

Appendix 1 CSD Departmental Risk Register



Rows are sorted by Risk Score

Code & Title: SUR SMT SENIOR MANAGEMENT TEAM - (High Level) DEPARTMENT RISKS 7

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 002 Not maximising operational property/building performance 10-Feb-2015 Peter Young	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)	 Likelihood Impact	12	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; £14m has been added over four years to the City fund. 16 Oct 2017	 Likelihood Impact	4	31-Mar-2018	 No change

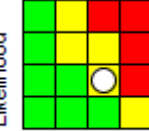


Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 002a	Budget Monitoring Working Party and Senior	The Chamberlain's report to Resource Allocation Sub-committee about measures to reduce the	Peter	16-Oct-	31-Mar-

Ensure appropriate funding of Repairs & Maintenance	Management Team regularly review budgets.	effect of bow wave under financial provision is in progress.	Collinson; Nicholas Gill; Peter Young	2017	2018
SUR SMT 002d Operational Property Review	Operational Property Review	Deliver the Operational Property Review in order to ensure efficient and effective property management. In progress.	Peter Young	16-Oct-2017	31-Mar-2018

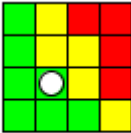
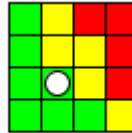
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 005 Recruitment and retention of property professionals 								

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 005a Adopt and	Encourage CoL to adapt and change the approach to Reward and Earnings Package	ongoing	Paul Wilkinson	10-Oct- 2017	30-Apr- 2018

Change Approach					
SUR SMT 005b Develop Workforce Plan	Establish strategies specific to the department that have a particular focus on talent management, reward and retention	Recently approved flexibility in market forces will be applied where appropriate	Paul Wilkinson	20-Jun-2017	31-Mar-2018
SUR SMT 005C Outsource work	Outsource work that cannot be done in- house	Consider work that will have to be outsourced due to lack of expertise		10-Oct-2017	31-Mar-2018

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SUR SMT 004 Inability to deliver savings required by Service Based Review 03-Mar-2015 Paul Wilkinson	Cause: Necessary changes to service delivery are not being implemented Event : Saving targets not achieved Impact: Objective not achieved	 Likelihood Impact	8	2017/18 savings are on target which will potentially be supplemented by savings from the next generation building repairs and maintenance contract (BRM2) which commenced 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. 10 Oct 2017	 Likelihood Impact	4	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 004b Corporate Asset Management control of operational property	Asset management of the Service Based Review	Asset Management service based review commenced. Scope of review agreed by SAM Programme Board. Recruitment of Project Manager and Business Analyst still underway. Chief Officers to attend. Individual workshops currently half way through.	Peter Young	10-Oct-2017	31-Mar-2018
SUR SMT 004c Rationalising of FM service	Reduce staffing budget	Guildhall FM Team transfer to Operations Group is planned for October 2017. Continue to progress reviews of FM services and staffing requirements. Recruitment to posts where gaps in capacity are identified.	Peter Collinson	10-Oct-2017	31-Mar-2018

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SUR SMT 008 Performance failure in service based property contracts	<p>Cause: Contractors fail to carry out contractual obligations</p> <p>Event: Failure of service delivery and/or non compliance with statutory obligations</p> <p>Impact: Service not delivered / work programmes uncompleted / financial penalties / occupier dissatisfaction</p>	<p>Likelihood</p>  <p>Impact</p>	4	<p>This risk allows the Senior Management Team to monitor the risks associated with the corporate property contracts.</p> <p>We are currently monitoring compliance with contractual obligations.</p> <p>Our current contracts are:</p> <ul style="list-style-type: none"> - BRM - Lifts/escalators - Cleaning - Window cleaning - Security - Pest Control - Water coolers - Catering - Post/Courier Investment property specialist contracts eg. Drainage, locksmith etc <p>All mitigation actions have now been achieved. The risk score has been assessed and has been reduced.</p> <p>This risk will therefore be taken off the department risk register and put on</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Mar-2018	↓

03-Mar-2015 Peter Collinson				to the service risk register (Operations Group) where all contracts listed above are maintained. It will continued to be monitored at Service Level 16 Oct 2017				Decreased Risk Score
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
SUR SMT 008g BRM contractor	Transition to new BRM contractor	Transition to the BRM2 - completed	Peter Collinson	02-Oct-2017	31-Mar-2018

