

Appendix 1: SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

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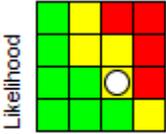
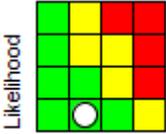
Rows are sorted by Risk Score

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
SUR SMT 001 A fall in property performance 03-Mar-2015	<p>Cause: Unexpected change or unknown impact of macro-economic policy (global and local political and economic decisions, change in interest rate, exchange rate, taxation, etc.)</p> <p>Event: Business sentiment changes and U.K. / London becomes less attractive to investors / tenants.</p> <p>Impact: Business Plan objectives are not achieved with resultant negative impact on income, yields, voids and arrears.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes:</p> <ol style="list-style-type: none"> 1. Use (office, retail, industrial) 2. Location (City, Southwark, West End etc.) 3. Tenancies (Long term Headlease geared, FRI, directly managed) 4. Covenants (multinationals, SME) 5. Asset management (lease renewals, voids, arrears, etc) 6. Monitoring retail habits in change of building use <p>This risk links to CR26 Brexit - particularly on the “impact of Brexit on City Corporation income streams” action, owned by the Chamberlain.</p> <p>Target risk score updated following Member feedback</p> <p>30 Jul 2019</p>	<p>Likelihood</p> <p>Impact</p>	3	31-Mar-2020	<p>Constant</p>

Nicholas Gill							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 001c	Global and local economic and political decisions	SMT continues to closely monitor the position quarterly, including analysis of market reaction. This information is reported through to Property Investment Board regularly.	Nicholas Gill	30-Jul-2019	31-Mar-2020
SUR SMT 001d	Maintain a diverse mix of space, locations, and tenants to ensure the business has wide market appeal and is not reliant on particular business sector	IPG Management Team monitors development of property portfolio and tenant mix.	Nicholas Gill	30-Jul-2019	31-Mar-2020

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 010 Unable to meet the Carbon Decent Plan for 2026. 13-Dec-2018 Peter Collinson	Cause: Lack of resources – people and funds across organisation to deliver energy efficiency projects Event: Failure to reach Carbon Descent Plan Targets (40% reduction in 2008 emissions by 2026) Effect: Environmental damage, failure to reduce expenditure, reputational damage, failure to achieve vision of the department, unable to meet ambition of the Corporate Plan.	 Likelihood	8	Have 29% of target left. Vacant position for: <ul style="list-style-type: none"> Energy Engineer Energy PM Recently recruited: <ul style="list-style-type: none"> Programme Manager BMS engineer 15 Aug 2019	 Likelihood	2	31-Mar-2026	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010a	Recruitment of remaining posts	Recruit Energy Engineer and Energy PM.	Peter Collinson	15-Aug-2019	31-Oct-2019
SUR SMT 010c	Funding source and route for capital programme	Agreed delivery model and costs. Gateway report is currently being developed with the view that it will be presented to Committee in the next few months.	Peter Collinson	15-Aug-2019	31-Mar-2020

		drawing together all this information and responses received. Corporately, the organisation is looking to run a 'pulse' survey in autumn 2019 to track changes.			
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