts | <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> |  | 6 | No change from the current risk rating 04 Jan 2024 |  | 2 | 31-Dec-2026 |  Constant |
| | | | | | | | Reduce | |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
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| CR21 001h Publish annual report of air quality data | Develop baseline model for compliance assessment and publish annual report of air quality data | The 2022 Annual Status report was submitted on time and approved by the GLA and Defra. Work is underway to assess the % area compliance for 2022. | Ruth Calderwood | 12-Oct-2023 | 31-Dec-2025 |
| CR21 001i Compliant vehicles | 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 8 hybrid and 19 pure electric vehicles. A database has been created of fleet carbon and air pollution (NOx and PM) emissions. | Ruth Calderwood | 12-Oct-2023 | 31-Dec-2025 |