

City of London Corporation Committee Report

Committee: Community & Children's Services Committee	Dated: 17/09/2025
Subject: Departmental Risk Update	Public report: For Information
This proposal: <ul style="list-style-type: none">• provides business enabling function	
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
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Summary

This report provides Members with detail of the Department's current Risk Register and the actions taken in mitigation to reduce those risks.

The Department's approach to risk management was subject to an internal audit that made recommendations to strengthen the departmental application of the City's Risk Management Framework. An improvement plan to address the recommendations has been agreed and will be led by the Department's Leadership Team.

Recommendation

Members are asked to:

- Note the departmental Risk Register
- Note the recommendations of the audit review of risk, and the actions agreed to address them.

Main Report

Background

1. The Department maintains a Risk Register as part of a risk management process by which risks are identified, evaluated and controlled or accepted.

2. The City Corporation's approach to effective risk management seeks to "to improve its performance through:
 - increased certainty (finding out as much as we can about what we are doing),
 - fewer surprises (as a result of finding out as much as we can),
 - better service delivery (because we are aware of most of the uncertainties that matter)
 - avoidance of anything that could damage its reputation and undermine public confidence.
3. The effectiveness of the approach in DCCS is supported and assessed through a rolling programme of departmental risk management audit reviews. The overall objective of each audit is to evaluate departmental application of the City's Risk Management Framework.

Current Position

4. A summary of departmental risks is found in Appendix 1. The report is in a new format that will consistently be used in all committee risk reports across the City of London Corporation.
5. There are fifteen current risks on the departmental Risk Register. No risks have been added or closed in the last quarter.
6. The Department's use of the City's Risk Management Framework has been subject to an internal audit.
7. The report of the audit was published on 24 September 2024. Its summary conclusion was:

Overall, limited assurance is provided in respect of the areas within the scope of audit – in particular, departmental application of the City's Risk Management Framework, including the maintenance and management of Risk Registers, and the sufficiency of reporting to Members to facilitate effective risk management oversight.

8. An improvement plan to address these recommendations and deliver the responses given, has been developed and the following actions have been taken, focussing on building risk awareness and capability:

Governance & Protocols

- **Rollout of a new DCCS Risk Protocol:** Outlines clearer roles, escalation pathways, and reporting frequencies to committees (to ensure sufficiency of reporting to Members to facilitate effective risk management oversight, the Risk Register will be brought to this CCS Committee quarterly. Risks that are relevant to specific sub-committees will be discussed at least twice yearly. However, some emerging or significant risks may require more frequent discussion at either Grand or Sub Committees). I
- The DCCS Risk Protocol also reinforces the use of the Ideagen system for consistent risk recording. This ensures alignment with the corporate framework, ensuring consistency in risk appetite and reporting.

Reporting Enhancements

- **Improved articulation of risks:** Risks have been reviewed and are now more clearly defined with mitigation strategies and clearer documentation of mitigation strategies.

Training & Capacity Building

- **Zurich-led risk training:** Delivered to managers to improve their ability to articulate and document risks. Nineteen staff from DCCS attended a risk training session hosted by our insurers, Zurich, on 27th June 2025. The session was well received and gave staff a greater understanding of our risk approach.
- **Risk Management Forum:** Business Support Managers attend the Risk Management Forum to embed risk culture and encourage proactive updates.

Over the past six months, we have made significant strides in strengthening our approach to risk reporting. Through the actions outlined above, we have fostered a more transparent and accountable risk culture. These collective efforts reflect our commitment to continuous improvement and ensure that risk management remains embedded in both our operational practice and strategic oversight in DCCS.

Corporate & Strategic Implications

Strategic implications

9. Effective risk management is vital to the delivery of the Corporate Plan 2024-2029 outcome of the provision of excellent services.

Financial implications

10. None.

Resource implications

11. None.

Legal implications

12. None.

Risk implications

13. As set out in the report and its appendices.

Equalities implications

14. None.

Climate implications

15. None.

Security implications

16. None.

Conclusion

17. The Department has continued to identify, evaluate, and manage risks through the maintenance of a comprehensive Risk Register. The internal audit highlighted areas for improvement, particularly in the application of the City's Risk Management Framework and the sufficiency of reporting to Members. The Department has developed an improvement plan to address these recommendations, which will be overseen by the Departmental Leadership Team.

Appendices

- Appendix 1 – Summary of Risk Register
- Appendix 2 – Detailed Risk Register
- Appendix 3 – Audit report on departmental risk management

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