

City of London Corporation Committee Report

Committee(s): Audit and Risk Management Committee – For Information	Dated: 14/07/2025
Subject: Risk Management Update	Public report: For Information
This report supports the successful delivery of all six Corporate Plan outcomes and our statutory obligations through identifying and managing risks in line with our business objectives.	Corporate Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Olivia Plunkett, Corporate Strategy Officer

Summary

This report provides the Committee with an update on City of London Corporation's risk management, including the corporate and top red departmental risk registers, since last reported to the Committee in May 2025. Further details can be found in the appendices listed at the end of this report.

Recommendation(s)

Members are asked to note:

- This report and the corporate and top red departmental risk registers summaries contained within this report or attached at appendix 1.
- That since the previous update:
 - The number of corporate risks has remained at 14 with one score decreasing.
 - The number of departmental red risks has decreased from 20 to 18, with one risk escalated, two risks de-escalated, and one risk de-activated.¹
- That following approval by Court of Common Council, work to implement the Risk Appetite Statement is underway (see non-public appendix 2).

¹ **Risk escalated:** DCCS HS 005 Major Works Program. **Risks de-escalated:** BBC Buildings 010 BBC Conservatory Glazing. SUR SMT 009 Recruitment and retention of property professional. **Risk de-activated:** BBC H&S 005 Fire Regulation Compliance.

- That a report covering year one progress of the Risk Management Strategy 2024-2029 has been presented to the Committee for information – see separate paper.

Main Report

Risk Activity – Process and Culture

1. A report on the first year of the Risk Management Strategy 2024-2029 is presented in a separate paper to this Committee. We continue to embed best practices into our risk management culture while actively identifying opportunities for improvement.
2. As part of this effort, we conducted a high-level internal review of the City Corporation's risk register. The analysis confirmed wide ranging officer engagement and an appropriate spread of risks across corporate, departmental, service and team risk registers. Moving forward, we will focus on improved alignment of risks with their mitigations, ensuring they accurately reflect our current operating context, and setting realistic and achievable timelines for risk management activities.
3. In addition, we are also working on our management of issues vs risks – engaging across the organisation to understand current handling, identify any best practice and develop guidance to better support risk identification and issue handling. This and other work will be supported by an external provider Gartner, who we have partnered with to enhance risk management capabilities and skills.
4. Following agreement by the Audit and Risk Management Committee (A&RMC), the City Bridge Foundation Board and the City of London Police Authority Board in the fourth quarter of FY2024/25, the Risk Appetite Statement was approved by Court of Common Council on 22 May. A separate non-public paper discussing risk appetite can be found in appendix 2.

Current Position

5. The corporate and red departmental risks are reported to this Committee as a minimum on a quarterly basis to enable the Committee to exercise its role in the monitoring and oversight of risk management within the City of London Corporation (CoLC). The Committee received a full corporate risk register at their May meeting. A summary table of the Corporate Risks can be found at para 15 and a summary report of the red departmental risks is at appendix 1.
6. The corporate and red departmental risk registers were reviewed by the Chief Officer Risk Management Group (CORMG) on 16 June 2025 as Senior Officers responsible for overseeing CoLC risk management actions, decisions and outcomes (including consideration of developing risk areas and cross-corporation risk management themes) on behalf of the Executive Leadership Board.
7. Within this reporting period, there were minimal fluctuations in the number of risks recorded on our register. However, we have continued to have good engagement

across the City Corporation and during this period, legacy risks have been removed, risks have been reframed, and new risks have been added.

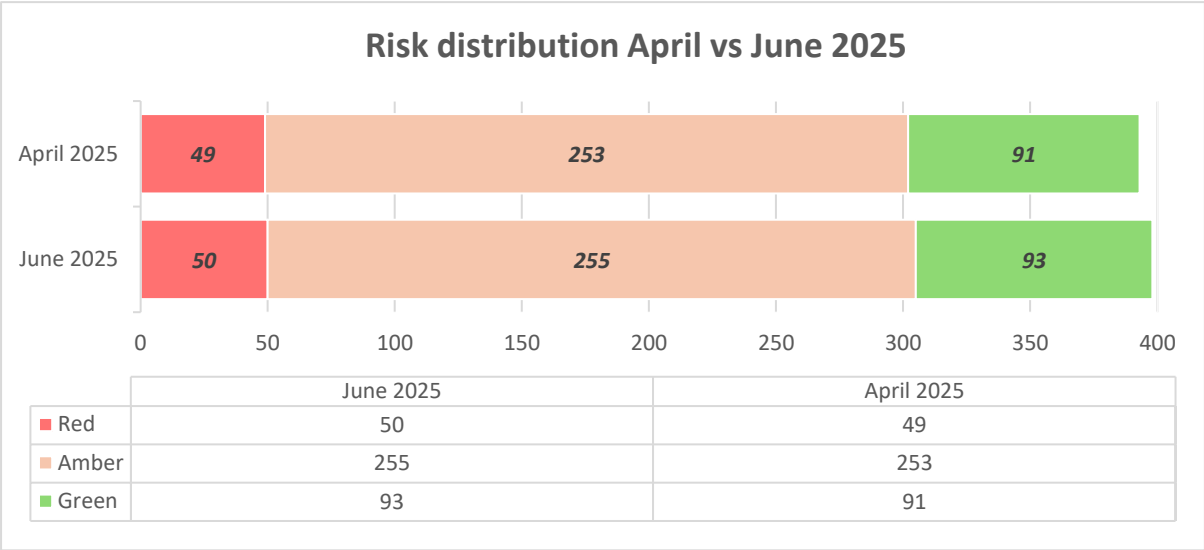


Table 1: June 2025: Overall Risk Numbers by RAG Rating on Ideagen

Corporate risks

8. There are currently 14 corporate risks on the corporate risk register (3x Red and 11x Amber). Since the last report to the Committee one risk has decreased in score (see para. 12). Risk appetite for corporate risks is outlined in appendix 1.
9. Risk scores decreased:
- a. *CR37 Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)* has decreased from **Red 16** (Impact 4 Major x Likelihood 4 Likely) to **Amber 12** (Impact 4 Major x Likelihood 3 Possible). This reflects the commencement of works under the enhanced Cyclical Works Programme funding.

10. The RAG matrices below show the distribution of corporate risks as of 24 June 2025 (Table 3) and 23 April 2025 (Table 4):

	Minor	Serious	Major	Extreme
Likely			1	
Possible			9	1
Unlikely			2	1
Rare				

Table 3: June 2025 Corporate Risk Heatmap

	Minor	Serious	Major	Extreme
Likely			2	
Possible			8	1
Unlikely			2	1
Rare				

Table 4: April 2025 Corporate Risk Heatmap

11. The highest scoring corporate risk is CR16 Information Security at Red 24 (Impact 8 Extreme x Likelihood 3 Possible). Actions to mitigate this risk are ongoing, with recent activity including mandatory cyber security training, the successful bidding for a grant to help with our Cyber Security baseline work, a 24/7 Security Operations Centre, and bringing security services in-house, giving greater control over, and visibility of, security controls.
12. Table 5 below shows a summary of all CoLC corporate risks as of 24 June 2025:






























Code	Title	Likelihood	Impact	Current Risk Score	Target Risk Score	Target Date	Original Risk Score	Trend	Creation Date
CR16	Information Security (formerly CHB IT 030)	3	8	24 	16 	31-Oct-2025	6 		10-May-2019
CR35	Unsustainable Medium-Term Finances - City Fund	4	4	16 	8 	31-Mar-2026	24 		19-Jun-2020
CR36	Protective Security	2	8	16 	16 	30-Jun-2025	16 		10-Jan-2022
CR01	Resilience Risk	3	4	12 	8 	31-Dec-2025	8 		20-Mar-2015
CR02	Loss of Business Support for the City	3	4	12 	8 	31-Mar-2025	8 		22-Sep-2014
CR09	Health, Safety and Fire Risk Management System	3	4	12 	4 	29-Mar-2029	12 		22-Sep-2014
CR30	Impact of Climate Change	3	4	12 	6 	31-Mar-2027	24 		07-Oct-2019
CR33	Major Capital Schemes	3	4	12 	8 	31-Mar-2029	16 		14-Feb-2020
CR37	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	3	4	12 	8 	31-Mar-2029	12 		04-Nov-2019
CR38	Unsustainable Medium-Term Finances - City's Estate	3	4	12 	8 	31-Mar-2026	24 		31-Oct-2022
CR39	Recruitment and Retention	3	4	12 	4 	31-Jul-2025	16 		21-Feb-2023
CR40	PSTN Switch Off 2027 (formerly CHB DITS 045)	3	4	12 	8 	31-Jan-2027	16 		26-Feb-2024
CR10	Adverse Political Developments	2	4	8 	4 	09-Jul-2029	8 		22-Sep-2014
CR29	Information Management	2	4	8 	6 	31-Mar-2025	24 		08-Apr-2019

Table 5: June 2025: List of Current Corporate Risks by Current Risk Score

Red Departmental Risks

13. There are currently 18 departmental red risks. Since the last report to the Committee, one risk has been escalated, two risks have been de-escalated and one risk has been de-activated.

14. Changes to the register:

Risk escalated:

- i) *DCCS HS 005 Major Works Program* score has increased from Amber (Impact 2 Serious x Likelihood 4 Likely) to Red 16 (Impact 4 Major x Likelihood 4 Likely) to reflect budget pressures.

Risk de-escalated:

- ii) *BBC Buildings 010 BBC Conservatory Glazing* score decreased from Red 24 (Impact 8 Extreme x Likelihood 3 Possible) Green 4 (Impact 2 Serious x Likelihood 2 Unlikely) reflecting completion of a key mitigating action.
- iii) *SUR SMT 009 Recruitment and retention of property professional* score decreased from Red 16 (Impact 4 Major x Likelihood 4 Likely) to Amber 12 (Impact 4 Major x Likelihood 3 Possible) This change reflects the department's successful recruitment initiatives.

Risk de-activated:

- iv) *BBC H&S 005 Fire Regulation Compliance* has been deactivated to reflect inclusion in overarching health and safety risk (*BBC H&S 001 Safety Maturity*).

Corporate & Strategic Implications

Strategic implications – Reporting in line with CoLC Corporate Risk Management Strategy.

Financial implications – Transformation fund investment received to engage Gartner over two years to support advancement of our work on Risk Culture.

Resource implications – None applicable

Legal implications – None applicable

Risk implications – None applicable

Equalities implications – None applicable

Climate implications – None applicable

Security implications – None applicable

Conclusion

15. This risk update and accompanying document (see appendices) are aimed at providing assurance to the Audit and Risk Management Committee that risks within the City of London Corporation are being effectively handled.

Appendices

- Appendix 1: Red departmental risks summary report
- Appendix 2: Risk Appetite Statement – Non-public

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