



Corporate Risk Register

Report Author: Paul Dudley

Generated on: 04 February 2016

Rows are sorted by Risk Score

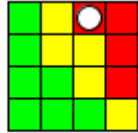
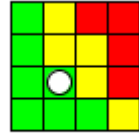
Code & Title: CR Corporate Risk Register 11

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
CR11 Hampstead Heath Ponds - overtopping leading to dam failure	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The "Ponds Project" was initiated and is being implemented to address the Risk.</p> <p>The issues reported relate principally to the successful and timely completion of the Ponds Project.</p> <p>Potential for land ownership issues to cause delays- Most of the adjoining land owner issues have been resolved.</p> <p>Potential for protest – This risk has significantly reduced as the project is well underway.</p> <p>Health & Safety - The Heath is a public open space and therefore the interaction between people, dogs and construction plant must be managed. A process of risk assessments is being used to determine the vehicle movements that require an escort.</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Oct-2016	↔

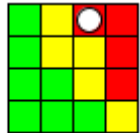
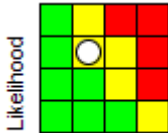
05-Feb-2015 Sue Ireland; Paul Monaghan				<p>Cost increases - The budget is overseen by the Project Director and Project Board. A specific risk provision has been included in the approved budget.</p> <p>Further challenge – Initial challenge has fallen away. Ongoing extensive consultation and communication with all stakeholders, updating them on progress of the Ponds Project.</p> <p>Technical Challenge – As works progress on site technical issues are being uncovered e.g. silt and clay suitability. Mitigation methods will be developed as technical issues arise.</p> <p>15 Jan 2016</p>				No change
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Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency	Regular monitoring of budget and risk provisions	Project Director continues to monitor the budget closely with the Project Team.	Paul Monaghan	15-Jan-2016	31-Oct-2016
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities	Methods of working agreed around utilities. Ongoing joint working concerning a number of diversions that are happening as a result of the works.	Paul Monaghan	07-Jan-2016	31-Oct-2015
CR11 c Site supervision by DBE and OS to	Regular review of H&S and working practices - in particular movement of vehicles	Weekly meetings to review practices being undertaken	Paul Monaghan	07-Jan-2016	31-Oct-2016

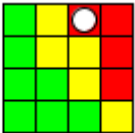


ensure appropriate H&S procedures					
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG	Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role as previously	CWG continues to meet regularly. Liaison Officer issues 818 weekly email newsletters, updates blog regularly (1000 blog visits per month). Website regularly updated, timelapse camera established and 1336 students participated in Ponds Project Education Programme.	Paul Monaghan	15-Jan-2016	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds	As per planning consent and conditions	Daily water quality and dust monitoring undertaken. Data published and issued monthly to CWG.	Paul Monaghan	07-Jan-2016	31-Oct-2016
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Continuing consultation with all stakeholders. Complaints log discussed at CWG	Paul Monaghan	07-Jan-2016	31-Oct-2016
CR11 h Resolution of issues with adjoining land owners	There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.	Two of four landowners do not impact on progression of the Ponds Project. Orchard Trust Transfers agreed. Fourth landowner - Millfield Cottage - design is being changed to suit landowner. Alternative designs completed and awaiting agreement with landowner prior to applying for planning permission CoL will continue to liaise with landowners.	Paul Monaghan	15-Jan-2016	31-Oct-2015
CR11 i Approval of designs for Highgate 1	The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.	Millfield cottage - design is being changed to suit landowner. Alternative designs completed and awaiting agreement with landowner prior to applying for planning permission	Paul Monaghan	07-Jan-2016	31-Oct-2015

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<p>CR19 IT Service Provision</p> <p>14-Jul-2015 Graham Bell</p>	<p>Cause: The whole Police IT Estate and parts of the Corporation are in need of further investment.</p> <p>Event: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service.</p> <p>Effect: Loss of communications or operational effectiveness (including service performance, reliability and weakening DR capabilities). reputational damage. Possible failure of critical Corporation and Policing activities.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>A key milestone has been passed as the IT Sub (Finance) Committee approved that three key IT projects on desktop renewal, the network refresh and communications/telephony should progress to the Projects Sub (Policy and Resources) Committee and then on into implementation. These projects should play a key role in providing a modern, resilient and flexible IT system to support wider transformation across the Corporation. Following the two recent outages, triggered by a power loss and external fibre break, further steps that will now be taken to minimise the single points of failure and increase resilience, ahead of the transformation programmes being completed. City Surveyors Department has confirmed that the risk of power failure at Guildhall and Walbrook Wharf sites is listed on their Corporate Property Group risk register, with mitigating actions in place to protect City Corporation assets including the IT system.</p> <p>19 Jan 2016</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Dec-2016</p>	<p>↔</p> <p>No change</p>

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19b JOINT Network refresh programme.	Joint network refresh programme to resolve issues around network resilience and ensure we have diverse routes for network traffic, avoiding single points of failure.	Gateway 4/5 report approved.	Graham Bell	19-Jan-2016	31-Dec-2016
CR19c JOINT End User Device Renewal	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure.	Gateway 4/5 report approved.	Graham Bell	19-Jan-2016	31-Dec-2016
CR19d CoLP Investment in any retained IT infrastructure	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure	Gateway 4/5 report approved.	Graham Bell	19-Jan-2016	31-Dec-2016
CR19k Unified Communications Programme	Replacement of desktop phones with soft phones and improved teleconferencing facilities.	Gateway 2 report approved.	Graham Bell	19-Jan-2016	31-Dec-2016
CR19l CoLP: Infrastructure as a Service	IaaS Project to move Police IT Infrastructure onto a new resilient platform.	Underway - 1st migrations completed November 2015.	Graham Bell	19-Jan-2016	31-Jan-2016

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CR20 Road Safety 23-Oct-2015 Carolyn Dwyer	<p>Cause: Limited space on the City's medieval road network to cope with the increased use of the highway by vehicles and pedestrians / cyclists within the City of London. Interventions & legal processes take time to deliver</p> <p>Event: The number of casualties occurring in the City rises instead of reducing.</p> <p>Effect: The City's reputation and credibility is adversely impacted with businesses and/or the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Risk Unchanged. Permanent Bank Junction redesign Gateway 3 report approved. Interim Bank Junction redesign Gateway 3 report considered December 2015 , referred back for extended optioneering; Issues report scheduled for end February 2016.</p> <p>20 Jan 2016</p>	 <p>Likelihood</p> <p>Impact</p>	6	21-Dec-2016	↔ No change

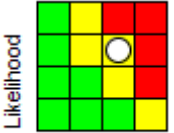
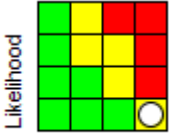

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CR20a Joint Safer Transport Team	Implement a joint City of London Corporation & City of London Police Road Safety/Safer Transport Team	Following departure of the Assistant Director and Business Analyst leading this work the project has been deferred to allow for new posts to be recruited and the business analysis to be completed. (Revised Due date 30 May 2016)	Steve Presland	20-Jan-2016	30-May-2016
CR20b Permanent Bank Junction redesign	Permanent Bank Junction redesign	Gateway 3 report now approved and gateway 4 scheduled for May 2017. Commencement of build still programmed for 30 Nov 2018.	Steve Presland	20-Jan-2016	30-Nov-2018
CR20c Interim Bank Junction redesign	Working with TfL to explore and, where practicable, deliver short term design/operational improvements to Bank Junction	Gateway 3 Report considered December 2015. Referred back for extended optioneering. Issues report scheduled for end February 2016 and gateway 5 October 2016. Scheme delivery date unchanged.	Steve Presland	20-Jan-2016	21-Dec-2016
CR20d Road Safety Communications Strategy	Work with the Corporation's Public Relations Office to deliver a Road Safety Communications Strategy	Strategy being reviewed by City of London Communications Director. First monthly email issued and weekly twitter feed commenced.	Steve Presland	11-Dec-2015	30-Nov-2015
CR20e City Contracts	Explore embedding vehicle and driver safety in all City of London Corporation contracts	Target date of April 2016 remains unchanged.	Steve Presland	20-Jan-2016	30-Apr-2016

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CR21 Air Quality 07-Oct-2015 Jon Aaverns	<p>Cause: Small particulate pollution has chronic health impacts from long term exposure at very low concentrations and is in evidence within the City and central London. There is also a health impact associated with long term and short term exposure to nitrogen dioxide.</p> <p>Event: Under certain atmospheric conditions there is a higher probability of poor air quality within the City and it is more likely that residents, workers and visitors would suffer the acute consequences.</p> <p>Effect: The consequences both acute and chronic may include: An increase in hospital referrals placed upon both</p>	 <p>Likelihood</p>	16	Risk moved to Corporate Risk Register as requested by P. Dudley 28 Oct 2015	 <p>Likelihood</p>	6		 No change

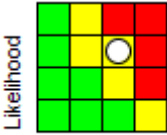
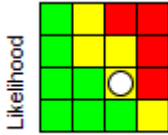
<p>emergency services and the NHS for those already suffering from respiratory or cardiovascular conditions (it may also place a strain on City social services). An increase in deaths, particularly of those already suffering from respiratory or cardiovascular conditions (both residents and workers). Economic costs such as acting as a deterrent of businesses coming to London or staying and financial penalties for non-compliance with air quality limits. Persistent poor air quality may affect the longer term health of the City population. Persistent poor air quality may attract adverse media coverage making the City seem a less attractive place to live and work.</p>						
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Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR21 001a Implement policies	Implement the policies contained in the City of London Air Quality Strategy 2015-2020. The strategy contains 10 policy areas with 60 specific actions. An annual report will be produced demonstrating progress with each action.	The due date for this action is the end of April 2016 and each year after that - ongoing action, with progress reports produced in April each year. Actions are renewed and updated each April and reported on in subsequent years.	Jon Averbs	07-Oct-2015	29-Apr-2016
CR21 001b Review Air Quality	Review and assess air quality in line with statutory obligations of the Environment Act 1995. Submit all relevant statutory reports. Approval of all reports by Defra and the GLA will demonstrate compliance with statutory obligations.	The due date for this action is the end of April 2016 and each year after that - Ongoing compliance reports submitted in April each year. These are subject to audit by both Defra and the Greater London Authority.	Jon Averbs	08-Oct-2015	29-Apr-2016
CR21 001c Become an Exemplar Borough	Ensure the City Corporation becomes a Mayor of London Exemplar Borough for air quality.	To become a Cleaner Air for London Borough the authority will have to pledge (at cabinet level) to take significant action to improve local air quality and sign up for specific delivery targets. - this includes having an up-to-date air quality action plan, fully incorporated into LIP funding and core strategies.	Jon Averbs	16-Nov-2015	29-Dec-2017
CR21 001d Develop communication s strategy.	Develop and implement a robust communications strategy to ensure people have sufficient information to reduce their exposure on days of 'high' air pollution.	Days of 'high' air pollution occur on a few days throughout the year and are caused by changes in weather conditions. The City Corporation has very little influence over these high air pollution days but will notify the public when they occur so they can take any relevant action to avoid any impact on their health.	Jon Averbs	16-Nov-2015	30-Jun-2016
CR21 001e Develop plan	Develop and implement a plan for reducing the impact of diesel vehicles on air pollution in the Square Mile. This is to complement the work being undertaken by the Mayor of	The development of this plan will involve following a complex process - obtaining funding, consultation with all stakeholders, integrated impact assessment, options and approval.	Jon Averbs	16-Nov-2015	31-Dec-2018

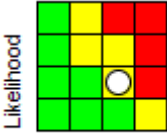
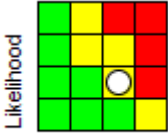
	London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.				
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CR01 Resilience Risk 20-Mar-2015 John Barradell	<p>Cause - Lack of appropriate planning, leadership and coordination</p> <p>Event - Emergency 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>Likelihood</p> <p>Impact</p>	12	<p>Risk re-rated from amber 8 to amber 12 .</p> <p>This change has been made following a review of the robustness Corporation's own business continuity plans (BCP) and the IT network assumptions on which some actions in the BCPs are based.</p> <p>03 Feb 2016</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2016	 Increase

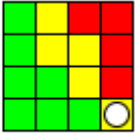
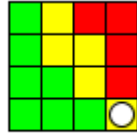

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CR01A Emergency Exercise	Full exercise (Alcoves) to test the emergency and business continuity plans across the organisation. The exercise will involve the emergency services	This action is now complete	Gary Locker	29-Jan-2016	11-Jun-2015
CR01B Corporate review of Business Continuity planning	Prepare and complete a report for the Summit Group, based on the findings of a review of departmental business continuity planning	this action is now complete	Gary Locker	29-Jan-2016	30-Nov-2015
CR01C Exercise Unified Response	Large scale multi-agency exercise which will test the CoL's Borough Emergency Co-ordination Centre (BECC)	Currently, the resilience team are participating on behalf of the organisation in a major, multi-agency exercise 'Unified Response' The scenario involves the response to a major incident on the tube	Gary Locker	29-Jan-2016	01-Jun-2016

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CR09 Health and Safety Risk 22-Sep-2014 Chrissie Morgan	<p>Cause - Safety is treated as a low priority by the organisation, lack of training of staff and managers, management complacency, poor supervision and management</p> <p>Event - Statutory regulations and internal procedures relating to Health and Safety breached and/or not complied with.</p> <p>Effect - Possible enforcement action/ fine/prosecution by HSE, Employees/visitors/contractors may be harmed/injured, Possible civil insurance claim, Costs to the Corporation, Adverse publicity /damage to reputation, Rectification costs</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>This risk was reviewed by the SMT on 20/01/16, no change to the assessment at this time. The external accreditation exercise will commence on January 19, with audits being conducted in Corporate H&S, Community and Children Services, City Surveyors and the City Police. The review will provide a benchmark against a wide range of organisations.</p> <p>20 Jan 2016</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2016	↔ No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR09A External Verification	External verification of the CoL's safety management system	British Safety Council have completed the audit. Awaiting their report for results and any actions / impacts upon our controls for this risk	Oliver Sanandres	04-Feb-2016	29-Feb-2016
CR09B Compliance Audits	Rolling programme of departmental compliance audits conducted by the Corporate Health and Safety Unit	Audits currently ongoing. Report being prepared for H&S Committee	Oliver Sanandres	04-Feb-2016	31-Mar-2016

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CR02 Loss of Business Support for the City 22-Sep-2014 John Barradell	<p>Cause - The City Corporation's actions to promote and support the competitiveness of the business City do not succeed.</p> <p>Event - The City's position as the world leader in international financial services is adversely affected</p> <p>Effect - The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation's business remit is damaged and its perceived relevance is diminished. Reputational damage to the City as a place to do business and to Corporation ability to govern effectively</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Following review the risk assessment/scoring is unchanged The Corporation and the International Regulatory Strategy Group ensure we engage on the key regulatory issues that affect the financial and professional services industry, informing our engagement with policy makers, regulators and the media. ED office is engaged in a programme of work to support, defend and enhance the business city, in accordance with ED Business Plan.</p> <p>14 Jan 2016</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2016	↔ No change

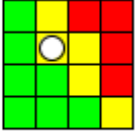
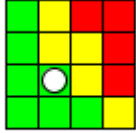
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CR02A Special Representative of the City to the EU	Appointment of former Foreign Office Minister, Jeremy Browne, to new position to enhance our engagement with EU policy makers.	EU Engagement Programme now in place - 6 months programme of visiting all EU Member States.	Giles French	14-Jan-2016	01-Sep-2015
CR02B Restructure of the team working on financial and professional services	City, EU and International Affairs teams have been restructured into City Competitiveness and Regulatory Affairs teams to remove geographical boundaries and provide greater policy focus to work. Job descriptions have been reviewed for same purpose.	This action is now complete	Giles French	08-Oct-2015	01-Sep-2015

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CR17 Safeguarding 22-Sep-2014 Ade Adetosoye	Cause: Not providing appropriate training to staff, not providing effective management and supervision, poor case management Event: Failure to deliver actions under the City of London' safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue Effect: Physical or mental harm suffered by a child or adult at risk, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted	 Likelihood	8	Work is still ongoing to raise awareness of safeguarding 18 Jan 2016	 Likelihood	8	31-Mar-2016	 No change

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CR17b Work with HR to develop training and programmes to support staff	Develop safeguarding e-learning modules and enable staff to access advice and assistance	The majority of staff have undertaken the e-learning modules. Outstanding training will be completed by end of December to include new staff who have joined the Department. This training has been added to the list of Mandatory training for DCCS staff	Chris Pelham	25-Nov-2015	31-Dec-2015
CR17c Safeguarding Awareness Sessions for DCCS Staff	3 raising awareness sessions will be delivered to Community and Children's Services staff. These sessions will cover updated Child Sexual Exploitation and Children Missing from home, Education and or Care protocols and referral process which have been updated and circulated to all professionals. A Multi Agency Sexual Exploitation group is now fully functioning.	Completed - All sessions have now been delivered to staff.	Chris Pelham	20-Aug-2015	31-Jul-2015
CR17d Raising awareness of Private Fostering, role of Local Authority Designated Officer	A Multi Agency Briefing Event will be held with over 60 partners attending to launch the new referral process, to highlight the role of the Local Authority Designated Officer and raise awareness Private Fostering and the City of London Thresholds document.	Completed - the briefing session took place on 6 July 2015. Partners welcomed the event and feedback was positive.	Chris Pelham	20-Aug-2015	30-Sep-2015

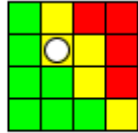
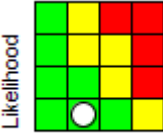

(LADO)					
CR17e Prevent agenda - new guidance	New guidance on the Prevent agenda is being circulated to the City family of schools including the City of London Academies. A leaflet has been produced for parents and carers regarding the Prevent agenda.	Completed - this work has now been completed and the new guidance on the Prevent agenda has been sent to the City of London Family of Schools and the new leaflet has been circulated to parents and carers.	Chris Pelham	20-Aug-2015	10-Jul-2015
CR17f Review of City of London Safeguarding Policy	A review of the City of London Safeguarding Policy will be undertaken with the involvement of the Departmental Safeguarding Champions	Completed - revised policy agreed at Safeguarding sub committee and launched at Safeguarding Champions meeting in December	Chris Pelham	18-Jan-2016	31-Dec-2015
CR17g Preparation for Inspection of Children's Services and Ofsted Inspection Framework	Work is ongoing to prepare for an Ofsted Inspection of Children's Services. Concerns have been raised by The Society of Local Authority Chief Executives (SOLACE), Local Government Association (GLA) and Association of Directors of Children's Services (ADCS) about the current Ofsted inspection framework regarding the lack of flexibility and understanding of local demographics and service needs. No Local Authority has been assessed as outstanding since the inspection framework was revised almost 2 years ago.	An update on the Corporate Safeguarding Policy was presented to the Safeguarding sub-committee on 25 September 2015. New guidance on the Thresholds of Need has been promoted and issued to staff and partners, Training sessions for DCCS staff are on-going.	Chris Pelham	25-Nov-2015	31-Mar-2016
CR17h Evaluation of Notice the Signs – awareness raising campaign	Evaluation of Notice the Signs – awareness raising campaign	Completed. An evaluation of the Notice the Signs campaign was presented to the City of London Safeguarding sub-committee of the Community and Children's Services Committee stating the campaign's impact has been significant and resulted in increased numbers of safeguarding alerts	Chris Pelham	25-Nov-2015	31-Oct-2015
CR17i New London wide Adults Safeguarding Procedures agreed	Procedures to be formally adapted and training provided	New London wide Adult Safeguarding procedures have been published. These will be formally adopted at the next City and Hackney Adults Safeguarding Board. Training for multi agencies using the new procedures will be delivered in the period January to March 2016-		18-Jan-2016	31-Mar-2016
CR17j Promoting role of Local Authority Designated Officer (LADO)	Raising awareness of the LADO role with Members and partners	The LADO investigates allegations made against staff, including volunteers, that call into question their suitability to work with or be in a position of trust with children. In order to raise awareness of the role a LADO report was presented to the Safeguarding sub committee on 25 September 2015. The report was also presented to the Boards of Governors of the City schools and to other committees with public facing surfaces such as the Culture, Heritage and Libraries committees. Other work the LADO is involved in includes training on safer recruitment which will take place in February and March 2016 and highlighting issues around private fostering.		18-Jan-2016	31-Mar-2016

		Guidance is being reviewed and reprinted.			
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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
CR14 Funding Reduction	<p>Cause: Reduced funding from Central Government.</p> <p>Event: Reduced funding available to the City Corporation and City of London Police.</p> <p>Effect: City Corporation will be unable to maintain a balanced budget and healthy reserves in City Fund, significantly impacting on service delivery levels and reputation.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>For our non-Police services, the settlement is better than expected. Our June forecast, based on the Treasury request to non-protected government departments to identify real terms savings of 25-40%, assumed a £3m (11%) cash reduction in revenue support grant (RSG) and rates retention funding between 2015/16 and 2016/17. However, the cash reduction in funding appears to be £1.3m (5%). The four year horizon appears to be suggesting a far less steep rate of reduction in RSG. Our earlier forecast had assumed that RSG would be reduced from £12m in 2015/16 to zero by 2019/20 whereas the provisional settlement indicates that we should still receive £6m in 2019/20.</p> <p>For Police, the settlement accords with the figures in the Autumn Statement. In our September forecast we had assumed the cash reduction to Core grant would be £2.6m (5%), but it is £0.3m (0.5%) - £2.3m better than forecast for 2016/17. In addition, Capital City funding has increased from £2.8m in 2015/16 to £4.5m in 2016/17. Details of a number of ring-fenced grants are not expected until January.</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	↔

22-Jun-2015 Peter Kane				<p>We will be working through the implications for the Medium Term Financial Forecast and presenting the forward outlook to senior Members and Resource Allocation Sub-Committee early in January. Although the outcome is better than feared, it still means we need to see through the Service Based Review measures to make sure we are as efficient and effective as possible and are in a position to prioritise and maximise the benefits of future budget allocations.</p> <p>19 Jan 2016</p>				No change
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Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR14a Scrutiny by the Officer SBR Steering Group and Efficiency and Performance Sub-Committee.	Scrutiny of the achievement of savings by the Officer SBR Steering Group and Efficiency and Performance Sub-Committee.	Third SBR Monitoring report to be provided to March 16 ESPC. Deep Dive reviews completed on CHL, Barbican, City Surveyors, Open Spaces, Town Clerk's.	Caroline Al-Beyerty	14-Jan-2016	31-Mar-2016
CR14b SBR implementation.	SBR implementation continues with cross departmental workstreams to identify further efficiencies in strategic asset management, income generation, and reviews of grants and hospitality.	Progress is monitored by EPSC in full. Grants review is complete and now in implementation stage, all other reviews now drawing to review completion, and moving into implementation stages. Significant work still required on overall Asset Management model.	Caroline Al-Beyerty	14-Jan-2016	31-Mar-2016
CR14f Monitoring of delivery of savings.	Robust monitoring of delivery of savings proposals - undertaken by Head of Finance, Projects.	Analysis of savings profile changes reported to 13th Jan EPSC, only small £197K pushing back of savings into later years on £20.3m programme. 3rd round of monitoring complete, 4th round to commence January 2016.	Paul Nagle	14-Jan-2016	31-Mar-2016

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 22-Sep-2014 Graham Bell	<p>Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information.</p> <p>Event: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information.</p> <p>Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>IT and Cybersecurity policy now signed off by Chief Officers at IT Steering Group and published on the intranet. Work will now commence on developing further policy/user guides for staff. In addition, a Cybersecurity and Risk Management development workshop for Members is planned for February 2016. However, further work is required to strengthen data retention and ownership procedures in line with Data Protection requirements. There is now a specific recommendation for Chief Officers to identify Information Asset Owners, subject to agreement at IT Steering Group in January. The risk score is therefore increased to Amber pending implementation of these mitigating actions.</p> <p>14 Jan 2016</p>	 <p>Likelihood</p> <p>Impact</p>	2	28-Feb-2016	 Increase

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR16b Review and strengthen Data Retention, Management and Ownership.	For all major systems establish data owner and retention policy for information therein.	Specific Recommendations for Chief Officers to identify Information Asset Owners, have now been agreed at the IT Steering Group. Work will now commence on working with Chief Officers to identify Information asset owners for further training and development in the information management/security area.	Christine Brown	14-Jan-2016	31-Dec-2016