SUR Departmental Risk Register summary

Appendix 1



Risk Score 12

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
SUR SMT 002 Not maximising operational property / building performance City Surveyor's Creation Date 10-Feb-2015	Cause: Reduced budgets/lack of expertise in management Event: Insufficient resources / poor asset management / poor allocation of resources Impact: Not maximising operational property / building performance (Reduced rental income, reduced capital value, increased vacancies, increased breakdown of M&E services, reduced customer satisfaction, poor building use and efficiency)	Impact 12	Peter Young	This risk relates to property / building performance and specifically includes the 'Bow Wave'. The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources. £3m has been added to the Cyclical Work Plan.	Impact 4	31-Mar-2018	No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
Inability to deliver savings required by Service Based Review City Surveyor's Creation Date 03-Mar-2015	Cause: Necessary changes to service delivery are not being implemented Event: Saving targets not achieved Impact: Objective not achieved	Impact	Paul Wilkinson	2017/18 savings are on target which will potentially be supplemented by savings from the next generation building repairs and maintenance contract (BRM2) which commences in July 2017. Facilities Management review (Strategic Asset Management Programme) has identified savings for 2018/19 in addition to further savings from BRM2. It must however be noted that more work is required to ensure this is achieved. 20 Jun 2017	Impact	31-Mar-2019	No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
Recruitment and retention of property professionals City Surveyor's	Cause: A strong property and construction market Event: Increasingly attractive remuneration packages offered elsewhere Impact: Increased vacancies, objectives unachieved or delivered late, reduced customer satisfaction	Impact	12	Paul Wilkinson	Recruitment remains challenging Demand and bonuses for property professionals is starting to reduce. CoL package is still significantly lower and gap will not close in the foreseeable future.	Impact 4	31-Jul-2018	*
					20 Jun 2017			No change

Risk Score 8

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
SUR SMT 001 A fall in property performance City Surveyor's Creation Date 03-Mar-2015	Cause: Unexpected change or unknown impact of macro-economic policy (decision to terminate membership of E.U., change in interest, exchange rate, taxation, government policy etc.) Event: Business sentiment changes and U.K. / London becomes less attractive to invest in, to do business in or to move to. Property market becomes increasingly challenging. Impact: Service objectives are not achieved (income, yield, voids)	Impact	Nicholas Gill	The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes: 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) Asset management (lease renewals, voids, arrears, etc.) 20 Jun 2017	Impact 4	31-Mar-2018	No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
SUR SMT 008 Performance failure in service based property contracts City Surveyor's Creation Date 03-Mar-2015	Cause: Contractors fail to carry out contractual obligations Event: Failure of service delivery and/or non-compliance with statutory obligations Impact: Service not delivered / work programmes uncompleted / financial penalties / occupier dissatisfaction	Impact	Peter Collinson	This risk allows the Senior Management Team to monitor the risks associated with the corporate property contracts. We are currently monitoring compliance with contractual obligations. Our current contracts are: BRM Lifts/escalators Cleaning Window cleaning Security Pest Control Water coolers Catering Post/Courier Investment property specialist contracts e.g. Drainage, locksmith etc. 15 Jun 2017	Impact 4	31-Mar-2018	No change

Risk Score 6

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
SUR SMT 003 Failure to maximise Guildhall complex performance City Surveyor's Creation Date 03-Mar-2015	Cause: Increasing utilisation of Guildhall including private events Risk: Inadequate budget provision for increasing running costs Effect: Increase in running costs for City Surveyors (Guildhall Admin budget)	Impact	Peter Young	Chamberlains Corporate Finance team are preparing a Guildhall Events Financial Statement. Report will be presented to Remembrancer's Management Team, crosscutting Officer Events Group and then onto Member - Hospitality Working Party (HWP). Plan is for Financial Statement to be produced twice a year for reporting to HWP: • following year end – June meeting • when Charging Policy considered in October or November - HWP.	Impact 4	31-Mar-2018	No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
Optimise effectiveness and use of the Oracle Property Management System City Surveyor's Creation Date 03-Mar-2015	Cause: Oracle Property module failure to meet business needs Event: Inappropriate technological solution or unsuccessful project management or failure to implement an appropriate management framework Impact: Unable to manage property portfolio / loss of income and poor maintenance of property and lease records.	Impact	Nicholas Gill	The mitigations to reduce this risk are progressing, albeit slowly. These include ensuring the business as usual model is developed, outstanding issues are resolved, enhancement programme is progressed and that issues with the data loader are resolved. Additionally there are provisional arrangements in place to manage system tasks that are not yet fully operational. 15 Jun 2017	Impact 2	31-Mar-2018	No change