



Resource Allocation Sub (Policy and Resources) Committee

INFORMATION PACK

N.B: Members are asked to submit any questions on these items to the relevant author/Committee Clerk to be dealt with outside of the meeting.

Date: THURSDAY, 2 MAY 2024

Time: 2.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

4. *NOTE OF INQUORATE MEETING

To receive the note of the inquorate meeting on 11 March 2024.

For Information
(Pages 3 - 4)

6. *CITY SURVEYOR'S BUSINESS PLAN 2023-28 QUARTER 3 2023/24 UPDATE

Report of the City Surveyor.

For Information
(Pages 5 - 14)

**7. *THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER
- APRIL 2024 UPDATE**

Report of the City Surveyor.

For Information
(Pages 15 - 44)

8. *REPORT OF ACTION TAKEN BETWEEN MEETINGS

Report of the Town Clerk.

For Information
(Pages 45 - 48)

16. ***CYCLICAL WORKS PROGRAMME (CWP) DELIVERY STRATEGY PAPER**

Report of the City Surveyor.

For Information
(Pages 49 - 66)

17. ***COMMERCIAL STRATEGY - INCOME GENERATION**

Report of the Chamberlain.

For Information
(Pages 67 - 78)

18. ***OPERATIONAL PROPERTY REVIEW**

Joint Report of the City Surveyor and the Chamberlain.

For Information
(Pages 79 - 98)

19. ***WALBROOK WHARF UPDATE ON SOFT MARKET TESTING**

Report of the City Surveyor.

For Information
(Pages 99 - 118)

20. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ASSETS
ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE
OPERATIONAL ESTATE - 1ST OCTOBER 2023 TO 31ST MARCH 2024**

Report of the City Surveyor.

For Information
(Pages 119 - 124)

21. ***REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Town Clerk.

For Information
(Pages 125 - 128)

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 11 March 2024

Note of the inquorate meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 March 2024 at 10.00 am

In Attendance

Officers:

Ben Dunleavy - Town Clerk's Department

1. APOLOGIES

The Town Clerk noted that the meeting was inquorate and therefore in line with Standing Order 36 of the Court of Common Council, the formal meeting was dissolved with consideration of business adjourned until the next regular meeting of the Committee. Any business requiring approval prior to the next regular meeting would be considered by the Town Clerk under urgency procedure in consultation with the Chairman and Deputy Chairman of the Committee.

The meeting ended at 10.05 am

Chairman

Contact Officer: Ben Dunleavy
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Agenda Item 6

Committee(s)	Dated:
Resource Allocation Sub (Policy and Resources) Committee – For information	02 May 2024
Subject: City Surveyor’s Business Plan 2023-28 Quarter 3 2023/24 Update	Report – public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7, 11, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: The City Surveyor and Executive Director of Property (CS 045/24)	For Information
Report author: John Galvin / Faith Bowman City Surveyor’s Department	

Summary

This report provides Members of Resource Allocation Sub (Policy and Resources) Committee (RASC) details of progress in quarter 3 (October to December) 2023/24 against the City Surveyor’s 2023-28 Business Plan.

Seven of the City Surveyor’s Department (CSD) performance measures are overseen by RASC. Of these, two were ahead on target (green) and four marginally behind (amber). One measure, Capital projects health and safety, is reported every six months.

Against a local risk budget of £32.9m, the City Surveyor is currently forecasting an estimated overspend of £901,000 (2.7%). This figure includes City Bridge Foundation (CBF) services. Excluding these services, the City Surveyor is forecasting a £843,000 overspend (2.9%) against a budget of £29.5m. The departmental budget line is the principal driver for the overspend, arising from lower than anticipated staff vacancies, and some residual 12% savings still to be achieved.

The department is working to mitigate and reduce this forecast overspend. These figures currently exclude additional property income and disposal receipts generated by this department which will benefit the Corporation overall and be included in the relevant budget holding department’s accounts.

Recommendation(s)

- That Members note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management approach this is a regular update report on the progress made against the department's 2023-28 Business Plan (CS 372/22). The City Surveyor's Department (CSD) reports performance quarterly to Resource Allocation Sub (Policy and Resources) Committee (RASC) and once every six months to Investment Committee.
2. The department's business plan outlines twelve Key Performance Indicators (KPIs). RASC oversee progress against seven of these measures, whilst Investment Committee oversee nine (four measures are reported to both Committees).
3. Performance is assessed on a traffic light basis (RAG), where red denotes a high risk of non-attainment, amber indicates some concern, whilst green denotes the measure being on/ahead of target.

Current Position

4. This report provides the latest budget information which is set out in Appendix A. Appendix B provides a detailed table of the department's KPIs.
5. A separate monitoring report on the risks within the department is also circulated for this meeting.

Financial Statement

6. The monitoring for quarter 3 (Appendix A) reveals that the City Surveyor was forecasting an overspend of £843,000 (2.9%) against total budget for the year of £29.5m for his City Fund and City's Estate Services.
7. When the City Bridge Foundation (CBF) services are included, this increases to an overspend of £901,000 (2.7%) against a total budget for the year of £32.9m.
8. The principal drivers for this forecast are an overspend on departmental salary budgets due to the vacancy factor not being met, and some residual 12% savings that need to be identified.
9. Added to this is a forecast reduction in service charge income on City Fund due to void tenancies at Leadenhall Market's several strategic properties and some additional rates costs at Smithfield Market. This was partially offset by an underspend in professional fees and cyclical revenue works.
10. On a positive note, rental income which is shown under central risk is forecast to be surplus £5.6m compared to the original budget for City's Estate and City Fund Estate. This reflects the September 2023 rental estimates and includes

the acquisition of two industrial estates and the expiry of a number of rent free periods.

11. The City Surveyor is examining his budgets to see if further savings can be made to reduce the forecast overspend at year-end.

Quarter 3 2022/23 update

12. The table below provides an ‘at a glance’ assessment of the department’s performance through the first half of the 2023/24 reporting year.

Status ¹	Green	Amber	Red	TBC	N/A
Resources Allocation Sub Committee	2	4			1
Overall (including non-RASC measures)	2	5			5

13. Of the twelve departmental KPIs monitored, two were assessed as being on target (green), whilst five were behind target (amber). Four KPI’s are reported biannually, and one annually. Figures for these measures will be available in quarter four.
14. Of the seven measures reported to this Committee, two were on target, (green) and four were behind target (amber), with the final measure to be reported next period.
15. The amber KPIs relevant to RASC are as follows:

A. KPI. 1 Asset Realisation and Additional Income (operational non-housing)

This measure tracks the additional income and receipts delivered by the City Surveyor’s Department – through both asset realisation and through the delivery of additional income for other departments. The target for this measure varies considerably year-on-year.

Target £5.1m by the end of the year
 Performance behind target at quarter 3

Whilst several property transactions are progressing in line with expectations, the sale of the former nursery site at West Ham Park has not progressed due to planning issues and the purchaser is now unwilling to progress the purchase. This will impact the end-of-year attainment of this measure. A number of highway transactions are under negotiation and due for completion in quarter 4 and if these can be completed this will positively impact year-end performance, or potentially roll forward into 2024/25.

¹ Red = High Risk of Failure or Not Achieved; Amber = Some Concern; Green = On Target or Achieved.

B. KPI. 4 Property Contract Performance Compliance

This indicator provides an overall assessment of our suppliers' performance against their contract measures. This is across eight criteria spanning both operational performance and key City of London objectives.

Target of more than 80% of contract measures achieved
Performance 70%

The integrated Facilities Management (IFM) contract was mobilised in April 2023, and this is the third quarter since go-live. Performance across the IFM suppliers continues to improve and this quarter has gone up from last quarter. It should be recognised that the IFM contracts have now been in place nine months against a 10-year contract term, and performance is considered proportionate for this stage in the tenure.

C. KPI. 5 Adherence to Budgetary Spend Profiles

This objective of this indicator is that the actual spend, plus spend that has been receipted, will fall between 95% and 105% of the revised budget by year-end. This would indicate that services and projects are being delivered, and they are being delivered within their anticipated budgets.

Estimated target at quarter 55%
Performance 53%

Five investment projects have been deferred with an estimated cost of circa £125m. This will impact year-end performance on this measure. For this period, spend is in line with profile across the majority of the sub-categories, with overall expenditure only marginally behind profile.

D. KPI. 6 – Capital Projects – Project Risk Status

This indicator assesses the proportion of projects which are red (which may be due to cost, time, or a combination of both) against the total number of projects.

Target – Less than 30%
Performance – 46%

As reported previously to this Committee over 60% of the department's current projects were commenced in 2020 or before, meaning that their delivery has been significantly impacted by COVID-19. These projects have been subject to extended periods of reduced site capacity/productivity and from subsequent high levels of construction price inflation. This has resulted in a greater number of projects falling outside of time and/or price expectations. Whilst performance on current projects is positive, the volume of older projects will continue to provide a drag on performance overall.

Conclusion

The third quarter of 2023/24 has seen two on target and three measures behind target for the period.

Appendices

- Appendix A Budget Monitoring Statement
- Appendix B Key Performance Indicator Table

Background Papers

- The City Surveyor The City Surveyor's Business Plan 2023-28 (CS 372/22)
- The City Surveyor Business Plan Progress Report – Quarter 1 2023/24 Update (CS 278/23)
- The City Surveyor Business Plan Progress Report – Quarter 2 2023/24 Update (CS 310/23)

Faith Bowman

John Galvin

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Budget Monitoring Statement

Quarter 3 2023/24

Appendix A

Page 1 of 1

2023-24 (Period to 31st December 2023)

LOCAL RISK BUDGET Quarter 3	Latest Approved Budget £000	Quarter 3 Profile £000	Quarter 3 Total Expenditure £000	Under / (Over) Spend for Period £000	Quarter 3 Projected Outturn £000	Under / (Over) Spend for 2023-24 £000	Note
City Fund							
City Fund Estate	(2,036)	(862)	(1,666)	(804)	(2,254)	(218)	1
Walbrook Wharf	(928)	(819)	(815)	4	(939)	(11)	
Mayor's & City of London Court	(38)	(28)	(26)	2	(24)	15	
Central Criminal Court	(383)	(383)	(972)	(589)	(430)	(47)	2
Lower Thames St Roman Bath	(9)	(7)	(5)	2	(9)	0	
Spitalfields Market	(104)	530	988	458	(107)	(3)	
Corporate FM R&M cleaning & security	(1,468)	(1,101)	(936)	165	(1,420)	48	
	(4,966)	(2,670)	(3,432)	(762)	(5,183)	(217)	
City's Cash							
City's Estate	(2,872)	(1,377)	(1,692)	(315)	(2,913)	(41)	
Departmental	(10,323)	(7,985)	(8,498)	(513)	(11,004)	(681)	3
Mayoralty & Shrievalty	(95)	(38)	(35)	3	(45)	50	
Markets Directorate	(420)	(298)	(297)	1	(417)	3	
Billingsgate Market	(151)	(90)	32	122	(135)	16	
Smithfield Market	(679)	(450)	(927)	(477)	(775)	(96)	4
Corporate FM R&M cleaning & security	(2,368)	(1,777)	(1,847)	(70)	(2,403)	(35)	
	(16,908)	(12,015)	(13,264)	(1,249)	(17,692)	(784)	
Guildhall Administration							
Guildhall Complex	(7,643)	(5,855)	(6,076)	(221)	(7,485)	158	5
	(7,643)	(5,855)	(6,076)	(221)	(7,485)	158	
Total City Surveyor Local Risk excl CBF	(29,517)	(20,540)	(22,772)	(2,232)	(30,360)	(843)	
City Bridge Foundation (CBF)							
City Bridge Foundation	(3,030)	(2,106)	(2,137)	(31)	(3,095)	(65)	6
Tower Bridge Corporate FM cleaning	(318)	(239)	(198)	41	(311)	7	
	(3,348)	(2,345)	(2,335)	10	(3,406)	(58)	
Total City Surveyor Local Risk incl CBF	(32,865)	(22,885)	(25,107)	(2,222)	(33,766)	(901)	

1. There is a forecast reduction in service charge income on City Fund due to void tenancies at Leadenhall Market's several strategic properties and some additional rates costs at Smithfield Market. This was partially offset by an underspend in professional fees and cyclical revenue works.
2. Overspend on additional employee costs due to overtime and agency staff plus additional energy and other premises costs which will be recovered from His Majesty's Courts and Tribunal Service (HMCTS) at year-end.
3. The overspend comprises various employee budgets due to not achieving the vacancy factor, and some residual savings to be identified.
4. The overspend is primarily due to an increase in rates payable for 2023/24 at Smithfield Market.
5. Comprises savings on premises related expenditure and supplies & services costs.
6. The overspend comprises of a shortfall on service charge income and additional spend on energy offset in part by savings on security and professional fees.

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Agenda Item 7

Committee(s)	Dated:
Resource Allocation Sub (Policy and Resources) Committee – For information	02 May 2024
Subject: The City Surveyor’s Corporate and Departmental Risk Register – April 2024 Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7, 11, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: The City Surveyor and Executive Director of Property (CS 055/24)	For Information
Report author: John Galvin / Faith Bowman City Surveyor’s Department	

Summary

This report has been produced to provide Members of the Resource Allocation Sub (Policy and Resources) Committee (RASC) with a quarterly update on the management of risks within the City Surveyor’s Department.

The City Surveyor’s Departmental Risk Register is reported to two Committees – your committee for operational property and Investment Committee for the investment property assets. The way that the risks map to the two Committees are included as Appendix A. Only risks relevant to this Committee are included within the detailed risk register (Appendix B). The full departmental risk register is available on request.

The City Surveyor is the lead Chief Officer for one corporate risk - Maintenance and renewal of Corporate Operational Assets (excluding housing assets), CR 37. This is currently rated as a red risk with a risk score of 16.

There are a further ten risks on its Departmental Risk Register relevant to this Committee. Four of these departmental risks are recorded as red. The red risks currently being managed are:

- SUR SMT 005 – Construction and Service Contracts Price Inflation
Current risk score 16 (Red)
- SUR SMT 006 – Construction Consultancy Management
Current risk score 16 (Red)
- SUR SMT 009 – Recruitment and retention of property professionals
Current risk score 16 (Red)
- SUR SMT 011 – Contractor failure
Current risk score 16 (Red)

Recommendation(s)

- Members are asked to note this report, and the actions taken within the City Surveyor's Department to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. The City of London Corporation's Risk Management Policy and Strategy 2021 (RMP&S) requires each Chief Officer to report regularly to Committee the key risks faced in their department. The City Surveyor's Department (CSD) reports quarterly to both Investment Committee (IC) and Resource Allocation Sub (Policy and Resources) Committee (RASC).
2. Aligned with the new reporting arrangements we report to your Committee the risks which are relevant under the Committee's terms of reference. For clarity and transparency Appendix A provides a summary table of all departmental risks and the Committee to which they are reported. The full departmental risk register is available to Members upon request.
3. The risks relevant to this Committee are included as Appendix B to this report.
4. Risks are reviewed regularly by the department's Senior Management Team (SMT) in line with the organisation's RMP&S. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour.
5. Should any changes occur between formal meetings a process exists such that risks can be captured, assessed, and mitigating activities considered. This ensures that the risk management process remains 'live'.

Current Position

6. The key points to note for this period are captured below:

- a. CR 37

Maintenance and Renewal of Corporate Physical Operational Assets
(excluding housing assets)
Current Risk Score 16 (Red)

Court of Common Council approved the funding of £133.7m for the delivery of the Cyclical Works Programme (CWP) at their meeting in March 2024. This comprises £55.1m backlog requirements (known as the bow wave), £75.8m of forward plan works over the next three years, and c.£2.8m for staff resourcing. The works will be delivered over a five-year period. The delivery of these works will significantly mitigate this risk over the delivery timescale.

A paper on the CWP delivery strategy is being presented to Resource Allocation Sub Committee to ensure an efficient model for these much-needed works.

Members should note that CWP excludes 'ring fenced' property assets. These assets are where departmental occupiers allocate their own funds for the maintenance of built assets, including the Police estate, New Spitalfields and Billingsgate Markets and the three private schools.

- b. SUR SMT 005
Construction and Service Contracts Price inflation
Current Risk Score 16 (Red)

Whilst market movements have remained steady in recent months, price inflation remains above normal. Particularly in the Property Projects team, feedback is that inflation continues to construction impact inputs, particularly labour.

Existing contracts continue to feel the impact of costs more than those initially anticipated at project commencement.

Taking all factors into account the risk score has remained the same this quarter. And the department will continue to progress mitigations wherever possible.

- c. SUR SMT 009
Recruitment and Retention of Property Professionals
Current Risk Score 16 (Red)

The risk scoring on this item was reviewed again by the department's management team in February. They reflected that the risk continues to manifest, particularly in relation to the retention of quality, professionally skilled, staff; and in recruitment where applicants are often at a more junior level of experience as the reward package cannot attract more experienced applicants. There is significant continued competition for property professionals, particularly in project management and General Practice surveying/ asset management.

The department has been reflecting these pressures Corporately and is actively feeding into the wider organisational review of pay and reward. It should be highlighted that this item is also flagged as a Corporate Risk (CR 39 Recruitment and Retention).

- d. SUR SMT 011
Contractor failure
Current Risk Score 16 (Red)

This risk relates to the failure of a main contractor, or a main sub-contractor. Particularly with the second of these elements the City Corporation has not

historically had significant influence over who is commissioned to undertake work.

Recent industry uncertainty has raised the risk likelihood, and this risk is now red (April 2024).

- e. SUR SMT 007
Energy Pricing
Current Risk Score 6 (Amber)

The department has recently seen a softening in pricing, and market intelligence suggest that commercial pricing will moderate to £80-£100/MwH. This is higher than that experienced before the Ukraine war, but a significant reduction to that seen over the preceding 24-months. Due to this industry feedback, the risk score on this item has reduced in likelihood.

- f. SUR SMT 015
UKPN – Condition and maintenance of power substations
Current risk score 6 (Amber)

This risk reflects either the failure of UK Power Networks (UKPN) to adequately evidence maintenance of their secure substations, or failure on behalf of the City Corporation to gain access with UKPN to these substations to perform landlord's repairing obligations. This risk has been tracked at the Group level within the department but has been recently escalated to the Departmental Risk Register following the substation fire at the Central Criminal Court. Whilst this incident is still under investigation there was a considerable impact on the Old Bailey's operation. Further, the Corporate Health and Safety team are reviewing all substations and issues with UKPN and access to these secure substations across the investment, operational and housing portfolios.

Conclusion

7. Members are asked to note the recent changes to the departmental risk register, and the actions taken by CSD to mitigate the likelihood and/or impact of the risks, including the corporate risk regarding operational property maintenance and funding.
8. The current funding allocation to the maintenance and upkeep of the City's operational property portfolio is an ongoing consideration for Members as part of its overall medium-term financial plan.

Appendices

- Appendix A Risks by Committee
- Appendix B The City Surveyor's Corporate and Departmental Risk Register relevant to this Committee

Background Papers

- The City Surveyor The City Surveyor's Departmental Risk Register – June 2023 Update (CS 183/23)
- The City Surveyor The City Surveyor's Departmental Risk Register – September 2023 Update (CS279/23)
- The City Surveyor The City Surveyor's Departmental Risk Register – November 2023 Update (CS 326/23)

John Galvin

Faith Bowman

Departmental Performance & Services

City Surveyor's Department

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Risks by Committee

1. The City Surveyor’s Department (CSD) is currently managing one risk at the Corporate level (CR 37) and a further ten at the departmental level.
2. Outlined in the table below is how these risks relate to the two reporting Committees, Resources Allocation Sub (Policy and Resources) Committee (RASC) and Investment Committee (IC).
3. Of the twelve total risks, eleven relate to RASC and seven to Investment Committee.
4. Only risk relevant to this Committee are included in Appendix B. The full list of risks and their mitigations are available upon request.

Code	Title	RASC	IC	Score
CR 37	Maintenance and renewal of Corporate Operational Assets (excluding housing assets)	X		16
SUR SMT 005	Construction and Service Contracts Price Inflation	X	X	16
SUR SMT 006	Construction Consultancy Management	X	X	16
SUR SMT 009	Recruitment and retention of property professionals	X	X	16
SUR SMT 011	Contractor Failure	X	X	16
SUR SMT 002	Insufficient budget to meet user and asset demand at Guildhall	X		12
SUR SMT 003	Investment Strategy Risk		X	12
SUR SMT 010	Insurance - Investment and Corporate Estates	X	X	12
SUR SMT 012	Adjudication & Disputes	X	X	8
SUR SMT 007	Energy Pricing	X		6
SUR SMT 008	Special Structures	X		6
SUR SMT 015	UKPN – Condition and maintenance of substations	X		6

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04-Nov-2019
Paul Wilkinson

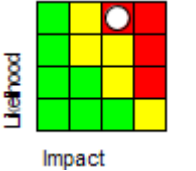
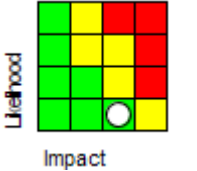

<p>04-Nov-2019 Paul Wilkinson</p>				<p>This risk is corporate wide, so extending to sites where asset accountability sits with the relevant Premises Controller in occupation.</p> <p>This risk includes the Barbican and the Guildhall School of Music and Drama (GSMD). At these sites there is a requirement to ensure an appropriate experience for audiences, performers, students and staff, to sustain their business models. Similarly, sites across the Environment Department, including the City’s off-street car parks; the City of London Cemetery and Crematorium; and the Natural Environment Division’s green spaces, are open to the public – so adequate funding is critical to manage H&S and reputational impacts.</p> <p>The City Surveyor has worked to ensure that accountability and responsibilities were understood across the organisation.</p> <p>Where gaps in expertise or capacity exist, the City Surveyor is looking to develop solutions with the Premises Controllers in line with his role as the Head of Profession.</p> <p>The target date for this risk (31 March 2025) is included as a ‘review point’ rather than a target date.</p> <p>The CWP delivery programme is being further defined, and this will provide greater clarity over target timeframes.</p> <p>08 Apr 2024</p>				
							Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR37a	<p>Cyclical Works Programme (CWP)</p> <p>The Cyclical Works Programme (CWP) is the principal way that the backlog of asset maintenance is delivered to Corporate properties (excluding ring-fenced assets). Funding for the CWP varies annually, and there is a clear link between the availability of funding and the capacity to reduce the risk.</p>	<p>The City Corporation approved £133m for the Cyclical Works Programme (CWP) to be delivered over five years. The final approval at Court of Common Council in March 2024. This will address the current backlog of works on non-ring-fenced property assets (currently outstanding works, plus those due in the next three years).</p> <p>The next stage is the delivery of these works, and this is subject to a Delivery Strategy (to be presented separately to Recourse Allocation Sub Committee, Project and Procurement Sub Committee and Policy and Resources Committee). This paper will outline the strategy that will be adopted in delivering the significant programme of works.</p> <p>As delivery timelines are confirmed this will provide further definition around target risk scoring and delivery. The risk score will diminish as these works are delivered, but the profile of this reduction is still to be determined – therefore the target date of this action (31 March 2025) can be considered a review point.</p>	Peter Collinson; Sonia Virdee; Paul Wilkinson	08-Apr-2024	31-Mar-2025
CR37b	<p>Ring fenced properties and budgets (CoLP estate, New Spitalfields, Billingsgate and the three private schools)</p> <p>These departmental occupiers allocate their own funds for the maintenance of the built assets. Whilst the City Surveyor's Department recommends work to be undertaken, it is the occupying department who holds the budget responsibility and thus decides with final control over maintenance activity.</p> <p>The City Surveyor's Department is seeking to ensure that communications are optimised such that there is a clear understanding of works to be done, and there is clarity over roles and responsibilities. This helps to reduce risk likelihood.</p>	<p>The City Surveyor's Department (CSD) is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance).</p> <p>This action also covers the delivery of the recommendations arising from the recent Internal Audit (IA). Whilst there has been progress in some areas, the actions have not been implemented comprehensively across the Corporation. CSD has highlighted this item to colleagues in IA as well as elsewhere through the organisation's Chief Officer Risk Management Group.</p> <p>CSD regularly reviews repairs and maintenance risks held by departments across the organisation to ensure that this overarching corporate risk correctly captures the pressures felt by our various departments.</p> <p>The target date for this action is considered as a 'major review' date.</p>	Peter Collinson; Paul Wilkinson; Peter Young	08-Apr-2024	31-Mar-2025
CR37f	<p>Annual Major Capital Bids</p> <p>The capital bids programme operates on an annual cycle, and recommendations (October) are built into the subsequent year's organisational budget which is presented to Court.</p> <p>The City Surveyor's Department presents bids in relation to works at the Guildhall, Walbrook Wharf and</p>	<p>The most recent bidding round was successful for works at the Guildhall and the Central Criminal Court in respect of H&S works. These bids were approved in October and were approved as part of the overall organisational budget approval process (March 2024).</p> <p>The City Surveyor's Department will continue to develop bids where it can for future years. Further, it will continue to offer support to other departments for their bids.</p> <p>The target date on this risk reflects the annual nature of bidding process.</p>	Peter Young	08-Apr-2024	31-Mar-2025

	<p>the Central Criminal Court. Support is also provided to occupying departments where they are required to collate their own bids.</p> <p>Capital bids are only considered where funding is not possible through other funding routes (such as CWP).</p>				
CR37g	<p>Operational Property Review</p> <p>The City Corporation has commenced an Operational Property Review (OPR) programme to consider the future property requirements to deliver the organisation's services. This will align with the Resource Priority Refresh programme.</p> <p>Where properties are identified as no longer required to deliver City services, alternative uses (or disposal) can be progressed. This will both lower the maintenance backlog, and funds can be used for maintenance projects elsewhere in the estate. Whilst a positive move, the majority of outstanding maintenance is at our major buildings (Guildhall, Barbican etc).</p>	<p>The review is commencing and further details as to milestones and objectives will be available shortly.</p> <p>Environment, and Community & Children Services have completed the outcome of their reviews, and this is being presented to Members. This initial review establishes baseline operational requirements, financial position, and state of repair, with the view that a detailed and costed options can be considered.</p> <p>As this programme progresses through the approval process, greater clarity will be achieved in understanding how this action alters the overall risk position. The target action date is consequentially a 'major review' date. It should be noted that 85% of the organisation's floor space is contained within the top 20 buildings, so even should asset disposals progress, this will only have a minor effect on the overall risk position.</p> <p>The target date on this action reflects a major review point rather than a target for delivery.</p>	Judith Finlay; Bob Roberts; Sonia Virdee; Peter Young	08-Apr-2024	31-Mar-2025
CR37h	<p>Renewal Programmes</p> <p>Where appropriate it may be more efficient to wrap up a number of maintenance requirement (both forward and backlog) into a major renewal programme. By their nature these will be far wider in scope and therefore substantial funding is required. Whilst these actions are more uncertain it is useful to track progress as, should they progress, they will make a significant impact on the overall risk.</p>	<p>The Barbican Centre renewal project is a £50-£150m project which will repair the building to it can function long into the future, opening up under-utilised space, improving accessibility, whilst delivering against its sustainability aspirations. Public survey and workshops were completed in December 2022 with further public consultations through 2023 in advance of an initial business case being submitted to the City Corporation. In the interim, £25m has been identified to be spent on the site to address immediate concerns, and further work up detailed analysis on requirements.</p> <p>A report considering the longer-term needs of the Barbican Centre was presented to Finance Committee in February. This highlighted a potential spend of £450m, but with costs spread over the next 20-25 years. Further surveys on the works are to be undertaken in spring 2024 which will further inform the business case.</p> <p>The Guildhall School of Music and Drama (GSMD) are working closely with corporate colleagues to develop and further the Barbican Renewal Team. Further, it is working with the Department of Community and Children's Service in respect of waterproofing works, and the City Surveyor on Fire Safety. GSMD have also engaged space consultants who are undertaking a wide-ranging review of the site. This is with the view that current and future needs are detailed, and future funding bids align with this requirement.</p> <p>The Guildhall Renewal programme has developed a range of options varying by scope and</p>	Ian Hughes; Claire Spencer; Jonathan Vaughan; Peter Young	08-Apr-2024	31-Mar-2025

		<p>speed of delivery. These were presented to Members in January. These options also highlighted the other cash pressures on the City Corporation and, as such, it was determined by Resource Allocation Sub Committee (RASC) that major renewal is not possible in the short-term. This recommendation was approved by Policy and Resources Committee at the end of February 2024. Whilst minor works will continue, this will not result in a step-change in the overall risk position.</p> <p>Whilst the major renewal of the Guildhall is now deferred, the Cyclical Works Programme (action CR 37a) includes a significant funding allotment for the Guildhall Complex site and will help alleviate short- and medium-term issues.</p>			
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		not desired, it offers far better market coverage and reflects the prevailing external conditions. This will be kept under review.			
SUR SMT 005d	Contracts Exploring the potential to include different clauses into contracts such that work offered by the City remains attractive to suppliers.	Chamberlain's procurement and the department have explored the inclusion of fluctuating provisions in our contracts. This action has resulted in attracting a greater number of contractors to bid on projects, however the inflation risk has been transferred to the organisation. The value of this approach will be continually reviewed.	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 005e	Contract Engagement Expanding the amount of information available at an early stage of contract exploration. This will provide greater cost certainty.	We are looking to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 005f	Specification and Materials Ensuring materials are readily available before and during the design phase and, if possible, procure in advance of the contract. This limits the impact of further price rises in at risk commodities.	Inflation in raw materials has abated, but it should be noted that prices are not typically falling anywhere. Further consideration is being given to the origin of source materials to ensure supply. This item will be kept under review.	Ola Obadara	08-Apr-2024	31-Mar-2025

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/Risk Approach	Current Risk score change indicator
SUR SMT 006 Construction Consultancy Management 14-Oct-2021 Ola Obadara	Cause: Poor performance by consultants Event: Abortive work, delays, or non-performance. Impact: Additional costs, project delays		16	This relates to abortive design / development. The department continues to suffer the impacts of this risk, with action being taken against consultants when their performance does not meet expectations. This is combining with a lack of this skill set in the construction industry. Often individuals assigned in the commercial market to City (and public sector generally) projects do not have the skill and competency required to deliver the work to the standard required. This issue is being seen across the industry. 08 Apr 2024		4	31-Mar-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 006a	Commissioning stage The department has commenced going to market at RIBA stage 3 rather than RIBA stage 4. This is designed to prevent abortive design and development.	Close work with the Procurement Team in Chamberlain's has resulted in this change. The impact will be tracked over the coming months.	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 006b	Legal The team is working closely with the legal department to	Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales. Due to public sector contract constraints, our ability to seek immediate redress from	Ola Obadara	08-Apr-2024	31-Mar-2025

	ensure that procurement activity aligns with project objectives and the consultants meet quality requirements	construction consultancy contractors is constrained, so whilst action is taken, results take longer than would otherwise be possible in a commercial environment.			
SUR SMT 006c	<p>Procurement</p> <p>Working with Procurement to increasing due diligence, particularly in regard to the quality of contractor appointed (rebalancing the quality/cost equation). This is with the view that we will get better quality applications and this risk may reduce.</p>	<p>The department continues to work with colleagues from the Procurement Team to explore available options to manage and mitigate this risk. The City’s public sector role limits the number of avenues compared to commercial operators.</p> <p>The City Surveyor’s Department was a participant at the March “Meet the Supplier – Construction and Professional Services” event organised by the Procurement Team. This event was aimed at further diversification and strengthening of our supplier base. Further engagement with colleagues has occurred subsequent to this event to consider lessons and actions.</p>	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 006d	<p>Scope of works</p> <p>The team is reviewing and tightening up the scope of works specification. This will counter opportunistic interpretations of the scope of works that we were seeing from some consultants</p>	<p>Detailed scoping is required to ensure that projects are delivered on-time and on-budget. This can lead to extended lead times.</p> <p>Due to a wider lack of skills in the industry, consultants allocated to this element of work are making more errors than desired – and this is contributing to the overall red-rating to this risk. Further actions are being explored, but this is an industry wide issue (particularly for public sector organisations).</p>	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 006e	<p>Review of appointment documents</p> <p>The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements</p>	<p>Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales.</p>	Ola Obadara	08-Apr-2024	31-Mar-2025

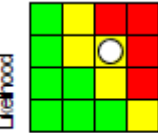
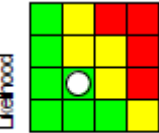

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 009 Recruitment and retention of property professional Page 32 14-Jan-2022 Paul Wilkinson	Cause: Uncompetitive pay and benefits structures within some professional grades; poor quality work environments; lack of professional progression over recruitment freeze and restructuring period; increased employee focus on work-life balance Event: Increasingly difficult to recruit suitably skilled staff at the correct level for the grade being recruited for. Increasingly difficulty to keep staff who get better reward packages from other organisation (both commercial and public sector) Impact: Increased vacancies, objectives unachieved or delivered late (including project delivery and income generation), reduced customer satisfaction, less real estate activity, reduced employee wellbeing, demotivation of staff. Increased costs born by the organisation through recruitment campaigns and training etc, or to the department through filling vacancies through comparatively expensive temporary contracts.	 Likelihood Impact	16	This risk has been identified across several divisions of the City Surveyor's Department. The impacts vary by Group with the risk being particularly acute in Investment Property, Surveying and Project Management. This risk was reviewed in February 2024 and due to specific issues in certain industries, was retained at the current risk score. The department continues to engage with Corporate colleagues to mitigate this risk over the long term. The risk will be kept under review, with the target date reflecting this on-going review. 08 Apr 2024	 Likelihood Impact	8	31-Mar-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 009a	Advertising The department and the HR Business Partner has produced a recruitment best practice document, which includes ensuring that vacant posts are advertised in areas which will generate interest from suitably qualified candidates, including those currently under-represented within our workforce.	Recruitment campaigns have used the best practice recruitment document, with diverse panels etc being a feature. This has been well received by staff.	Paul Wilkinson	08-Apr-2024	31-Mar-2025
SUR SMT 009b	Best Practice	CSD is supporting the work of Corporate HR in moving towards all on-line appraisal documentation. This will enable greater tracking of compliance.	Paul Wilkinson	08-Apr-2024	31-Mar-2025

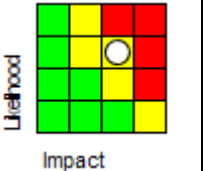
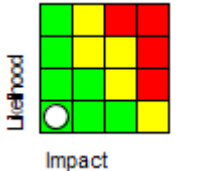
	Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.				
SUR SMT 009c	Communication Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.	CSD is supporting the work of Corporate HR in moving towards all on-line appraisal documentation. This will enable greater tracking of compliance. Managers across the service have been active in ensuring that all start of year appraisals have been input into the system, and will do so again at the end of year point.	Paul Wilkinson	08-Apr-2024	31-Mar-2025
SUR SMT 009d	Engagement with HR Some of the items highlighted as the 'causes' of this risk are outside the control of CSD, and engagement with our Corporate partners will be critical to overcoming these items. This departmental risk directly supports the Corporate Risk on "Recruitment and Retention" (CR39).	The City Surveyor is a member of the organisation's Chief Officer Risk Management Group where this overarching corporate risk is regularly considered. Corporate HR have just started to explore the development of a new staff survey. The 2024 survey follows on from that delivered in 2022. This department has supported the development of the survey and is currently promoting completion (the survey is live from mid-April). It will look to develop an action plan when the results are released.	Paul Wilkinson	08-Apr-2024	31-Mar-2025
Page 33 SUR SMT 009e	Equalities, Diversity and Inclusion The department has an active ED&I network, which regularly engages with the City Surveyor and the Senior Management Team. This is seeking to make the department a more attractive destination for under-represented groups and seek to retain and progress staff from all backgrounds. There is corporate HR representation on this departmentally-led Group	The ED&I Group continue to meet monthly and have recently agreed an Action Plan for 2024 focussing around the themes of 'recruitment, development & advocacy'. In January colleagues from the City's Procurement Unit spoke to the group around the diverse procurement event that was subsequently held at the Guildhall (March). The February meeting of the Group welcomed the leads from the organisation's new Social Mobility Network, looking to support the work of this network through the department. The March meeting included members from the Corporate Equalities unit updating the City Surveyor's Team on recent activity.	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 009f	Pay and Review Survey The Corporation is reviewing pay & reward	The department has highlighted that there are specific pressures within this department which may make the issue more acute within CSD roles. It should be noted that the earlier reward scheme (where those on top-of-grading salaries could achieve performance related pay) was withdrawn prior to the review conclusions, and this has made our local offer less competitive than our peers. The department is engaging with Korn Ferry in the Corporate review of pay and reward, and will be looking to implement recommendations wherever possible. Local feedback suggests that whilst recruitment is possible, the limited scope for (pay and professional) progression means that retention is more challenging.	Paul Wilkinson	08-Apr-2024	31-Mar-2025

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/Risk Approach	Current Risk score change indicator
SUR SMT 011 Contractor Failure 15-Feb-2023 Ola Obadara	Cause: Market conditions Event: Failure of either a main contractor, or a substantial sub contractor Impact: Delayed delivery of projects, or the delivery of projects at a higher cost	 Likelihood Impact	16	This risk relates to the failure of a main contractor, or a main sub-contractor. Particularly with the second of these elements the City Corporation has not historically had significant influence over who is commissioned to undertake work. Should a main contractor, or sub-contractor, fail, there are knock on implications for warranties, or our capacity to seek redress for any design faults. Recent industry uncertainty has raised the risk likelihood and this risk is now red (February 2024). 08 Apr 2024	 Likelihood Impact	4	31-Mar-2025	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 011a	Tendering Seeking to have greater say over who a main contractor appoints as a sub-contractor. This will help reduce the likelihood of this risk occurring.	The department has commenced work with Procurement to ensure that our commissioning takes greater account of contractor and sub-contractor failure. We may need to have a greater say in who a main contractor identifies as an appropriate sub-Contractor. Further actions to follow this initial engagement.	Ola Obadara	08-Apr-2024	31-Mar-2025
SUR SMT 011b	Review Process Regular review of contractors and their sustainability will reduce the likelihood of the risk, and help us put in place measures to reduce the impact.	The department is instituting six-monthly reviews of contractor suitability. Historically this only happened at contract commencement. This will better prepare the organisation should the contractor (or significant sub-contractor) begin to experience difficulty.	Ola Obadara	08-Apr-2024	31-Mar-2025

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/Risk Approach	Current Risk score change indicator
SUR SMT 002 Insufficient budget to meet user and asset demand at Guildhall 10-Feb-2015 Peter Young	<p>Cause: Insufficient funding available for Major Works, Cyclical Works and Reactive Maintenance to manage the repair demands on the Guildhall Complex.</p> <p>Event: Insufficient asset funding.</p> <p>Impact: The standard of the Guildhall Complex will deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.</p>		<p>12</p>	<p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>The Guildhall Renewal programme developed a range of options varying by scope and speed of delivery. These were considered by Members in January, however the organisation’s wider financial context means that the larger renewal programmes is unlikely in the near term.</p> <p>As noted under Corporate Risk 37, the Cyclical Works Programme has recently been approved, and this includes significant funding for works at the Guildhall. This will maintain the building over the medium-term.</p> <p>Corporate Services Committee recently approved an updated policy relating to the minimum number of days that officers should be in the workplace. This increased occupation will result in greater ‘wear and tear’ on the building and its infrastructure than in recent years due to the pandemic.</p> <p>The target date on this risk will be confirmed once the programme of works is defined.</p> <p>08 Apr 2024</p>		<p>4</p>	<p>31-Mar-2025</p>	<p></p>
	<p>Reduce</p>	<p>Constant</p>						

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the North and West Wings of Guildhall	Options have been developed and presented to Members, however under every scenario there was a considerable funding gap – beyond that which the organisation could bridge in the near term. Consequently the progression of any renewal project is deferred until more funding is available. In the interim repair and improvement works will continue, although in a much reduced scope than could be delivered through a renewal programme.	Paul Wilkinson; Peter Young	08-Apr-2024	31-Mar-2025
SUR SMT 002f	Cross departmental working with Remembrancer's Events Team. This activity is seeking to create a single profit and loss account for events at the Guildhall, such that there is greater transparency over income and repair and maintenance outgoings.	Single point of contact for Profit and Loss for event space created within the Remembrancer's. Shadow budget now agreed. The business plans of both the Remembrance and the City Surveyor have highlighted the delivery of this activity as a priority for the coming year. The mechanics of the Trading Account was presented to Finance Committee such that Members could have a comprehensive understanding of the agreed approach.	Remembrancer; John James; Peter Young	08-Apr-2024	31-Jan-2025

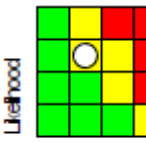
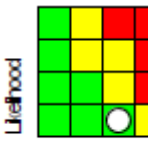
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 010 Insurance - Investment and Corporate Estates May-2022 Robert Murphy; Peter Young	<p>Cause: Revaluation of the City Corporation's estates (Investment and Corporate) does not happen in a timescale compliant with insurance policy requirements or the terms of leases.</p> <p>Event: The City fails to meet the provision under its insurance policies that revaluations are undertaken by a RICS surveyor at least every five years (Investment and Corporate). The City is in breach of its legal obligations as a landlord under the terms of its leases to ensure that the full re-instatement value is insured.</p> <p>Impact: The insurance policy does not respond in full (Investment and Corporate). Potential legal action from commercial occupiers in the event of an incident for which there is not appropriate cover.</p>		12	<p>This risk identifies the need of re-valuation of the City of London Estates – (Investment and Corporate) to ensure that the City reaches its legal obligations under its insurance policies.</p> <p>The last on-site valuations of the Investment Property Group estate and Corporate buildings (other than special sites) was undertaken in 2015. Funding has recently been identified and a budget is now in place. Tender documents have been drafted.</p> <p>Once contractors are on-site and progressing with completing this activity the risk scoring should start to reduce towards target.</p> <p>08 Apr 2024</p>		1	31-Mar-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010a	Register of data Ensuring the completeness of the organisation's data sets to ensure that assets are not 'lost'. This ensures the accuracy of our risk scoring.	A property schedule exists and this has been updated with the survey carried out on Special Sites (by RLF).	Robert Murphy	08-Apr-2024	31-Jan-2025
SUR SMT 010b	Funding The identification of funding streams to undertake any valuation work is key to the delivery of the programme.	Where leases allow, the cost can be recovered from commercial tenants, and operational occupiers as appropriate. Funding has been agreed and a budget line identified where relevant within the City Corporation.	John James; Robert Murphy	08-Apr-2024	31-Mar-2025
SUR SMT 010c	Delivery Delivery of the programme of valuation activity. As this progresses the risk score will reduce to target.	The delivery of this activity will be done by an external party. We are currently reviewing properties and gathering information. The tender has been developed and is being finalised. Once approved an awarded, contractors will be engaged to progress with the activity.	Robert Murphy	08-Apr-2024	31-Mar-2025

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 012a	<p>Project Review and Claims Consultant</p> <p>Claims consultant can advise the organisation where it can seek to recover money from suppliers (thereby reducing the impact).</p>	<p>The department is reviewing projects alongside the contracts to understand our position. Further, we have engaged external Claims Consultants to ensure that the City's position is protected, and risks managed.</p> <p>Whilst the Claims Consultant has been effective in seeking redress, unfortunately there is a volume of work that needs to be considered. The risk will be retained at its overall scoring until this knot of projects has been delivered and considered.</p>	Ola Obadara	08-Apr-2024	31-Mar-2025

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 007a	<p>Managing cost management</p> <p>The forward buying strategy, the Power Purchase Agreement (PPA) helps hedge our forward energy prices such that market risks are mitigated.</p>	This Power Purchase Agreement is in operation, with a hedging strategy in place to manage market risks. This risk management approach is regularly reviewed.	Peter Collinson; Graeme Low	08-Apr-2024	31-Mar-2025
SUR SMT 007b	<p>Managing supplier failure</p> <p>Should a supplier fail then a replacement supplier will need to be found, often with less agreeable contract terms. The department seeks to minimise this risk by contracting with suitable parties.</p>	The City is contracted with TGP energy, which is a large multi-national with risk divested across both supply and generation. TGP has a low portion of income generated from UK domestic customers (thereby minimising price capping implications). Since market spikes have subsided from the 2022/23 highs, subsequent risk of supplier failure has also fallen.	Peter Collinson; Graeme Low	04-Apr-2024	31-Mar-2025

		The survey process is also developing survey programme for Special Structures (some assets will require more frequent assessment). This information will be captured on the Computer Aided Facilities Management (CAFM) software			
SUR SMT 008b	Special structures – investment portfolio Ensuring on-going accuracy of the special structures register in the investment portfolio, in order to understand and assess our risks.	Register for the investment estate exists but requires a refreshed survey to ensure on-going accuracy of information. This is being addressed through the programme of works as identified in action SUR SMT 008a.	Peter Collinson; Robert Murphy	08-Apr-2024	31-Mar-2025
SUR SMT 008d	Special Structures – other assets Ensuring that premises controllers, where this is not the City Surveyor, remain aware of their responsibilities. This helps manage the risk at these locations	Corporate Property Director and Operations Group Director are engaging with other departments to ensure that there is clarity over responsibilities and what actions need to progress to mitigate this risk comprehensively across the City of London Corporation.	Peter Collinson; Peter Young	08-Apr-2024	31-Mar-2025
SUR SMT 008e	Special Structures – works To undertake works where the inspection programme has identified areas of need. This will manage the likelihood of this risk.	Should the inspection process (action SUR SMT 008a) identify assets which require additional works to bridge the gap between current and desired condition, further funding bid requests may result. Note that this action is subject to the availability of funding (CWP bid process, as outlined in action CR37a). It is likely that these bids will be forthcoming through the first quarter of 2024.	Peter Collinson	08-Apr-2024	31-Mar-2025

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/Risk Approach	Current Risk score change indicator
SUR SMT 015 UKPN - Condition and maintenance of substations 18-Feb-2024 Paul Wilkinson	Cause: Either the failure of UK Power Networks (UKPN) to adequately maintain their facilities (including equipment), or any failure on behalf of the City Corporation to maintain structures where these are our responsibility, to a condition adequate to prevent issues arising. Event: Potential for flood or fire in substation Impact: Potential flood or fire leading to impact on operational assets and interruption to service delivery and/or claim from UKPN for business interruption.	 Likelihood Impact	6	This risk was being tracked on Corporate Property Group Risk Register, but due to recent events (Central Criminal Court substation fire) it has been considered appropriate to raise this risk to the departmental level. This risk covers investment and (operational (non Housing) assets. 08 Apr 2024	 Likelihood Impact	4	Reduce	Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 015a	The creation of a corporate wide Working Group by the Corporate Health and Safety committee is to bring the relevant organisational leads together (Legal, Housing, City Surveyor's, etc. to jointly assess and address the risk.	A corporate wide working group chaired by the City Surveyor has been set up that will report into the Corporate Health and Safety Committee where this item will be tracked. The Group's first meeting took place on 26 April. Further details on actions to address this risk will be updated shortly.	Oliver Sanandres; Peter Collinson	08-Apr-2024	31-Mar-2025
SUR SMT 015b	This background data will help codify the split of responsibility between the City Corporation and UKPN	The City Surveyor's Department is collating an inventory of all UKPN substations across our operational and investment assets, and seeking to identify leases wherever these are available. Because of age of the structures, many assets may not have current legal documentation. The organisation's legal team, supported by the external legal experts Hogan Lovells, have been in contact with UKPN in connection with codifying roles and responsibilities.	Peter Young Robert Murphy	08-Apr-2024	31-Mar-2025
SUR SMT 015c	The organisation will need to be satisfied that UKPN equipment housed within City assets continues to operate as anticipated – this information will need to be supplied by UKPN as part of an inspection regime. Similarly the organisation will need to ensure that any structural or maintenance elements which are our responsibility are maintained appropriately.	Whilst substation leases will allow for the inspection by the landlord, functionally this requires an attendee from UKPN to ensure that the space is safe to enter and inspect. UKPN are not always responding to CoLCC requests. This action is being progressed by the relevant Premises Controllers in City Surveyor's alongside colleagues from the Comptroller and City Solicitor and the external legal expert Hogan Lovells.		08-Apr-2024	31-Mar-2025

Agenda Item 8

Committee(s)	Dated:
Resource Allocation Sub-Committee	2 May 2024
Subject: Report of Action Taken Between Meetings	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Town Clerk	For Information
Report author: Ben Dunleavy, Governance and Member Services Manager	

Summary

This report advises Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a).

Background reports for both items are available on request.

Recommendation(s)

That Members note the report.

Main Report

Community Infrastructure Levy Neighbourhood Fund – Applications for Approval

1. At its February 2024 meeting, the Community Infrastructure Levy Neighbourhood Fund (CILNF) Officer Panel considered a proposal from Pollinating London Together for a grant of £270,000 across two years (Year 1 £130,000; Year 2 £140,000).
2. Pollinating London Together (PLT) seeks to increase biodiversity and mitigate climate change by raising awareness of pollinators, the challenges facing them and what can be done to reverse their decline. It focuses on three key areas of work: redressing pollinator decline in the City of London by promoting action to improve planting and habitat in the Square Mile; raising environmental awareness of the human benefits of pollinators and improved planting and; informing people of the plight of pollinators and encouraging them to take positive actions at personal, local and national levels. This work is managed at an operational level by two Ecologists, a Project Co-ordination and Intern alongside a team of 40 volunteers.
3. In March 2022, PLT was awarded a two-year CILNF grant to pay for a full-time Ecologist, Project Manager and administration support enabling them to create and map biodiversity corridors across the City of London. In this time and using these funds, PLT has produced a list of recommended pollinator-friendly flora suitable for the Square Mile's needs, launched a website and encouraged the use of pollinator nesting and reproduction boxes. PLT has also assisted in the development of vital biodiversity corridors across the City, alongside the City Corporations' Environmental Resilience Team.
4. The grant was sought to allow PLT to increase the capacity of its ecological science team by continuing to employ their Ecologists, Project Co-ordinator, Administrative Intern, and contract additional seasonal ecology expertise (salaries £102,000/yr), expand project activity and pay for associated administration and communications costs (approx. £25,000/yr). This will support three key strands of work: the enhancement of the three identified City Green Corridors, a Wellbeing Survey and the delivery of an education and information across the City of London Schools and businesses.
5. The City Corporation is currently PLT's main funder and officers advised that CILNF continuation grant reflects good value for money. Over the next two years, PLT's Board will be focusing on the project's longer-term sustainability through diversification of its funding base expanding corporate membership and seeking event sponsorship to build reserves. Officers from Central Grants Unit advised that PLT has a track record of successful grant management and will be in a strong position to seek funding from large charitable foundations. Accordingly, PLT will not be seeking funding from CILNF in 2026/27.
6. At its meeting, the Officer Panel recommended that the Resource Allocation Sub-Committee should approve the grant at its meeting on 11 March 2024. The meeting of the Sub-Committee on 11 March was inquorate, and thus a decision under urgency was sought to allow the funding to be granted.
7. The Town Clerk accordingly approved the grant for £270,00 to Pollinating London under urgency procedures on 13 March.

Transport for London - Local Implementation Plan funded schemes 2024/25

8. Transport for London (TfL) is empowered under Section 159 of the Greater London Authority Act 1999 to provide grants to London boroughs and the City of London Corporation for the provision of safe, efficient and economically viable transportation facilities and (or) services to, from or within Greater London. The City Corporation submitted an outline for its 3-year Local Implementation Plan to TfL in 2022, which TfL approved in principle.
9. An Annual Spending Submission was submitted to TfL in November 2023, in line with the indicated annual allocation from TfL for 2024/25. Details of the specific projects and programmes it is proposed should be funded through the allocation are set out in Table 1 below:

Table 1. Local Implementation Plan – TfL allocations for 2024/25

Project	Summary information	Allocation for 2024/25 from TfL LIP funding £
Strategic Transport programme	Data collection, research and strategic work	50,000
Vision Zero behaviour change	Behaviour change activities including in partnership with the City of London Police	25,000
Healthy Streets minor schemes programme	Programme of smaller scale projects to improve the walking experience, enhance accessibility and reduce road danger (including feasibility investigations and development of the 2024/25 programme).	325,000
Cycle network development	Cycleways network phase 1 Route 2 Aldgate Blackfriars	30,000
Cycle parking	New cycle parking schemes and making temporary cycle parking permanent.	54,000
Cycle training	To deliver cycle training in line with TfL programme	30,000
Total		514,000

10. Approval was also sought to spend any amount of ring-fenced funding allocated for Principal Road Renewal, which had not been confirmed at the time of the meeting.
11. Finally, the report sought approval to grant authorisation to the Executive Director, Environment to allocate any additional funds which TfL make available in the 24/25 financial year, and to reallocate the TfL grant between the approved schemes if required during the 24/25 financial year, up to a maximum of £150,000.
12. The meeting of the Resource Allocation Sub-Committee on 11 March 2024 was inquorate, and approval is therefore sought under urgency as the funds allocated by TfL for the Local Implementation Plan transport projects are tied to a financial year, and must be spent during that year. Permission to release the funds was required for the beginning of the financial year 24/25 (1st April) to allow work to commence on projects and set up project budget codes. Waiting for the May RASC meeting risked losing two-three months of the year for work on the projects.

13. Accordingly, the Town Clerk approved the following recommendations under urgency procedures on 13 March:

- a) Approve the allocations up to the maximum set out in Table 1 (£514,000), for financial year 2024/25.
- b) Authorise the Executive Director Environment, in consultation with the Chairs and Deputy Chairs of the Planning & Transportation Committee and of the Streets & Walkways Sub Committee, to allocate any additional funds which are made available by TfL in 2024/25 financial year.
- c) Approve to spend any funds awarded for Principal Road Renewal for the year 2024/25.
- d) Authorise the Executive Director Environment to reallocate the TfL grant between the approved LIP schemes should that be necessary during 2024/25 up to a maximum of £150,000.

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