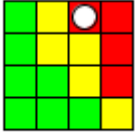
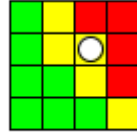
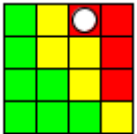
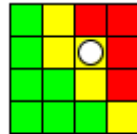






Risk Traffic Light: Red 11

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2016 Department of Community & Children's Services Creation Date 11-Jun-2015	Cause Expansion not delivered Event Building project not completed Effect Lack of first choice school places for City children	Likelihood Impact	24	Ade Adetosoye	Attempts to achieve the target are ongoing. 25-Nov-2015	Likelihood Impact	2	31-Mar-2016	

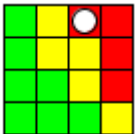
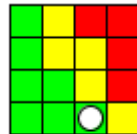
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
GSMD EF 001 Failure to Secure Lease Renewal of Sundial Court in 2020 Guildhall School of Music and Drama Creation Date 09-Jul-2015	Cause: Sundial Court , (the School's student accommodation), is owned by a private landlord, who currently leases the building to the School. Lease expires in 2020. Event: Landlord may not want to renew the lease to the School as there may be better development potential elsewhere. Alternative specialist music student accommodation might not be found. Impact: Loss of on-campus student accommodation for 177 students. Loss of student services and offices. Loss of student union facility and rehearsal room. Risk of reduced interest in students choosing GSMD if there is no onsite accommodation available.	 Likelihood	16	Michael Dick	Risk 3.3 on Departmental Risk Register Legal opinion on lease renewal terms obtained. Alignment of repairs and maintenance regime with lease terms. Contact and dialogue with landlord's agent on issues relating to lease renewal. Engagement with City Surveyors on action plan. Student accommodation strategy in development. 30-Nov-2015	 Likelihood	12	05-Apr-2017	↔

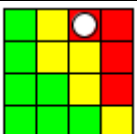
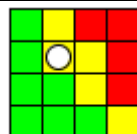
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
GSMD FN 001 Ability to Deliver a Balanced and Sustainable Model over the School's Business Cycle Guildhall School of Music and Drama Creation Date 12-Mar-2015	Cause: Substantial drop in income. Pressures on expenditure. Service Based Review funding cuts of £1m in 17/18. Local risk funding to the School is planned to reduce from over £8m in 2013/14 to £5.3m in 2017/18. Failure to gain additional funding from HEFCE. Event: If no action is taken, the School's annual deficit will rise to £3.2m by 2017/18. Impact: This is not a sustainable position and the Higher Education Funding Council for England	 Likelihood	16	Barry Ife	Risk 1.1 on Departmental Risk Register The School and the CoL are in direct discussions with HEFCE. Up to date communication and reporting to the Board, CoL and HEFCE. Ongoing discussion and negotiation to effect funding model. Continual review and management of the School's business model. On current funding levels, the School's longterm financial model is unsustainable. This has been materially exacerbated by the City's Service Based Review (SBR) target, reducing City funding to the School by £1m in 2017/18. Over the last year the School	 Likelihood	12	31-Jan-2016	↔

	(HEFCE) have been made aware.				has engaged with both HEFCE and the City to determine a strategy that will re-balance the model. Although a number of options have been discussed, these discussions with the School's primary funders are crucial in determining future strategy. Discussions have been initiated with HEFCE concerning the possibility of increased public funding as part of its review of institution-specific targeted allocations (RISTA) scheduled for 2015/16. in the interim the School is working to ensure that the quality of its teaching and the strength of its brand holds within the current volatile environment. The School has put together a plan of action for investing in its capabilities to ensure that it retains its leading position in a competitive environment. 30-Nov-2015				
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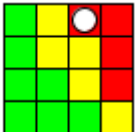
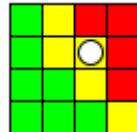
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
MCP-NS 001 Workplace Traffic Management Department of Markets and Consumer Protection Creation Date 24-Feb-2015	Cause: Over 200 forklift trucks operate on the New Spitalfields Market site. Event: There is a serious risk of injury or death of a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled. Effect: An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.		24	Robert Wilson	The new Superintendent has reviewed the evidence of incidents since his arrival at the Market and considers that the impact rating should be changed to “extreme” in view of the likelihood of a serious injury or death of a pedestrian from current fork lift truck movements. There have been two recent presentations to all tenants in the Market by Labyrinth Logistics Consulting, an external Health and Safety logistics expert, to present their recommendations on possible methods of segregating pedestrians and fork lift truck movements within the Market. From these presentations and the views expressed we are now in the process of preparing an		8	02-Jan-2017	↔

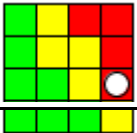
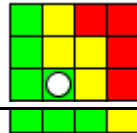
					action plan, to be agreed with the tenants and Tenants' Association, on how these recommendations can be implemented at the earliest opportunity to significantly reduce the risk to pedestrians from fork lift truck movements.				
					9-Dec-2015				

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
MCP-SM 001 HGV Unloading Operations Department of Markets and Consumer Protection Creation Date 24-Feb-2015	Cause: A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants. Event: Serious or fatal injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles. Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.	 Likelihood	16	Matthew Hill	Reviewed by M. Hill 26/10/15 The market constabulary are currently monitoring these areas as part of their routine patrols and are halting any unsafe acts they observe. 26-Oct-2015	 Likelihood	4	31-Dec-2015	↔

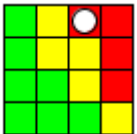
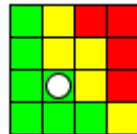

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
OSD 005 Animal, Plant and Tree Disease Director of Open Spaces Creation Date	Causes: Inadequate biosecurity, buying of infected trees, plants or cattle, spread of windblown Oak Processionary Moth (OPM) from adjacent sites Event: Sites become infected by animal, plant or tree diseases	 Likelihood	16	Sue Ireland	OPM is being actively monitored on our sites. Meetings continue with the Forestry Commission and this remains a high priority for officers. No change to risk score	 Likelihood	6	01-Apr-2016	↔

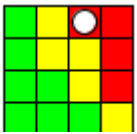
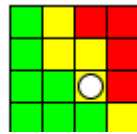

10-Mar-2015	Impact: Public access to sites restricted, animal culls, tree decline, reputational damage, cost of control of invasive species, risk to human health from OPM or other invasives				25-Nov-2015				
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Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
OSD EF 008 Invasive Non Native Species (INNS) Director of Open Spaces Creation Date 19-Aug-2015	Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNs have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.		16	Paul Thomson	Monitoring programmes remain in place. Spread of INNS continues to be a risk. To be reviewed divisionally 25-Nov-2015		12	31-Mar-2016	↔

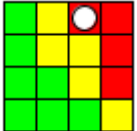
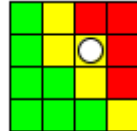
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
OSD NLOS 007 Hampstead Heath Bathing	Cause: Lack of suitably experienced and qualified lifeguarding staff at Hampstead Heath Bathing Ponds.		16	Bob Warnock	Prior risk mitigation still in effect. Red risk status to be reviewed at SLT, likelihood may be dropped to 1		4	01-Apr-2016	↔

Ponds Director of Open Spaces Creation Date 10-Aug-2015	Members of the public swimming in unauthorised areas. Swimming outside of designated zones. Swimmers fail to pay attention to acclimatisation requirements. Event: Unable to effect safe rescue of swimmers. Death or serious injury of swimmers in ponds. Impact: Death or injury to members of the public or staff who enter water. Possible legal challenge. Emotional impact on staff. Reputational risk.				25-Nov-2015			
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Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 005 Recruitment and retention of property professionals City Surveyor's Creation Date 17-Mar-2015	Cause: A strong property and construction market Event: Increasingly attractive remuneration packages offered elsewhere Impact: Increased vacancies, objectives unachieved or delivered late, reduced customer satisfaction	 Likelihood Impact	16	Peter Bennett	This risk identifies the continuing turnover of staff as a result of the strong property market. The department is developing strategies specific to the department that have a particular focus on talent management, reward and retention. There is also a focus on identify projects or work where value can be added by outsourcing. The department now has an action plan in place which includes the introduction of career grading and individual reward packages. 19-Oct-2015	 Likelihood Impact	4	31-Mar-2016	

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 009 Failure of implementation and management	Cause: Implementation and subsequent management of Oracle Property module to meet business needs	 Likelihood Impact	16	Nicholas Gill	Open issues on the new system have been progressed however there are still some unresolved issues that are being finalised as follows:	 Likelihood Impact	8	TBC	

of the Oracle Property Management System City Surveyor's Creation Date 03-Mar-2015	Event: Inappropriate technological solution or unsuccessful project management or failure to implement an appropriate management framework Impact: Unable to manage property portfolio / loss of income and poor property maintenance				1) Data Validation – Corporate properties in progress as part of Archibus 2) Service Charge – In User Acceptance Testing (UAT) 3) Argus Interface – In UAT 4) Archibus Interface – In UAT 5) OPN Reports – fifteen live, remainder in UAT 6) Defects – revisions being concluded The programme closed at the end of September, we are now moving into a Business As Usual model. 19-Oct-2015			
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Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
SUR SMT 017 Asbestos management City Surveyor's Creation Date 12-Nov-2015	Cause: Asbestos present in properties hasn't been managed correctly, with a suitable survey, remedial action undertaken where risks identified and re-inspection undertaken and recorded. Possible exposure of employees & contractors has led to a report being issued to the HSE under RIDDOR Event: Exposure to asbestos can lead to serious health risks or death Effect: This could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation of business	Likelihood  Impact	16	Peter Bennett	Report issued to HSE under RIDDOR All high risk asbestos areas identified have had suitable remedial work undertaken to reduce & control the risk. A gap analysis has been undertaken to identify where asbestos surveys or re-inspections are not suitable or up to date. A new asbestos surveying contractor has been appointed to undertake all surveys, under a short term contract via Procurement. All asbestos data has been identified and collated to Micad Compliance module to provide a single source for all documentation. A new Health and Safety Manager is currently being appointed. This risk will be reviewed again on commencement of this position. 12-Nov-2015	Likelihood  Impact	12	30-Apr-2016	↔

