

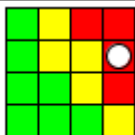
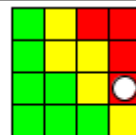

## Corporate risks - detailed report EXCLUDING COMPLETED ACTIONS

**Report Author:** Paul Dudley

**Generated on:** 02 July 2018

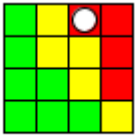
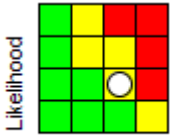



Rows are sorted by Risk Score

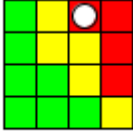
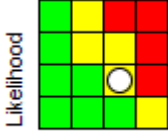

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR24 Operational Security</b>	<p><b>Cause:</b> Inadequate, poorly maintained or time expired security infrastructure; lack of security culture within the organisation; poor training or organisation of staff; insufficient staff.</p> <p><b>Event:</b> Security of an operational property is breached.</p> <p><b>Effect:</b> Unauthorised access to building by criminals/protestors/terrorists; disruption of business/ high profile events; reputational damage; injury or potential loss of life amongst staff or members of the general public</p>	 <p>Likelihood</p> <p>Impact</p>	24	<p>The Security Board is now mature and in place with all works teams beneath now in place. Public Realm, People Board, Cross Cutting and Security Advisory Board.</p> <p>Good strategic and tactical grip now with Police and key stakeholders. HVM work now started at Barbican and St Pauls in phase one of mitigation to the public from a vehicle borne Terrorist attack. There is phased works in place for the rest of this calendar year.</p> <p>The Corporation threat and risk mitigation plan is being adopted by others.</p> <p>Corporation Estate, ASF and BBM starts next month.</p>	 <p>Likelihood</p> <p>Impact</p>	16	30-Apr-2019	

07-Jun-2017 Peter Lisley				<p>HVM at Guildhall is aspired to be in place pre Lord Mayors Show this year.</p> <p>A new post has been created by City Surveyor Head of Security for Guildhall Complex, this is to provide grip and consistency across the complex and then support across the Estate</p> <p><b>22 May 2018</b></p>				Constant
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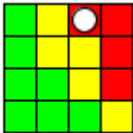
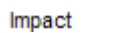
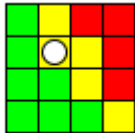
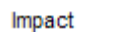
Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR24a	Deliver a programme of security infrastructure enhancements	<p>The Security Board is now mature and in place with all works teams beneath now in place. Public Realm, People Board, Cross Cutting and Security Advisory Board.</p> <p>Good strategic and tactical grip now with Police and key stakeholders. HVM work now started at Barbican and St Pauls in phase one of mitigation to the public from a vehicle borne Terrorist attack. There is phased works in place for the rest of this calendar year.</p> <p>The Corporation threat and risk mitigation plan is being adopted by others.</p> <p>Corporation Estate, ASF and BBM starts next month.</p> <p>HVM at Guildhall is aspired to be in place pre Lord Mayors Show this year.</p> <p>A new post has been created by City Surveyor Head of Security for Guildhall Complex, this is to provide grip and consistency across the complex and then support across the Estate</p>	Paul Wilkinson	22-May-2018	30-Apr-2019

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
<b>CR02 Loss of Business Support for the City</b>          22-Sep-2014 Damian Nussbaum	<b>Cause</b> - The City Corporation's actions to promote and support the competitiveness of the business City do not succeed. <b>Event</b> - The City's position as the world leader in international financial services is adversely affected <b>Effect</b> - 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	 Likelihood	 Impact	<b>16</b>          Since the increase in the risk level, the Brexit negotiations between the UK and EU27 have made progress. In December 2017, the Phase One of the negotiations was agreed to have made significant progress, which enabled the second stage of the negotiations to proceed. The agreement at the March 2018 European Council to a transition period until the end of 2020, provides additional time for businesses to prepare for Brexit. The European Council also agreed to commence the negotiations on the future trade agreement between the UK and EU27 <b>22 May 2018</b>	 Likelihood	 Impact	<b>8</b>          30-Apr-2019	          Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR02C	City Corporation providing opportunities for informing the debate on the terms of Brexit, and representing the views of the financial and professional services sector	We are continuing to make the case for the "mutual recognition" model to the UK government, as well as with EU institutions and Member States. Until the formal negotiations progress, the impact of our engagement is difficult to determine. However, we are pleased that mutual recognition was stated as the preferred option by both the Prime Minister and Chancellor of the Exchequer.	Damian Nussbaum	11-Jun-2018	31-Dec-2018
CR02H	Work on initiatives which ensure London is at the forefront of innovation in financial and professional services	We have actively contributed to UK Government led initiatives with other markets on FinTech. The Green Finance Initiative has also signed a new Green Finance Centre with their Chinese counterparts.	Damian Nussbaum	11-Jun-2018	21-Mar-2019

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
<b>CR16 Information Security</b>  22-Sep-2014 Peter Kane	<b>Cause:</b> Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. <b>Event:</b> Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. <b>Effect:</b> 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.	 Likelihood	16  Impact	The risk will be mitigated by the development of a new Data Retention Schedule (DRS) and policy and the scope widened to include IT systems. We expect the risk to Amber by end of June 18.  <b>12 Jun 2018</b> <b>(see para 15 of cover report)</b>	 Likelihood	8  Impact	30-Jun-2018	  Constant

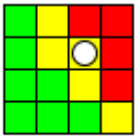
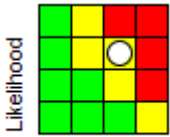

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR16i	The Development and implementation of more technical security infrastructure	Using a recognised Cyber security maturity model there is a dashboard being reported that shows via a RAG status 10 areas of focus to mitigate this risk with training, processes and tools being delivered that in combination will bring the risk to Amber by June 2018. Dedicated project manager is supporting the delivery of new Cyber protection solutions for the CoL and CoLP estates.	Sean Green	13-Jun-2018	30-Jun-2018

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
<b>CR21 Air Quality</b>  07-Oct-2015 Jon Avern	<p><b>Cause:</b> 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><b>Event:</b> 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><b>Effect:</b> The consequences both acute and chronic may include:  An increase in hospital referrals placed upon both 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>	<div> <div>Likelihood</div>  </div> <div> <div>Impact</div>  </div>	16	No change from previous assessment. Although measured levels of air pollution are going down across the City, nitrogen dioxide still remains above the health based limits despite a number of measures to bring levels of pollution down  <b>04 Jun 2018</b>	<div> <div>Likelihood</div>  </div> <div> <div>Impact</div>  </div>	6	31-Dec-2020	Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR21 001e	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 London to reduce air pollution in the central zone through the implementation of the Ultra Low Emission Zone.	The City is producing a draft Transport Strategy which will contain measures to reduce the amount of diesel vehicles in the Square Mile.	Jon Avern	04-Jun-2018	31-Dec-2018



CR23a	Deliver the savings programme for currently identified savings in 2018/19.	COLP has a plan in place to deliver on £1.2m savings for 2018/19 and continues to explore opportunities for continual improvement, both internally and through wider collaboration with the City Corporation. The details of the planned savings were reported to Efficiency and Performance Sub Committee in March. Further work is being done to explore the profile of the achievement of the savings and quantify to extent of ongoing savings in future years.	Alistair Sutherland	07-Jun-2018	31-Mar-2019
CR23b	Medium Term Financial Plan	The assumptions in the Medium Term Financial Plan are being revisited for July, but a broader piece of work is being initiated by Chamberlains and Police. The broader piece of work will be informed by early outputs from the costing of services from the Transformation Board as it builds the new operating model. We will also be reviewing in detail the income assumptions, especially around the Economic Crime Academy and the Domestic/International Training agenda. We expect to report back in the autumn in time for 2019/20 budget setting.	Philip Gregory; Michelle King	07-Jun-2018	31-Mar-2019
CR23c	A Transformation Programme is underway to develop a revised Target Operating Model for CoLP to deliver greater effectiveness and financial stability. The Programme comprises eight work strands.	<p>The Deloitte short term recommendations or ‘quick wins’ have been realised and are funding the core transformation project team. The Transformation Board met in April and provided positive progress updates as follows:</p> <ul style="list-style-type: none"> <li>• City of London Police ‘As is’ Services listed/catalogued to identify duplication</li> <li>• Prioritisation of key areas for Design efficiency</li> <li>• Community Policing</li> <li>• Financial Investigation</li> <li>• Performance + Data Management</li> <li>• Resolution Centre linked to Demand Reduction + Management</li> <li>• Protective Security</li> <li>• Immediate savings</li> <li>• Transform savings contributions towards £1.2m identified so far within Police Staff departments and supplies budgets.</li> </ul>	Jane Gyford	07-Jun-2018	31-Mar-2019
CR23d	Consider increase in the business rates premium in future periods	Consider contribution levels from City Fund/ City’s Cash as part of financial planning and budget setting for 2019/20, measures could include increasing the business rate premium, ongoing support for capital project shortfalls, or direct contribution from City Fund or City’s Cash to support additional Policing service demands.	Caroline Al-Beyerty	07-Jun-2018	31-Mar-2019

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
<b>CR01 Resilience Risk</b>  20-Mar-2015 John Barradell	<b>Cause</b> - Lack of appropriate planning, leadership and coordination <b>Event</b> - Emergency situation related to terrorism or other serious event/major incident is not managed effectively <b>Effect</b> - 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.	 Likelihood  Impact	12	IT are still undergoing work to re-locate servers from GJR to another location. Network upgrade work and upgrading bandwidth is progressing across the corporation. Once this has been complete we will be able to carry our resilience tests.  <b>29 Jun 2018</b>	 Likelihood  Impact	12	31-Dec-2018	  Constant

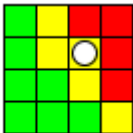
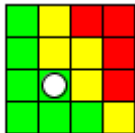

Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date
CR01D	Working with the IS division, remove potential single points of failure from business continuity processes.	IT are still undergoing work to re-locate servers from GJR to another location. Network upgrade work and upgrading bandwidth is progressing across the corporation. Once this has been complete we will be able to carry our resilience tests.			Gary Locker	29-Jun-2018	31-Jul-2018
CR01H	To provide a larger Capability of Chief Officers & Senior Managers to strategically & tactically lead during a Major Incident impacting the City	Training run on 9th February & 14th May 2018  Further delivery of training at Gold and Silver, Tactical level Planned for delivery <b>October 2018</b>			Gary Locker	18-Jun-2018	31-Oct-2018
CR01L	Assurance process with Cabinet Office College Provide refresher and initial training for Col staff, this training intended to increase knowledge to ensure BC plans are able to support the Col maintain its business during a major incident, provide an in depth independent oversight of the Col business impact analysis, identifying its most critical business areas				Gary Locker		31-Oct-2018
CR01M	process, training, call out process to strengthen the City capability and resilience in responding to major incident and complying with the wider London boroughs standardisation programme				Gary Locker		31-Dec-2018
CR01N	to increase City capability and resilience in also supporting wider London boroughs during major incident				Gary Locker		30-Sep-2018



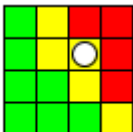
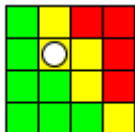

	response, Local Emergency Control Centres, Emergency centres as part of a wider humanitarian				
CR01P	delivering a strategic based exercise to include command and control of managing events and incidents potentially impacting the show			Gary Locker	31-Oct-2018

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
<b>CR09 Health and Safety Risk</b>  22-Sep-2014 Chrissie Morgan	<p><b>Cause</b> - 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><b>Event</b> - Statutory regulations and internal procedures relating to Health and Safety breached and/or not complied with.</p> <p><b>Effect</b> - 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>New mental health and wellbeing policy agreed by Establishment Committee (25 April). In addition support being given to CCC/MH, Barbican, GSMD re: Fire Safety and Work at Height at CCC. Corporate Safety Working at Height Policy is under consultation.</p> <p><b>19 Jun 2018</b></p>	<p>Likelihood</p> <p>Impact</p>	12	31-Dec-2018	<p>Constant</p>

Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date
CR09F	Deliver a series of health and safety audits and compliance checks to provide corporate assurance that the organisation is being managed safely	Inspections continuing			Justin Tyas	18-Jun-2018	31-Dec-2018
CR09G	To deliver a programme of training sessions for Chief Officers and their reports	The programme of training is currently being delivered			Justin Tyas	18-Jun-2018	31-Dec-2018
CR09H	To implement and deliver a Workplace Wellbeing Action Plan	Plan is being scoped for stakeholder consultation			Justin Tyas	18-Jun-2018	31-Mar-2019

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<b>CR19 IT Service Provision</b>  14-Jul-2015 Sean Green	<b>Cause:</b> The whole Police IT Estate and parts of the Corporation are in need of further investment. <b>Event:</b> For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service. <b>Effect:</b> Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.	 Likelihood	12	The risk will be mitigated with the implementation of the new Local Area Network and Wi-fi on schedule to be Green by June 18  <b>19 Jun 2018</b> <b>(See para 15 of cover report)</b>	 Likelihood	4	30-Jun-2018	  Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR19e	This is the first phase of the revised project to fully replace ageing unsupportable networking hardware from the City and City Police's infrastructure.	Implementation continues and will be completed between May-October 2018.	Sean Green	13-Jun-2018	31-Oct-2018
CR19f	The full delivery of a new network for the Corporation and city Police.	The WAN work continues. Remediation of IT communications rooms complete. LAN design completed. LAN implementation now underway for CoL and CoLP.	Sean Green	13-Jun-2018	30-Jun-2018


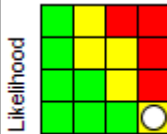

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<b>CR20 Road Safety</b>	<b>Cause:</b> Limited space on the City's medieval road network to cope with the increased use of the highway by vehicles and pedestrians / cyclists within the City of London. Interventions & legal processes take time to deliver <b>Event:</b> The number of casualties occurring in the City rises instead of reducing. <b>Effect:</b> 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	 Likelihood	12	The Permanent Bank Scheme is still on hold.  The final decision report will be presented to all relevant Committees between now and July 5th.  The Road Danger Reduction and Active Travel Plan is open for public consultation.	 Likelihood	6	31-Oct-2018	  Constant

23-Oct-2015 Carolyn Dwyer				<p>The Be Brake Ready campaign continues with pop-up events across the City between now and September, promotional videos are under development and a launch is planned for June.</p> <p>City Mark scheme is on-going and achieving excellent engagement with the construction sites around the City.</p> <p><b>15 May 2018</b></p>				Constant
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Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR20b	Permanent Bank Junction redesign	<p>The Permanent Scheme is still on hold.</p> <p>The final decision report will be presented to Streets and Walkways Sub Committee on 21st May, Project Sub Committee on 13th June, Planning and Transportation Committee on 19th June, Policy and Resources Committee and Resource Allocation Sub Committee on 5th July.</p>	Steve Presland	15-May-2018	30-Nov-2018
CR20f	In accordance with the agreed workplan the Road Danger Reduction & Active Travel Strategy is being prepared. Indicative milestones (1) draft to Planning & Transportation Committee in early 2018; (2) Public Consultation in Q2 of 2018; & (3) revised strategy to be presented to Planning & Transportation committee with recommendation for adoption Summer 2018.	The Road Danger Reduction and Active Travel Plan is open for public consultation. This will be the subject of a joint survey with the Transport Strategy (which will be launched in June).	Steve Presland	15-May-2018	01-Oct-2018
CR20g	Behaviour Change Campaign to address 'inattention'. The process will be (1) use focus groups to identify options; (2) conduct attitudinal survey of road users; (3) prepare campaign delivery plan; (4) deliver campaign; (5) evaluate and report to Q4 2018/19.	The Be Brake Ready campaign continues with pop-up events across the City between now and September, promotional videos are under development and a launch is planned for June. Following the completion of the campaign in September, a post-campaign attitudinal survey will take place to evaluate effectiveness. The results of the survey will be included in the next Annual Road Danger Reduction Report.	Steve Presland	15-May-2018	31-Mar-2019
CR20j	The objective is to provide appropriate support to enable 75% of all active construction sites to be CLOCS compliant by summer 2018 including safer vehicles and trained drivers/ banksmen.	City Mark scheme is on-going and achieving excellent engagement with the construction sites around the City. Road Safety Signs are now posted on the hoardings of the majority of sites reminding all site managers, banksmen and drivers of the commitment to be compliant with CLOCS and FORS. The sites best demonstrating CLOCS compliance have entered the Road	Steve Presland	15-May-2018	31-Aug-2018

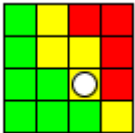
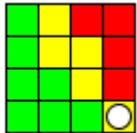



CR10b	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on Brexit, air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	07-Jun-2018	31-Dec-2018
CR10c	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select Committee of both Houses on matters of importance to the City, including increased engagement on Brexit-related issues. Working with other organisations, including the Financial Markets Law Committee, to analyse the legal framework following exit from the EU. Continuing engagement on devolution in London and liaison with London Councils and Central London Forward on the application of devolution to the London boroughs and the City, either directly from Central Government or the Mayor.	Paul Double	07-Jun-2018	31-Dec-2018

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<b>CR17 Safeguarding</b>  22-Sep-2014 Andrew Carter	<b>Cause:</b> Not providing appropriate training to staff, not providing effective management and supervision, poor case management <b>Event:</b> 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 <b>Effect:</b> 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 Impact	8	Options for commissioning a revised Corporate Safeguarding Audit are being considered by the Director of Community and Children's Services, the Strategic Education and Skills Director and the Assistant Director People.  <b>06 Jun 2018</b>	 Likelihood Impact	8	31-Mar-2019	  Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
CR17o	A review is being conducted into the safeguarding arrangements within the independent schools within the City of London. It is anticipated that the report will be available at the start of December. If the report makes recommendations these will be implemented within agreed timescales.	An additional deep dive review was undertaken with the GSMD satellite provision across the country. This was completed Q4 2016/17 and a detailed Action Plan was put in place to address issues identified in the review. The improvement group chaired by the GSMD Principal, supported by members of the DCCS Safeguarding leadership team are overseeing the implementation of the plan. The Improvement group are meeting termly until completion of the plan by end of academic year 2017/18.	Andrew Carter	06-Jun-2018	31-Jul-2018
CR17p	The new Ofsted Safeguarding framework will be launched in 2018. This replaces the previous Safeguarding Inspection Framework (SIF) which the CoL received a	CoL are part of the Association of London Directors Children Services Sector Lead Improvement East region. A self assessment has been completed and presented to Ofsted who will make arrangements to visit.	Chris Pelham	06-Jun-2018	31-Mar-2019

	judgement of Good. The CoL CCS will need to respond to the new framework arrangements in readiness for future safeguarding inspection of Children and Families Early help and Social Care.				
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<b>CR22 Barbican Centre Fire Risk</b>  10-Nov-2016 Jonathon Poyner	<b>Cause:</b> Fire engineering solutions, fire precautions and procedures not fully scoped, effective and/or fully understood at the Barbican. <b>Event:</b> Emergency incident or fire occurs and management procedures or protective mechanisms do not function or works as designed <b>Impact:</b> Effective/partial Art gallery evacuation compromised Damage to artworks Effective concert hall evacuation delayed or implemented unnecessarily for CO incident Ineffective cooperation and coordination of health and safety arrangements with contractors Fire and smoke damage not limited Risk of injury or death to performers, audience, staff, contractors, technical and fire responder teams Adverse effect on the Centre's reputation Financial loss Enforcement action incurring a fine	 Likelihood Impact	8	The Operations and Building Director has reviewed the progress being made to mitigate this risk and now considers that sufficient work has been completed to re rate this risk as Amber <b>08 Jun 2018</b>	 Likelihood Impact	8	29-Dec-2018	  Constant

Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date
CR22c	Ensure that Fire systems are maintained and tested in accordance with the Corporate Building Health & Safety compliance standards.	Progress still being made and CAFM system still to be verified for compliance and consistence. Our contractors are performing PPMs and records to demonstrate compliance is being addressed.			Jonathon Poyner	04-Jun-2018	31-Jul-2018

Cr22j	Implement CO Incident Report recommendations not already addressed by Actions a - i above.	We are working with Multifire our contractor to ensure we have covered the full deliverable's before closing out. They have noted some irregularities with some detectors that we are consulting over with CoL to agree a suitable solution, this may require replacement of vesda systems to be installed.	Jonathon Poyner	04-Jun-2018	31-Jul-2018
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