

City of London Corporation Committee Report

Committee(s): Audit and Risk Management Committee – For Information	Dated: 15/09/2025
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 July 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 and 2.
- That since the previous update:
 - The number of corporate risks has decreased from 14 to 13 with one de-escalated to departmental level.¹
 - The number of departmental red risks has decreased from 18 to 16, with 2 risks de-escalated.²

¹ Risk de-escalated: CR40 PSTN Switch-Off

² Risk de-escalated: SUR SMT 005 Construction and Service Contracts Price Inflation beyond that which was anticipated or planned; SUR SMT 011 Contractor Failure.

Main Report

Risk Activity – Process and Culture

1. Work to support corporate risk owners (Chief Officers) and their risk leads to prepare service committees to assign a risk appetite level to each corporate risk in the autumn continues. A CORMG meeting dedicated to risk appetite was held in July 2025. We have also seen increasing participation and collaboration in this space through engagement with the Risk Management Forum and Working Group. Further information is available in non-public appendix 3.
2. New risk management reporting appendices have been developed in collaboration with the Risk Management Forum Working Group as part of the *Informed Decision Making* objective of the Risk Management Strategy 2024-2029. These appendices will help promote consistency and accuracy in risk management reporting to support strategic decision-making.³
3. To further support this objective, we are continuing to iterate our reporting for Members and senior leaders to support greater insight and promote informed discussions.
4. More broadly, work is continuing to enhance our risk management approach, with a particular focus on how risks and issues are addressed, exploring refining the structure of the risk register, and embedding risk appetite into decision-making processes. Alongside this, we are developing internal guidance and tools to support colleagues and improve risk culture.

Current Position

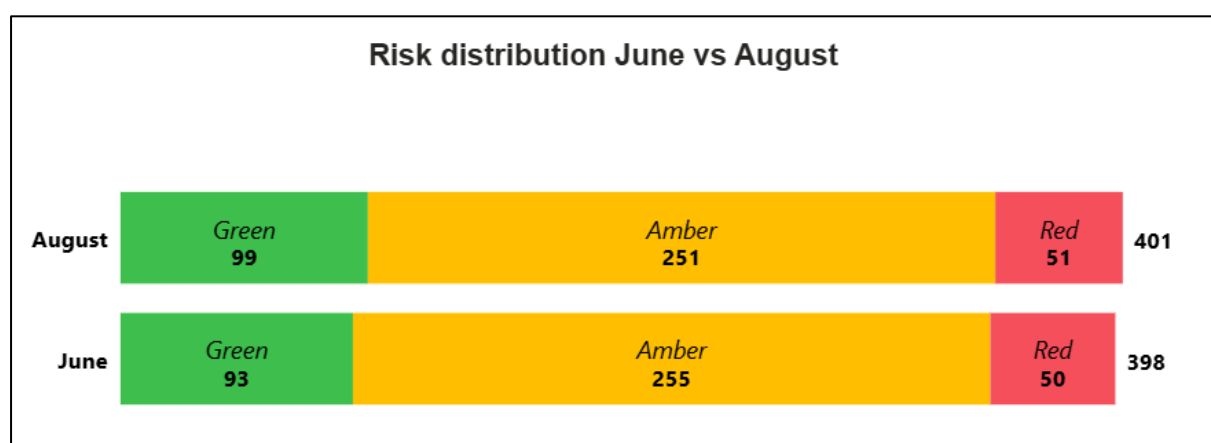
5. The corporate and red departmental risks are reported to this Committee as a minimum on a quarterly basis to enable the Committee to exercise its role in the monitoring and oversight of risk management within the City of London Corporation (CoLC).
6. The corporate and red departmental risk registers 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. Additional risk updates were given during an extraordinary meeting of CORMG on 22 July, which focussed on the implementation of risk appetite.
7. Whilst there have been minimal fluctuations in the number of risks this is not reflective of the work taking place to remove risks that are no longer relevant or require management, and the identification of new/ emerging risks (see table below). This serves as an example of our continued commitment to maintaining a

³ The updated report appendices can be seen in appendix 1 and 2.

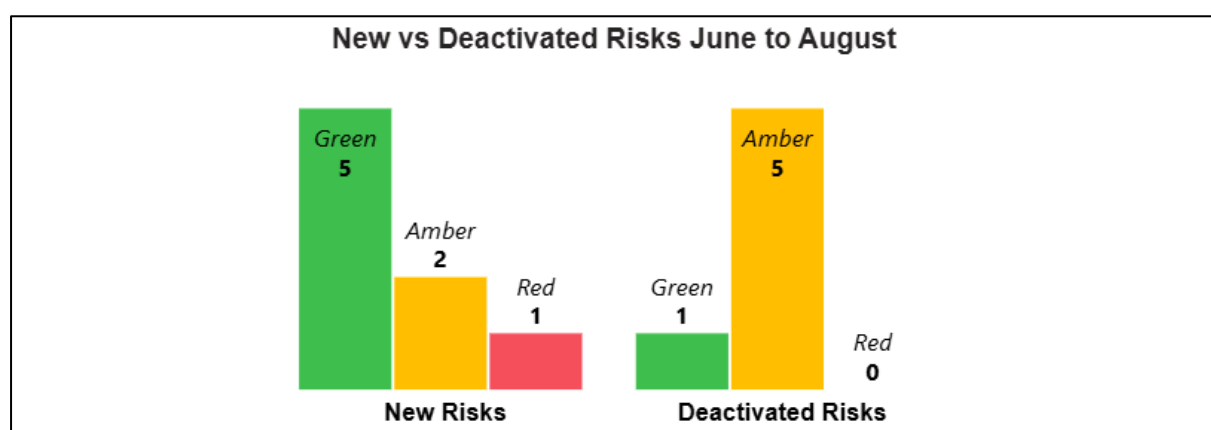
dynamic and regularly updated risk register through active engagement and review.

		Deactivated risks	New risks
By RAG rating	Red	0	1
	Amber	5	2
	Green	1	5
By Risk Level	Departmental	4	0
	Service	2	7
	Programme	0	0
	N/A	0	1

Table 1: June – August: New vs Deactivated risks by RAG rating and Risk level



Graphic 1: June vs August 2025: Overall Risk Numbers by RAG Rating on Ideagen



Graphic 2: June - August 2025: New vs Deactivated Risks by RAG Rating on Ideagen

Corporate risks

8. There are currently 13 corporate risks on the corporate risk register (3x Red and 10x Amber). Since the last report to the Committee one risk has been de-escalated to departmental level (see para. 9). Risk appetite for corporate risks is outlined in appendix 3.
9. *CR40 PSTN Switch Off* has been de-escalated from a corporate to a departmental level risk following CORMG approval in August 2025. The risk was previously approved for escalation on a temporary basis and given the impact of the mitigating activity to date, a clearer understanding of future needs, and the

extension of the switch off timeframe from 2025 to 2027, CORMG agreed that this can be managed at departmental level (Chamberlain's).

10. Work is ongoing to review *CR02 Loss of Business Support* to ensure it remains aligned with current and emerging contexts.

11. *CR39 Recruitment and Retention* and *CR33 Major Capital Schemes* are being reviewed and refined to further reflect the current landscape. Officers in the Corporate Strategy and Performance Team are engaging with colleagues in the People & HR and Chamberlain's departments respectively.

12. The RAG matrices below show the distribution of corporate risks as of 28 August 2025 (Table 3) and 24 June 2025 (Table 4):

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

Table 3: August 2025 Corporate Risk Heatmap

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

Table 4: June 2025 Corporate Risk Heatmap

13. 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 the implementation of a 24/7 Security Operations Centre, bringing security services in-house, giving greater control over, and visibility of, security controls. An external partner with Cyber Security expertise has been appointed to advise on the optimal setup of an internal Cyber Team which will work across the wider organisation including Institutions to ensure the continued safety of City Corporation. Additionally, the recruitment for a Chief Information Security Officer, responsible for overseeing wider organisation information security, will commence in October.

14. Table 5 below shows a summary of all CoLC corporate risks as of 28 August 2025:

Code	Title	Likelihood	Impact	Current Score	Rating	Date Reviewed	Target Score	Target Date ⁴	Trend since last review	Risk Approach
CR16	Information Security (formerly CHB IT 030)	Possible	Extreme	24	Red	12-Aug-2025	16	31-Oct-2025	Constant	Reduce
CR35	Unsustainable Medium-Term Finances - City Fund	Likely	Major	16	Red	23-Jun-2025	8	31-Mar-2026	Constant	Reduce
CR36	Protective Security	Unlikely	Extreme	16	Red	30-Jul-2025	16	31-Jul-2026	Constant	Accept
CR01	Resilience Risk	Possible	Major	12	Amber	26-Jun-2025	8	31-Dec-2025	Constant	Reduce
CR02	Loss of Business Support for the City	Possible	Major	12	Amber	05-Aug-2025	8	31-Mar-2025	Constant	Reduce
CR09	Health, Safety and Fire Risk Management System	Possible	Major	12	Amber	14-Aug-2025	4	29-Mar-2029	Constant	Reduce
CR30	Impact of Climate Change	Possible	Major	12	Amber	25-Jun-2025	6	31-Mar-2027	Constant	Reduce
CR33	Major Capital Schemes	Possible	Major	12	Amber	23-Jun-2025	8	31-Mar-2029	Constant	Reduce
CR37	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	Possible	Major	12	Amber	19-Aug-2025	8	31-Mar-2029	Decreasing	Reduce
CR38	Unsustainable Medium-Term Finances - City's Estate	Possible	Major	12	Amber	23-Jun-2025	8	31-Mar-2026	Constant	Reduce
CR39	Recruitment and Retention	Possible	Major	12	Amber	28-Aug-2025	4	31-Jul-2025	Constant	Reduce
CR10	Adverse Political Developments	Unlikely	Major	8	Amber	18-Jul-2025	4	09-Jul-2029	Constant	Reduce
CR29	Information Management	Unlikely	Major	8	Amber	14-Aug-2025	6	31-Mar-2025	Constant	Reduce

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

⁴ Target dates and scores are being reviewed following work on risk appetite.

Red Departmental Risks

15. There are currently 16 departmental red risks. Since the last report to the Committee two risks have been de-escalated to Amber.

16. Changes to the register:

Risk de-escalated:

- i. *SUR SMT 005 Construction and Service Contracts Price Inflation beyond that which was anticipated or planned* score decreased from Red 16 (Impact 4 Major x Likelihood 4 Likely) to Amber 12 (Impact 4 Major x Likelihood 3 Possible) reflecting easing of inflationary pressures.
- ii. *SUR SMT 011 Contractor Failure* 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 recent reduction of industry-related uncertainties.

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

17. 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: Corporate risk register – detailed report
- Appendix 2: Red departmental risks summary report
- Appendix 3: Risk Appetite Update – Non-public

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