

Corporate Risk Detailed Register EXCLUDING completed actions by risk appetite

Generated on: 24 June 2024



Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 9

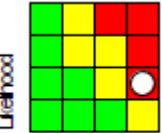
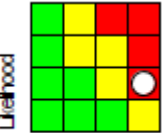

Risk Appetite Level Description Risk above appetite

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. 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 Services Committee as well as</p>	<p>Likelihood</p> <p>Impact</p>	16	31-Dec-2024	

10-May-2019 Caroline Al-Beyerty				Information Management Board.				Constant
				29 May 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	<p>Currently, our network activity monitoring is operational but lacks a sophisticated behavioural analytics component to detect anomalous behaviour accurately. Integrating a behavioural analytics solution is crucial for enhancing our detection capabilities, significantly reducing the risk of ransomware attacks. This solution will leverage machine learning and AI algorithms to analyse patterns of user behaviour, identifying deviations that could indicate a security threat. Implementing this will not only improve our preventative measures against ransomware attacks but also strengthen our overall cybersecurity posture.</p> <p>Steps for Implementation</p> <p>Market Research Vendor Selection Pilot Testing Training and Awareness Full Deployment Continuous Improvement</p> <p>This approach ensures that the action is not only about monitoring but actively improving our capability to detect and respond to cybersecurity threats, particularly ransomware, through advanced behavioural analytics.</p>	Gary Brailsford-Hart	29-May-2024	31-Dec-2024
CR16r Access control monitoring	Monitoring access control systems and processes to ensure that only authorized users have access to sensitive information	<p>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.</p> <p>Steps for implementation</p> <p>Assessment of Current Practices Development of an Independent Oversight Protocol Implementation of a Formal Privileged Access Policy Regular Audits and Reviews Segregation of Duties Training and Awareness Enhanced Authentication and Monitoring for Privileged Accounts Feedback and Continuous Improvement</p> <p>By implementing these steps, the City can strengthen its control over privileged accounts,</p>	Gary Brailsford-Hart	29-May-2024	30-Sep-2024

		ensuring they are granted appropriately and are subject to rigorous and independent scrutiny.			
CR16s Incident response	Developing and implementing a plan to respond to any security incidents that occur.	<p>We have drafted an organisational Cyber Incident Plan as well as developing operating cyber testing exercises. However, there is a need to produce further playbooks and develop more testing and exercising events.</p> <p>Testing remains outstanding and is a priority for the next quarter.</p>	Gary Brailsford-Hart	29-May-2024	30-Jun-2024
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.	<p>Tooling is in place and operating.</p> <p>Microsoft Sentinel is in place and collecting activity from across CoL. This has been monitored and managed by the InfoSec team who have been detecting and investigating incidents highlighted by the SIEM.</p> <p>Tooling is in place but resources to review, analyse and action remain outstanding.</p>	Gary Brailsford-Hart	29-May-2024	30-Sep-2024
CR16u Security awareness training	Providing regular training to staff and employees on cyber security best practices to prevent security breaches.	<p>Over the last 12 months we have deployed cyber security awareness from the information security team through the use of internal communications and training via the MetaCompliance platform.</p> <p>With the expiry of the MetaCompliance platform, the next 12 months will see communications and awareness messages continue from the security team but structured training will now be dependent on the NCSC "Top Tips for Staff" module. This may present a risk in our ability to provide specific training in response to cyber threats and trends.</p> <p>This is an area under review.</p>	Gary Brailsford-Hart	29-May-2024	31-Dec-2024
CR16v Security Baseline assessment – COL/COLP/Institutions	Security Baseline assessment – COL/COLP/Institutions	<p>Initial assessment complete, work is ongoing to identify trends and a developments plans and updates to the CAF will continue.</p> <p>Feedback from the institutions is positive and the NCSC CAF is accepted as a baseline standard. The appetite for review has been agreed as annual owing to resource constraints and the likely timeframes for improvements to be made.</p> <p>Further engagement has taken place and a detailed paper on the subject has been submitted to Committee for consideration (13/05/2024).</p>	Gary Brailsford-Hart	29-May-2024	31-Dec-2024

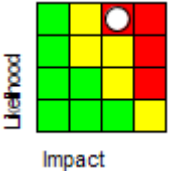
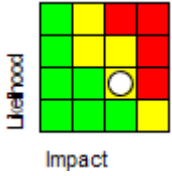

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR36 Protective Security	<p>Cause: Lack of appropriate governance, inadequate security risk 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>Liability Impact</p>	<p>16</p>	<p>Security governance continues to be lead through Senior Security Board (SSB). There is clearer clarity and leadership on security through the City Surveyor's department with leadership on Markets and CCC as well as the Primary estate. The Head of Security for the City Surveyors, with corporate lead for protective security across the estate and events within, has advised they are retiring end June 2024. As such a competitive recruitment and selection process took place, resulting in an equally highly qualified and competent replacement being identified. There is currently a clear hand over from outgoing and incoming, including shadowing the next State Banquet.</p> <p>POOLRE VSAT system continues to be utilised across our estate, with new locations being considered continually to go through this process to quality assure our assets, in line with best practise.</p> <p>The Bridges Security Board lead by the COO of BHE has embedded GLA and TFL into the Planning and is currently scoping permanent HVM solutions. For the bridges, currently mitigated by the temporary solutions.</p> <p>2024 continues to present security challenges that will continue to be met by strong governance and effective</p>	 <p>Liability Impact</p>	<p>16</p>	<p>30-Jun-2025</p>	

			<p>partnership relationships, with continual partnership relations with both COLP and MPS. There are multiple threat actors both global and local that are addressed through joint partnership and police meetings, both pre planned and spontaneous when required.</p> <p>In early 2024 the corporate risk score was reduced from 12 to 8 (having previously been one of the highest rated risks across the organisation), this was due to the vast amount of mitigation work and longevity of legacy implementation, with continuous monitoring of this it was recommended the risk maintains at an ongoing score of 8. During the formal review at SSB on 21/5/24 (this board sits each quarter with SSB and this the internal board for corporate security.) The board felt that the impact score should be moved to 16 Extreme rather than 8 Major. The rationale being that any impact would more likely fall into this category rather than Major. The ongoing work maintains it at this level and will be monitored through SSB and its subsidiary boards. It was advised that this is the appetite score that should be accepted and continually monitored. A task from SSB was to review this risk approach with that of Cyber Risk that is currently at 16. This review has now been done. Although both areas have had a huge amount of work done, and continue to do so and are monitored the impact is felt that it would potentially be at Extreme hence a uplift score to 16.</p>				
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10-Jan-2022 Gregory Moore				20 Jun 2024			Reduce	Increasing
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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>All SLT have now had training on Command Control and Co-ordination, with legal, crisis communication and humanitarian specialist inputs, Civil Contingencies Act (CCA), Security and Risk. There is now a 24/7 on call rota for SLT GOLD. All events continue to be risk assed RAG, with appropriate command teams in place.</p> <p>There is a bespoke MAGIC course being organised, due to limited space across London, although we are sending SLT as and when gaps appear, Director of HR attending next one. This is now booked for January 2025.</p> <p>There has been a recent refresh on loggist training covering Security Threat Risk mitigation, JESIP JDM CCA and legal responsibilities on Audit and accountability.</p> <p>There is now a new Silver course being booked, with various table tops booked in covering different matters. This was an agenda item at SSB 21/5/24..</p>	Richard Woolford	20-Jun-2024	30-Jun-2025
CR36d Prevent	Prevent	Prevent continues to be monitored across COLC in support of COLP. This was an agenda item at SSB 21/5/24	Valeria Cadena	20-Jun-2024	30-Jun-2025
CR36f City of London Corporation Buildings	Protect	<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 has 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. 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</p>	Simon Causer	20-Jun-2024	30-Jun-2025

		<p>introduce. A full review will take place again once implemented, however in the interim we have reviewed and exceed current understandings of the proposed Act.</p> <p>Pool Re, under Project Fleet, have completed a maximum probable loss study from a credible worst case scenario terrorist attack at 4 locations in the City. This will better inform business continuity planning and vulnerability management. This was an agenda item at SSB 21/5/24. Paper accepted all sub boards tasked to review with Gap Analysis to be over seen by Head Security City Surveyor. A meeting took place post, with on going dialogue with COLP.</p>			
CR36g Protect Public Realm Board	Protect	<p>The programme of protective measures to address the priority locations identified in the immediate aftermath of 2017 terrorist attacks have been completed. A small number of subsequent locations are now being addressed with works expected to complete by end 2024.</p> <p>Partnership working under the umbrella of the Public Realm Protect Board remains crucial, with the City Corporation working alongside colleagues at the City Police and TFL to identify risk and to consider proportionate mitigations.</p> <p>The boards ongoing focus remains new public spaces planning development and the likely implications from the upcoming Protect Duty. As per agenda item in SSB.</p>	Ian Hughes	20-Jun-2024	30-Jun-2025

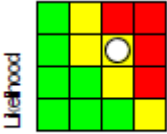
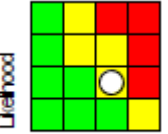
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR38 Unsustainable Medium Term Finances - City's Estate	<p>Causes: The embedded increased 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>		<p>16</p>	<p>Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends.</p> <p>On-going pressures totalling £3.8m, plus net 3% inflation uplift approved in 2024/25 budgets.</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 for works going forward totalling £71m.</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>Renewed approach to transformation under pinned by a clear communication plan to Members.</p>		<p>8</p>	<p>31-Mar-2025</p>	

31-Oct-2022 Caroline Al-Beyerty				21 May 2024			Reduce	Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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 programme • Monitor the use of inflation contingency	<ul style="list-style-type: none"> Regular monitoring the office of budget responsibility's inflation forecasts, currently at 3.2%. Identify areas that are forecasting to exceed budget envelope due to inflation increases, and review action. Chief Officer deep dives completed during May 2024, the outcomes of these discussions will be presented to Resource Allocation Sub Committee away day. 	Sonia Virdee	21-May-2024	31-Mar-2025
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.	<p>This is being monitored monthly, with action being taken to within the portfolio to maximise income generation opportunities.</p> <p>Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to:</p> <ul style="list-style-type: none"> Lord Mayor Show and events across the Corporation Advertising Filming inside and outside the square mile Retail opportunities Fees and Charges <p>Update presented on Income Generation to Resource Allocation Sub Committee on 2 May 2024. Highlights on progress will be presented to Resource Allocation Sub Committee away day.</p>	Sonia Virdee; Genine Whitehorse	21-May-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 in-year pressures. High risk departments are undertaking monthly revenue monitoring.	Sonia Virdee	21-May-2024	31-Mar-2025

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	21-May-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, due in Spring/Summer 2024.	Sonia Virdee; Paul Wilkinson	21-May-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. Updates to Efficiency and Performance Working Party scheduled for July and September 2024.	Emily Brennan; Sonia Virdee	21-May-2024	31-Dec-2024
CR38j Plans in place to reduce future deficits.	City's Estate continues to produce annual operating deficits over the 5-year financial plan. Over the planning period, the cumulative deficit is forecast to be £490m (including drawdown of financial asset gain of £158m). This is not sustainable over the longer-term period and radical decisions are needed now on how best to bring down the annual operating deficit, including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation, over and above those already identified (income generation, , operational property review, investment property review and charity review) underpin by a clear communication plan to all members, so they are aware of the challenges ahead. Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.	City's Estate continues to produce annual operating deficits over the 5-year financial plan. Over the planning period, the cumulative deficit is forecast to be £490m (including drawdown of financial asset gain of £158m). This is not sustainable over the longer-term period and radical decisions are needed now on how best to bring down the annual operating deficit, including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation, over and above those already identified (income generation, operational property review, investment property review and charity review) underpin by a clear communication plan to all members, so they are aware of the challenges ahead. Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.	Sonia Virdee; Genine Whitehorn	21-May-2024	31-Mar-2025

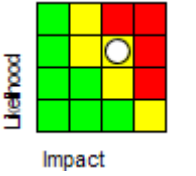
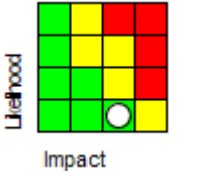

		understanding the upgrade paths/timings available for each connection.			
CR40e Notify business owner	Business owner notification	By September 2024, a detailed report outlining the findings of the investigation will be compiled. This report will then be distributed to FM (CoL/CoLP), H&S, ED&I and Security Operations. The notification will include information about the potential risks associated with the PSTN sunset, details on the current services in use, and recommended upgrade paths.	Sudeep Chatterjee	29-May-2024	30-Sep-2024
CR40f Creating a Remediation Plan	Remediation Plan	The Facilities Management (CoL/CoLP), H&S, ED&I and Security Operations will be responsible for developing and implementing a remediation plan for their respective services. This plan will outline the necessary steps to migrate or upgrade the affected connections to alternative and sustainable communication solutions.	Matt Baker; Sudeep Chatterjee	29-May-2024	06-Sep-2024
CR40g Review the Remediation Plan	Review Plan	DITS PMO will review the remediation plans with FM (CoL/CoLP), H&S, ED&I and Security Operations. Making sure they are fit for purpose and capture all the relevant details.	Sam Collins	29-May-2024	01-Oct-2024
CR40h Order New Lines and Hardware	Order New Lines and Hardware	DITS PMO will place the orders for the new connections along with any hardware requirements identified within the remediation plans.	Sam Collins	29-May-2024	01-Dec-2024
CR40i Coordinate New Services	New Services	DITS PMO will assist in the co-ordination of the implementation of new services, along with any installation of new hardware required	Sam Collins	29-May-2024	01-Oct-2025
CR40j Undertake Testing	Testing	DITS PMO will co-ordinate the post implementation testing for all new services and or hardware.	Sam Collins	29-May-2024	15-Nov-2025
CR40k Continuous Monitoring	Continuous Monitoring	DITS will provide continuous monitoring of progress, tracking the remediation efforts to help identify and address any issues promptly. This includes regular communication with business owners, providing support, and making adjustments to the plan as necessary.	Sam Collins	29-May-2024	31-Dec-2025

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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>Liability Impact</p>	12	<p>Risk is on going - Castellan (formerly Clearview) BC management tool continues to be implemented rollout has begun across Col depts – Continues Risk Connect / Castellan is a continuing rollout process with departments implementing their BIA Business Impact Analysis with support of resilience team 31st December 2024</p>	 <p>Liability Impact</p>	8	30-Sep-2024	Constant
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR01L Business Continuity Management	<p>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> <p>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>	<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> <p>Work is continuing and going well with departments supporting the BIA and critical services process. To support staff with BC responsibility the resilience team has commissioned a 1-day BC management training event to take place April 24th. Procurement are also aware of the contract renewal with risk connect July 2024</p>	Gary Locker	30-May-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	30-May-2024	30-Jun-2024
CR01N Standardisation procedures including Gold leadership Training	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. Training event planned for 22/9/23 implications, Humanitarian aspects, Civil Contingencies Act & Command structure responsibilities. Module 2/3 to follow 2022 Legal Implications & Public Inquiries</p> <p>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 SLT now attended 1 day internal Gold course 26/3/24 and Gold On call rota in place further strengthening the out of Hours on call process at strategic Gold level</p> <p>Gold course now complete 26/3/24 all SLT have now attended the internal bespoke training course. TC has also authorised a bespoke 4-day MAGIC course for SLT to attend with funding agreed week of 8th March centrally by the Chamberlain. Negotiations with the Police college MAGIC delivery team will begin once PO and funds agreed and a suitable date with SLT agreed. MAGIC course date agreed with College January 2025</p> <p>Emergency centres staffed by Col Crisis support team 40 staff currently. Refresher training and call for new volunteers 2024</p>	Gary Locker	30-May-2024	30-Sep-2024
CR01Q Rolling DR tests	Plan an annual calendar of IT DR tests, covering critical systems and services	<p>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</p> <p>Following final configuration, the secondary Guildhall internet connection has been failover tested and is confirmed running Active/active. This is Scenario 3 in the BCDR Plan, in which we now have 7 scenarios agreed.</p> <p>Owing to P1 operational issues over the last 6 months, further DR tests have been unable to take place.</p>	Chris Rawding	30-May-2024	30-Aug-2024

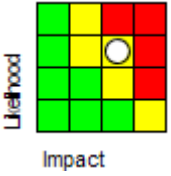
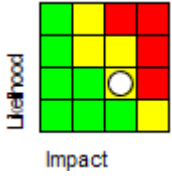

		The next Resilience/failover tests is yet to be planned, but responsibility for this will sit with the new permanent AD CIS, who is due to onboard before June 2024.			
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CR30 Climate Action 07-Oct-2019 Damian Nussbaum	<p>Cause: Insufficient resources 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	Historic delays to capital works implementation, together with an increasing emissions factor of the national grid (caused by 2022/23 energy crisis), increases the risk of not achieving net zero targets. Mitigation plans are in place (capital works delivery and governance) but need frequent review and prioritisation. 20 Jun 2024		4	31-Mar-2027	 Increasing
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR30k Impact on City financial and ability to	Ongoing political and international relationship management	Strong progress towards 2027 net-zero target and other positive sustainability reporting (e.g. Climate Action Scorecards, CDP) fuels positive media coverage. Stakeholder engagement plan unlocks political & international collaboration avenues enabling positive influence. Completion of action is expected in 2027 when first net zero target is met and risk is mitigated.	Damian Nussbaum	20-Jun-2024	31-Mar-2027

champion sustainable growth if not hitting net zero targets / maintaining resilience					
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>Progress remains at 20% due to volume of capital works still to be deployed.</p> <p>Decisions outstanding on investment disposal and acquisition strategy continue to create uncertainty in the Investment Properties Group workstream for CAS - potentially causing missed opportunities to decarbonise buildings whilst they are accessible (albeit for 2040 target). In addition, the delays in decision making on the Corporate asset stock changes (i.e. Guildhall Master Plan, Barbican Arts Centre, Markets Co-location) has delayed decarbonising efforts here and requires additional investment elsewhere in the portfolio in order to meet 2027 target.</p> <p>The national grid has decarbonised slower than emission models predicted, with an increase in emissions factor in 2023. This requires even more energy consumption reduction to outweigh the increase in emissions.</p> <p>Recent increases to the cost of capital works present a significant risk to CAS target delivery.</p> <p>Unprecedented rises in energy prices limit actual financial savings seen by capital projects delivered, meaning limited funds are returned to the Build Back Better Fund for future deployment on capital works.</p> <p>Mitigation in place includes introduction of behavioural management programme in buildings, procurement of additional contractors to speed up delivery of capital works.</p>	Paul Wilkinson	20-Jun-2024	31-Mar-2027
CR30m Risk of not hitting net zero targets for financial investments and supply chain	Monitor and drive performance against net zero and financial targets for financial investments and supply chain, continually refreshing learning	<p>Continually improving calculation methodologies for emissions from financial investments clouds real progress made but this is to be expected. Purchased Goods & Services is progressing well against the target and further opportunities will be explored.</p> <p>On track for interim target in 2027 and net zero in 2040.</p>	Caroline Al-Beyerty	20-Jun-2024	31-Mar-2027
CR30n Resilience risks of Square Mile infrastructure and public realm and risk	Monitor and drive performance against net zero and resilience targets, continually refreshing learning	<p>On track.</p> <p>Cool Streets & Greening continue to deliver climate resilient measures, including new projects (including tree planting, replanting, landscaping, and SuDS), making use of the completed Cubic Mile (below ground mapping) project.</p>	Bob Roberts	20-Jun-2024	31-Mar-2027

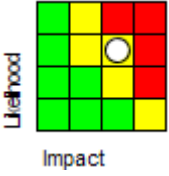
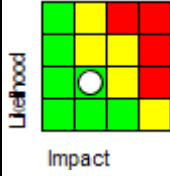

of not hitting net zero targets for developments and transport		Phase 2 of pedestrian priority programme still needs approval and has political risk attached to it. If the programme of Pedestrian Priority restrictions and traffic reduction is not delivered this significantly undermines the ability to reach net zero.			
CR30o Reaching carbon removal targets through open spaces	Set out carbon removal action plan and mobilise	New Project Manager and Project Officer have been appointed, and works have commenced with deer management and replanting.	Bob Roberts	20-Jun-2024	31-Mar-2027
CR30p Delivery delays and failures due to stakeholder / public action / inaction	Run overarching engagement programme with our stakeholders and partners (phase 3 of engagement plan) and quality assure engagement for projects	New CAS Stakeholder Lead joined in May 2024 and is liaising with Comms on the stakeholder engagement plan, bringing together Corporation-wide activity and CAS projects. On track.	Damian Nussbaum	20-Jun-2024	31-Mar-2027
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	All CAS project deliverables are assessed and equality assessment tests are completed as part of project delivery. Purchased Goods & Services are due to complete an Equality Impact Assessment in Q2 2024.	Judith Finlay	20-Jun-2024	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.	Target process tracking is done through the Climate Action Dashboard, which is updated quarterly and governed by a Dashboard Data Governance & Reporting Procedure which is reviewed annually. The dashboard allows tracking 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). This dashboard is used as the basis for progress reporting to Committees. 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. Project risks are monitored quarterly as part of the status report update in the Risks and Benefits Log. Project performance is monitored quarterly against projected achievement trajectories. These movements are closely monitored between Member and officer governance, including Project Boards and Committee Chair briefings.	Damian Nussbaum	20-Jun-2024	31-Mar-2027

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
CR35 Unsustainable Medium Term Finances - City Fund	<p>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.</p> <p>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.</p> <p>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.</p>		12	<p>Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends.</p> <p>Pressures on adult social care, children services, security and policing addressed through increase in taxes and business rates premium.</p> <p>Other on-going pressures totalling £3.2m, plus net 3% inflation uplift approved in 2024/25 budgets.</p> <p>The medium-term financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision for works going forward, totalling £62.7m.</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>Renewed approach to transformation underpinned by a clear communication plan to Members.</p>		8	31-Mar-2026	

19-Jun-2020 Caroline Al-Beyerty				21 May 2024			Reduce	Constant
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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, currently at 3.2%. • Identify areas that are forecasting to exceed budget envelope due to inflation increases. 	Sonia Virdee	21-May-2024	31-Mar-2026
CR35c Major Projects	Remain within the financial envelopes approved for major projects.	Monthly update on major projects forecasts and issues arising.	Sonia Virdee	21-May-2024	31-Mar-2029
CR35f Achievement of current Savings Programme	Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority) <ul style="list-style-type: none"> • Develop income generation opportunities 	<p>Court of Common Council approved reprofiling of remaining fundamental review savings, to allow sufficient time to embed these through income generation opportunities.</p> <p>Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to:</p> <ul style="list-style-type: none"> •HARC – Heathrow Animal Reception Centre •Events across the Corporation •Advertising •Filming inside the square mile •Retail opportunities <p>•Fees and Charges. Remaining £0.4m unidentified savings from the 12% savings programme is being worked on and expected to be delivered during 2024/25. Chief Officer deep dives scheduled during May 2024. Update presented on Income Generation to Resource Allocation Sub Committee on 2 May 2024. Highlights on progress will be presented to Resource Allocation Sub Committee away day.</p>	Alistair Cook; Sonia Virdee; Genine Whitehorne	21-May-2024	31-Mar-2026

CR35p Plans in place to reduce future deficits	Plans in place to reduce future deficits.	<p>The medium-term financial plan is only balanced over the next four years with the use of general fund reserves and further savings and/or revenue raising by increasing Council Tax and Business Rate Premium. City Fund moves into deficit position from 2026/27 onwards. Previously the business rate growth had been kept separate to fund the major projects and not relied on to balance the in-year position, due to increases in inflation and reductions in property income forecasts this is no longer possible. Radical decisions are now needed on how best to bring down the annual operating deficit, over and above those already identified (income generation, operational property review, investment property review), including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation underpin by a clear communication plan to all members, so they are aware of the challenges ahead.</p> <p>Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.</p>	Sonia Virdee; Genine Whitehorne	21-May-2024	31-Mar-2026
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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
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>		12	<p>In light of the changes to the workplace attendance policy, there is a risk in relation to retention of staff. The recent Staff engagement survey has indicated that 47% of staff are more likely to reconsider their role at the City of London Corporation as a result of the changes to policy. 29% were neutral in response and 23% were favourable. Impact on turnover will need to be monitored closely in order to assess how this is in practice post September. In advance of the policy changes, a new action regarding workplace attendance policy implementation has been created and will be attached to this risk.</p> <p>In light of the above, the risk level has been kept the same.</p>		4	31-Dec-2024	
							Reduce	
				07 Jun 2024				

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR39a Develop and consider alternative models of service delivery	Develop options for new 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	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	Alison Littlewood ; Cindy Vallance	02-Feb-2024	30-Apr-2025

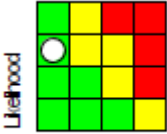
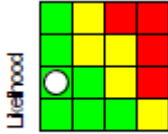
<p>which are cost effective and ensure corporate and statutory objectives are met</p>	<p>challenges in the recruitment service. This is to include commissioning, joint arrangements and shared services with partners and possibly outsourcing. This fits into the modernising our City corporation workstream of the 2024/29 People Strategy.</p>	<p>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> <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>			
<p>CR39b Ambition 25 Reward Review</p>	<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>In the last month there has been progress, however the current milestones are some of the most complex and therefore taking longer to come to conclusion. I would expect that next month we would be 50% through the project.</p>	<p>Alison Littlewood</p>	<p>05-Apr-2024</p>	<p>30-Apr-2025</p>
<p>CR39c Agency provider renewal</p>	<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. Options will be shared with SLT, ELB and CSC between</p>	<p>The committees have signed off a procurement plan, tender now live until the end of June.</p>	<p>Alison Littlewood ; Dionne Williams-Dodoo</p>	<p>07-Jun-2024</p>	<p>31-Jul-2025</p>

	February and April 2024 with a view to commissioning a new managed service supplier to supply both temporary and permanent workers by July 2025.				
CR39d Effective recruitment review	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. To improve candidate and hiring manager experience and enable a more proactive service model. Phase 1 June 2023 and phase 2 April 2025	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. A new Corporate induction has also been launched to support the effective induction of new hires into the City of London Corporation. 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.	Alison Littlewood ; Cindy Vallance; Dionne Williams-Dodoo	02-Feb-2024	30-Apr-2025
CR39e Development of HR data dashboards and workforce planning reports	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.	<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. <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>	Dionne Williams-Dodoo	02-Feb-2024	30-Apr-2025

CR39f People Strategy Approach	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.	Following the successful launch of the People Strategy, work is now being undertaken to embed all work within the People & HR Team as workstreams across the five themes of the People Strategy.	Alison Littlewood ; Cindy Vallance	23-May-2024	30-Apr-2025
CR39i Employee onboarding journey, Data and metrics - time to hire	The metrics associated with the employee onboarding journey, continue to be monitored against the 3 KPI's as listed below.	<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 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 		02-Feb-2024	31-Jul-2024

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.	Work is progressing to identify a delivery partner to work with us on all aspects of values and behaviours, performance management and leading change.		23-May-2024	31-Mar-2025
CR39k Staff engagement survey	Our next Our People Survey which will measure staff engagement and provide feedback on working experiences at the City of London will launch on the 15th April 2024. Through the survey we will do the follow: 1, Understand the drivers that are contributing to any potential negative experiences at working at the City. 2, Understand what City of London corporation is doing well for its employees. 3, Understand themes and develop action plans that will enable us to position ourselves as the employer of choice. With a view that the summary of findings will feed into keeping the People Strategy as a living breathing document.	Staff survey closed 17th May analysis and feedback sessions have now commenced, SLT feedback is 11th June, CSC feedback 3rd July following this departments will work on action plans.		06-Jun-2024	30-Sep-2024
CR39M Approach the hard to fill roles	Approach to hard to fill roles - We have recruited a Strategic Campaigns and Resourcing Projects Lead on a 12 month FTC. This post will support with creating targeted and bespoke recruitment campaigns for senior/ exec recruitment and hard to fill posts at the City of London Corporation. A range of methods, including the use of appropriate search and select agencies, proactive candidate search and engagement, events etc. will be used to promote the City of London Corporation as a destination to work at. We will be looking to raise the employer profile of the City of London Corporation.	Post holder has now started.		03-Apr-2024	31-Mar-2025

	We will also consider how and where we look for supply of talent e.g. engaging with our competitors as needed.				
CR39N Pay Award 2024/2025	Alongside our broader review of the existing pay architecture and approach to Reward underway, we have been working with Members, our senior leadership and our Trade Unions to agree the Pay Award for 2024/25. This is with a view to achieving the best possible outcome in line with our affordability on pay within our existing structures.	A proposal on the Pay Award for 2024/25 has been established and will be discussed at JCC on 7 June 2024. If Members and the TC are agreeable to the proposed offer a letter will be issued to the Trade Unions with the agreed proposal. Any agreed change to pay we expect will be applicable and backdated to 1 July 2024.		07-Jun-2024	31-Jul-2024
CR39o Workplace Attendance	The implementation of corporate services committee to move to a 3 day per week minimum baseline for workplace attendance.	The Workplace Attendance Working Group has reviewed the draft FAQ's, these will be shared with trade unions w/c 10th June final approval by HR SLG for uploading to COL net.		07-Jun-2024	02-Sep-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
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.</p> <p>Adverse effect on ability to deliver outcomes 2 and 11 of the Corporate Plan</p>	 Likelihood Impact	3	Air quality data collected in 2023 demonstrated that levels of particulate air pollution PM10 and PM2.5 both met the health based standards during the year. Nitrogen dioxide was measured at 86 locations, just 4 of these breached the required standard. A new Air Quality Strategy for 2025 to 2030 was approved for consultation, the aims are to go beyond statutory obligations and work towards air quality that complies with World Health Organisation Air Quality Guidelines 10 Jun 2024	 Likelihood Impact	2	31-Dec-2026	↓
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001i Compliant vehicles	100% of vehicles owned or leased by the CoL are electric or hybrid by 2025	The City Corporation currently has 40 fully electric and hybrid vehicles.	Ruth Calderwood	10-Jun-2024	31-Dec-2025
CR21 001m New Air Quality Strategy	Obtain approval for a new Air Quality Strategy 2025-30.	<p>A draft new Air Quality Strategy 2025-30 has been approved for consultation by the Port Health and Environmental Services Committee.</p> <p>The Strategy has now been published for consultation until 26 July 2024.</p>	Ruth Calderwood	14-Jun-2024	30-Sep-2024