



Resource Allocation Sub (Policy and Resources) Committee INFORMATION PACK

Date: TUESDAY, 27 JANUARY 2026

Time: 1.45 pm

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

**7. *CITY SURVEYOR'S BUSINESS PLAN 2025-30 - QUARTER 2 OF 2025/26
UPDATE**

Report of the City Surveyor.

For Information
(Pages 3 - 12)

**8. *THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER
DECEMBER 2025 UPDATE**

Report of the City Surveyor.

For Information
(Pages 13 - 40)

Part 2 - Non-Public Agenda

**20. *CITY FUND AND CITY'S ESTATE HIGHWAY DISPOSAL THAVIES INN HOUSE,
1-6 HOLBORN CIRCUS**

Report of the City Surveyor.

For Information
(Pages 41 - 44)

**21. *CITY'S ESTATE HIGHWAY DISPOSAL - BROAD STREET HOUSE AT 55 OLD
BROAD STREET AND 27-34 WORMWOOD STREET**

Report of the City Surveyor.

For Information
(Pages 45 - 48)

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City of London Corporation Committee Report

Committee(s) Resource Allocation Sub (Policy and Resources) Committee – For information	Dated: 27 January 2026
Subject: City Surveyor's Business Plan 2025-30 – Quarter 2 of 2025/26 Update	Public report: For information
This proposal: Delivers Corporate Plan 2024-29 outcomes	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
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 City Surveyor and Executive Director of Property (CS 001/26)
Report author:	John Galvin/Faith Bowman City Surveyor's Department

Summary

This report provides Members of Resource Allocation Sub (Policy and Resources) Committee (RASC) with details of progress to end of quarter 2 2025/26 (April to September) against the City Surveyor's 2025-30 Business Plan. A similar report is presented six-monthly to Members of Investment Committee (IC) and three times a year to the Markets Board.

The department assesses the progress of its business plan through twenty-four key performance indicators (KPIs), with fourteen of these under the oversight of this Committee. By the second quarter, eleven indicators met their targets (green), while two fell slightly below (amber). The amber measures were KPI.1 (Capital receipts & additional income) and KPI.19 (Net Promoter Score for end users) reflecting a degree of risk in attaining the end-of-year target. One measurement (KPI.16 – Delivery of Climate Action Strategy Milestones on the Operational Estate) is being revised. This is with the view that it will be focus on cost and consumption, and not replicate information otherwise being presented to Policy and Resources Committee. Further information on this measure will be available shortly.

The City Surveyor's 2025/26 quarter 2 budget position (Appendix A) reveals that the Department is currently forecasting a potential overspend of £507,000 for the year against City Fund and City's Estate services. This equates to 1.6% of the total budget of £32.4m and before other positive budget implications are accounted for benefitting other Corporation budgets. When City Bridge Foundation services are included, this reduces to an underspend of £11,000 against a total budget for the year of £35.6m. Officers are working on mitigation measures to help bring the year end actuals within budget as far as possible.

Recommendation

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 2025-30 Business Plan.
2. The department's business plan outlines twenty-four Key Performance Indicators (KPIs). Resource Allocation Sub (Policy and Resources) Committee (RASC) oversee the progress against fourteen of these measures, whilst Investment Committee (IC) oversee sixteen and the Markets Board oversee two.
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 monitoring statement which is set out in Appendix A. The full list of KPIs, and their current performance is noted in Appendix B.
5. A separate monitoring report on the risks within the department is also circulated for this meeting.

Financial Statement

6. The monitoring as at the end of quarter 2 (September, Appendix A) reveals that the City Surveyor was forecasting an overspend of £507,000 (1.6%) on City Fund and City's Estate services, against a budget for the year of £32.4m. When City Bridge Foundation services are included, this reduces to an underspend of £11,000 against a total budget for the year of £35.6m.
7. The full details of the variances are set out in Appendix A. The overspend on the City Surveyor's City Fund and City's Estate services is principally due to an overspend on departmental salary budgets due to the assumed vacancy factor not being met, and some residual Target Operating Model (TOM) savings not fully achieved. Additional reactive repairs were also a factor, mainly on Open Spaces sites, and at Billingsgate Market due to a water leak which was unrecoverable through service charges. The underspend on City Bridge Foundation services is largely due to an underspend on professional fees and energy costs. The City Surveyor is reviewing planned spend for the remainder of the year with a view to reducing the forecast overspending at year end.

Quarter 2 2025/26 update

8. The table below provides an 'at a glance' assessment of the department's performance through the second quarter of the 2025/26 reporting year.

Status ¹	Green	Amber	Red	TBC	N/A
Resource Allocation Sub Committee related KPIs	11	2	0	0	1
Overall (including non-RASC measures)	14	4	0	1	5

9. Of the measures submitted to this Committee, eleven successfully met their targets, indicated in green. Two measures fell slightly behind target (KPI. 1 – Capital Receipts & additional income, and KPI. 19 – Net Promoter Score for end users. One measure is currently being revised (KPI. 16 – Delivery of Climate Action Strategy Milestones on the Operational Estate) and will be reported from 2026/27.
10. The amber KPI's relevant to this committee are set out below.

a. KPI.1 Capital Receipts & additional income

Target - £6.75m

Current- £906,922

Objective is to generate capital receipts and additional income, achieving at least 90% of the forecast value.

There are several components to the income and capital figures in this KPI. Expected receipts, income, and savings have significantly exceed targets, however some key highway transactions have been delayed. This has arisen due to the postponement of completions by the developer. The receipts will still be provided, but in future reporting periods.

It is worth noting that the revenue and capital targets are indications only of expected receipts in the year. Given the City is reliant on the programme and delivery by third parties, there is significant uncertainty in securing the target within the periods projected.

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

b. KPI.19 Net Promoter Score for end users

Target more than 8

Performance 7

The objective of this KPI is for end-user feedback to exceed a rating of 8. This is developed through customer surveys following provision through the City Surveyor's Facilities Management team and their supply chain.

Whilst there were considerable areas demonstrating excellent performance, specific locations required attention to improve stakeholder perceptions of performance.

11. One measure KPI.16 – Delivery of Climate Action Strategy Milestones on the Operational Estate is currently being revised. The reporting methodology has changed to reporting on cost and consumption, with updates designed to be provided bi-annually. The Climate Action Team will provide updates on carbon to Policy and Resources Committee. Annual cost reports will be compared against the previous financial year, based on absolute figures. An annual consumption target will be set for each site in readiness for the 2026/27 reporting year.

Corporate & Strategic Implications

Strategic implications

12. The City Surveyor's Department is dedicated to advancing the objectives outlined in the Corporate Plan through effective and efficient proactive management of the City's investment and operational properties.

Financial implications

13. Financial information is contained in Appendix A and noted in the report.

Resource implications

14. The department is actively working to identify several strategies to mitigate the core challenges it encounters. It has acknowledged possible pathways for enhancing revenue and capital inflows for the organisation and has developed business cases to progress these.

Legal implications

15. None

Risk implications

16. Key risks managed by the department are included in the Risk Update Report that is also reported to this Committee.

Equalities implications

17. None.

Climate implications

18. The department facilitates the implementation of the Climate Action Strategy by executing both minor and major projects across the City Corporation's investment and operational assets. This capability has been strengthened by securing funding

for the Cyclical Works Programme for those property assets within this programme.

Security implications

19. None

Conclusion

20. The department has made consistent progress on the key deliverables specified in the Business Plan during the second quarter. The department is well-positioned to meet its objectives while effectively managing associated risks whilst continuing to focus on value for money, more efficiencies, new income and opportunities for further cost savings.

Appendices

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

Background Papers

- The City Surveyor The City Surveyor's Business Plan 2025-30
- The City Surveyor The City Surveyor's Business Plan update (CS 206/25)

Departmental Performance & Services
City Surveyor's Department

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Budget Monitoring Statement Quarter 2 2025/26

Appendix A

2025-26 (Period to 30 September 2025)

LOCAL RISK BUDGET Quarter 2	2025-26 Budget £000	Q2 Profile £000	Q2 Total Expenditure £000	(Under) / Over Spend for Period £000	2025-26 Forecast Outturn £000	(Under) / Over Spend for 2025-26 £000	Note
City Fund							
City Fund Estate	2,150	229	357	128	2,125	(25)	
Walbrook Wharf	1,053	566	428	(138)	1,063	10	
Mayor's & City of London Court	40	69	13	(56)	53	13	
Central Criminal Court	411	205	479	274	411	0	
Lower Thames St Roman Bath	9	4	4	0	7	(2)	
Spitalfields Market	196	97	103	6	151	(45)	
Corporate FM R&M cleaning & security	1,520	760	731	(29)	1,432	(88)	1
	5,379	1,930	2,115	185	5,242	(137)	
City's Estate							
City's Estate	3,047	639	543	(96)	3,069	22	
Departmental	11,562	5,781	6,045	264	11,939	377	2
Mayoralty & Shrievalty	100	27	4	(23)	83	(17)	
Markets Directorate	447	229	206	(23)	436	(11)	
Billingsgate Market	260	233	482	249	375	115	3
Smithfield Market	1,352	1,066	109	(957)	1,232	(120)	4
Smithfield Market (other)	(216)	(29)	(103)	(74)	(218)	(2)	
Corporate FM R&M cleaning & security	2,049	1,024	1,217	193	2,288	239	5
	18,601	8,970	8,503	(467)	19,204	603	
Guildhall Administration							
Guildhall Complex	8,396	4,358	4,082	(276)	8,437	41	
	8,396	4,358	4,082	(276)	8,437	41	
Total City Surveyor Local Risk excl CBF	32,376	15,258	14,700	(558)	32,883	507	
City Bridge Foundation							
City Bridge Foundation	3,241	1,290	1,135	(155)	2,723	(518)	6
	3,241	1,290	1,135	(155)	2,723	(518)	
Total City Surveyor Local Risk incl CBF	35,617	16,548	15,835	(713)	35,606	(11)	

1. The underspend arises from a lower than anticipated reactive breakdown spend across City Fund.
2. The overspend arises from Departmental salary budgets due to the assumed vacancy factor not being met, and some residual Target Operating Model (TOM) savings not fully achieved.
3. Overspend at Billingsgate Market due to water leakage issues which cannot be recovered from tenants.
4. The underspend at Smithfield Market is a result of increased income generation from enforcement, and filming.
5. The overspend on Open Spaces repairs and maintenance managed fund is due to additional reactive works.
6. The City Bridge Foundation position comprises significant underspends on professional fees and energy.

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KPI Performance Table Quarter 2 2025/26

Appendix B

Key Performance Indicators								
Ref	New				Q1		Q2	
		Target	Group	Committee	Actual	RAG	Actual	RAG
KPI.1	Capital Receipts & additional income	£6.75m eoy	CPG	RASC	£29,000	green	£906,922	amber
KPI.2	Adherence to Budgetary Spend Profile (Walbrook)	100% (within 2%) eoy	CPG	RASC	20%	green	41%	green
KPI.3	Adherence to Budgetary Spend Profile (Guildhall)	100% (within 2%) eoy	CPG	RASC	20%	green	49%	green
KPI.4	Adherence to Budgetary Spend Profile (Central Criminal Court)	100% (within 2%) eoy	CCC	RASC	22%	green	53%	green
KPI.5 New	Increase Event Income Generation at CCC	£184K	CCC	RASC	£96,243	green	£157,889	green
KPI.6	Achieve Rental Forecasts*	£101.1m	IPG	IC	n/a	n/a	£101.1m	green
KPI.7	Minimise Arrears (<2%March)*	<2% eoy	IPG	IC	n/a	n/a	3.42%	amber
KPI.8	Minimise voids (*)	<5%	IPG	IC	n/a	n/a	4.9%	green
KPI.9	Outperform MSCI**	exceed benchmark	IPG	IC	n/a	n/a	n/a	n/a
KPI.10	Total Return CPI + 3.0% net of costs over ten-year rolling period City Fund)**	>3%	IPG	IC	n/a	n/a	n/a	n/a
KPI.11	Total Return CPI + 4.0% net of costs over ten-year rolling period City Estate)**	>4%	IPG	IC	n/a	n/a	n/a	n/a
KPI.12	Total Return CPI + 4.0% net of costs over ten-year rolling period (City Bridge Foundation)**	>4%	IPG	IC	n/a	n/a	n/a	n/a
KPI.13	Capital Projects - Project Risk Status	< 30%	PPG	IC; RASC	27%	green	13%	green
KPI.14	Capital Projects- Health & Safety*	80%	PPG	IC; RASC	81%	green	91%	green
KPI.15	Capital Projects - Site sustainability waste management	> 90%	PPG	IC; RASC	97%	green	100%	green
KPI.16	Delivery of Climate Action Strategy Milestones - operational estate	5% reduction	OG	RASC	n/a	green	n/a	n/a
KPI.17	Energy Use Intensity (EUI) Kwh/m2 reduction per portfolio Investment Estate *	reduction % tbc	OG/IPG	IC	n/a	n/a	tbc	tbc
KPI.18	Property Contract Performance Compliance	> 80%	OG	IC; RASC	81%	green	84%	green
KPI.19 New	Net Promoter Score for end-users	> 8	OG	IC; RASC	8	green	7	amber
KPI.20	CWP Programme Adherence to Budgetary Spend Profile***	95% - 105% eoy	OG	IC; RASC	n/a	n/a	29%	green
KPI.21 New	95% of Security Staff on the Contract to have completed ACT Awareness training or equivalent	95%	OG	IC; RASC	96%	green	96%	green
KPI.22	Adherence to Budgetary Spend Profiles (Projects)***	95% - 105% eoy	All	IC; RASC	n/a	n/a	43%	green
KPI.23	Mkts- All Market's outstanding debt as a percentage of their total invoice income (excl 0-30 day invo	< 1.5%	MKT	MKTS	2.9%	amber	1.6%	amber
KPI.24	Mkts- Maintain a minimum 95% occupancy with the expectation to achieve 100%	95%	MKT	MKTS	91%	amber	96%	green
	KPI.16 reported quarterly in arrears							
	*reported bi annually							
	** reported annually							
	***reported from Q2							
	Investment Committee (IC) Resource Allocation Sub Committee (RASC)							
	Markets Board (MKTS)							

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City of London Corporation Committee Report

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For information	Dated: 27 January 2026
Subject: The City Surveyor's Corporate and Departmental Risk Register December 2025 Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2025-30 outcomes 	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
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 City Surveyor and Executive Director of Property (CS002/26)
Report author:	John Galvin / Faith Bowman

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 and mitigation of risks within the City Surveyor's Department.

Elements of the City Surveyor's Departmental Risk Register are reported to RASC, Investment Committee and to the Markets Board. The way that the risks map to the Committees is set out in Appendix A. A summary of risks relevant to this Committee are contained in Appendix B, with detailed information contained in Appendix C. The full departmental risk register is available on request.

The City Surveyor as Head of Profession (HOP) for Estates and Facilities Management is the lead co-ordinating Chief Officer for one corporate risk – Maintenance and renewal of Operational Property Assets (excluding housing assets), CR 37.

There are three additional risks managed by the City Surveyor relevant to this Committee. As per our last report to this Committee (September), one of these risks is currently classified at a 'red':

- SUR SMT 006 Construction Consultancy Management – Risk score 16 (Red)

Since the last update there have been three risks removed from the departmental risk register, they will now be monitored within the Department at Divisional level:

- SUR SMT 009 Recruitment and Retention of Property Professionals 8 (Amber)
- SUR SMT 011 Contractor failure – Risk Score 8 (Amber)
- SUR SMT 012 Adjudication & Disputes – Risk Score 8 (Amber)

Recommendation(s)

Members are asked to note this report and the actions taken and being taken to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. City of London Corporation's Risk Management Strategy 2024-29 (RMS), and Risk Management Policy, 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), and three times a year to the Markets Board.
2. 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 summary of the risks relevant to this Committee are included as Appendix B, with the detailed register included as Appendix C.
4. Risks are reviewed regularly by the department's Senior Management Team (SMT). Additional scrutiny provided by the organisation's Chief Officer Risk Management Group (CORMG) for Corporate and top departmental risks, in line with the organisation's RMS. 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. This captures our 'red' risks, together with any recent changes in the risk scoring.

- a. CR 37 Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)

Current Risk Score 12 (Amber)

This risk captures systemic property related risks across the operational property estate (excluding housing). The risk rating of Amber-12 is consistent with the prior report to this Committee (September).

The funding and delivery of the Cyclical Works Programme (CWP) is one key mitigation of this risk under the City Surveyor's control and within the programme. However, this does not cover major capital works such as periodic refurbishments and upgrades. For assets outside of the City Surveyor's direct accountability or the CWP funding, he provides technical building condition advice to the relevant accountable Chief Officer in line with his responsibilities as Head of Profession for Estates and Facilities Management.

- b. SUR SMT 006 Construction Consultancy Management

Current Risk Score 16 (RED)

The quality and expertise of external consultants on recent projects have led to gaps in design and cost increases.

To address this issue the department continues to work collaboratively with the Procurement team, the legal department, and the Construction Category Board. The Property Projects Team is also conducting a peer review of documents to ensure the accuracy and completeness of the information provided by consultants.

The current risk score will remain unchanged.

7. Three risks have decreased in risk score and have been de-escalated from the Departmental Risk Register. These risks will be monitored at Divisional level as follows.

- a. SUR SMT 009

Recruitment and Retention of Property Professionals

Increased interest in advertised roles, and fewer staff departures, indicated to the department's Senior Management Team that this risk has receded over recent months. The risk likelihood therefore reduced, and the overall risk is now tracked at target.

The risk will be kept under review and will be re-escalated should market conditions change.

- b. SUR SMT 011

Contractor Failure

The high inflation environment seen over the last few years resulted in elevated levels of contractor failures. The risk has diminished in recent periods, and we are no longer seeing the same instability in the market. Therefore, the risk

likelihood has reduced, and the risk de-escalated from the departmental register. The market will continue to be reviewed.

c. SUR SMT 012

Adjudications and Disputes

The department has managed this risk since 2023 as projects developed through the COVID-19 period experienced issues, often requiring adjudications. The value and volume of such projects have now diminished as the City has worked through this set of projects.

As a result, the risk assessment has improved, leading to a reduction in the risk score to meet target levels and its removal from the departmental risk register.

Strategic implications

8. Organisationally strategic risks are managed on the City Corporation's Corporate Risk Register. Currently the City Surveyor co-ordinates and leads on one risk on this register, CR 37 – Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets). The risk score in relation to this Corporate Risk is consistent with that reported in September (CS 233/25).

Financial implications

9. Should a risk manifest, there may be financial impacts. The assessment of risk includes consideration of potential financial implications, and this is reflected within the risk scoring and mitigations being taken.

Resource implications

10. The progression of mitigating activities often requires the provision of adequate resources. Where relevant this has been highlighted within the risk actions.

Legal implications

11. Legal and contractual implications are highlighted where relevant within the department's Risk Register.

Risk implications

12. Key risks managed by the department are included in this Risk Update Report. CR37 is a Corporate level risk shared across several departments and Institutions.

Equalities implications

13. Equalities risks will be escalated either within the departmental register, or through engagement with Corporate colleagues as appropriate.

Climate Implications

14. The department supports the delivery of the Climate Action Strategy through the delivery of minor and major projects. This capacity has been enhanced by the agreement of funding for the Cyclical Works Programme, which includes £18m in decarbonisation works.

Security implications

15. None

Conclusion

16. Members are requested to acknowledge the recent updates to the departmental risk register and the measures being implemented by the department's officers to reduce the probability and/or consequences of identified risks.
17. The department has experienced an improvement in its risk status compared to previous periods. Significantly, three risks have been removed from the Departmental Risk Register, reflecting a proactive approach to risk management. This advancement highlights the department's effective strategies in addressing potential challenges. To maintain this improved risk status, continuous monitoring and evaluation will be essential moving forward.
18. The City Surveyor is the lead risk owner for one Corporate Risk, CR 37 – Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets). The delivery of the Cyclical Works Programme (CWP) is a key mitigation of this risk under the City Surveyor's control. In line with the organisation's property model, the City Surveyor, as Head of Profession for Estates and Facilities Management, advises the relevant Chief Officer of their accountabilities with respect to property assets they occupy beyond those assets under the City Surveyor's accountability (Guildhall, Walbrook Wharf, Central Criminal Court and the 3 wholesale markets).

Appendices

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|--------------|---|
| • Appendix A | Risks by Committee |
| • Appendix B | The City Surveyor's Corporate and Departmental Risk Register relevant to this Committee – summary |
| • Appendix C | The City Surveyor's Corporate and Departmental Risk Register relevant to this Committee – detail |

Background Papers

- | | |
|---------------------|---|
| • The City Surveyor | The City Surveyor's Departmental Risk Register – September 2025 Update (223/25) |
| • The City Surveyor | The City Surveyor's Departmental Risk Register – June 2025 Update (133/25) |

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 five at the departmental level.
2. Outlined in the table below is how these risks relate to the three reporting Committees to which the department regularly reports: Resource and Allocation Sub (Policy and Resources) Committee (RASC), Investment Committee (IC), and the Markets Board (MKTs)
3. Of the six total risks, four relate to RASC Committee, three relate to Investment Committee and one to the Markets Board.
4. Only risks 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	MKTs	Score
CR 37	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	X			12
SUR SMT 006	Construction Consultancy Management	X	X		16
SUR SMT 017	Adequacy of funding for ongoing use (Smithfield & Billingsgate)			X	16
SUR SMT 003	Investment Strategy Risk		X		12
SUR SMT 005	Construction and Service Contracts Price Inflation beyond that which was anticipated or planned	X	X		12
SUR SMT 015	UKPN - Condition and maintenance of substations	X			6

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RASC - SUR SMT - Summary Report

Report Type: Risks Report
Generated on: 19 December 2025



Rows are sorted by Risk Score

Risk Level Description Corporate

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
CR37	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	Possible	Major	12	Amber	19-Dec-2025	8	31-Mar-2029	Constant	Reduce

Risk Level Description Departmental

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
SUR SMT 006	Construction Consultancy Management	Likely	Major	16	Red	19-Dec-2025	6	31-Mar-2026	Constant	Reduce
SUR	Construction and Service	Possible	Major	12	Amber	19-Dec-	6	31-Mar-	Constant	Reduce

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
SMT 005	Contracts Price Inflation beyond that which was anticipated or planned					2025		2026		
SUR SMT 015	UKPN - Condition and maintenance of substations	Possible	Serious	6	Amber	19-Dec-2025	2	31-Mar-2026	Constant	Reduce

RASC - SUR SMT - Detailed Report

Report Type: Risks Report
Generated on: 19 December 2025



Rows are sorted by Risk Score

Risk Level Description Corporate

Risk Code	CR37	Risk Title	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)
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Description	<p>Cause: Significant on-going and previously unmet property and renewal maintenance costs across the City’s operational property portfolio (excluding housing).</p> <p>Event: Misalignment between funding available and that required by the asset beyond annual cyclical works (as defined by the relevant Asset Management Strategy).</p> <p>Impact: Buildings becomes not fit for purpose / functions / occupancy. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there may be H&S implications to be immediately addressed. If not, legal action by tenants or asset failure in whole or part with detrimental effects leading to impact on occupiers.</p>
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Current Risk		
Risk Score	Likelihood	Impact

Target Risk		
Risk Score	Likelihood	Impact

Original Risk		
Risk Score	Likelihood	Impact

12	Possible	Major
Amber	Trend	Constant

8	Unlikely	Major
Amber	Target Date	31-Mar-2029

12	Possible	Major
Amber	Creation Date	10-Oct-2019

Latest Note Page 24	<p>This risk captures systemic property related risks across the operational property portfolio (excluding housing).</p>	19-Dec-2025
	<p>Under the organisation’s property model, accountability for the delivery of mitigating activities lies with the relevant Chief Officer.</p>	
	<p>The City Surveyor, as Head of Profession for Estates and Facilities Management, advises the relevant Chief Officer of their accountabilities with respect to property assets they occupy beyond those assets under the City Surveyor’s direct accountability.</p>	
	<p>The delivery of the Cyclical Works Programme (CWP) is a key mitigation of this risk under the City Surveyor’s control. The target date of this risk aligns with the five-year CWP delivery timeframe.</p>	
	<p>It should be highlighted that CWP funding is not attributable to ringfenced property assets (Police estate, New Spitalfields, Billingsgate and the three private schools). Further, it will not include major capital works such as periodic building refurbishment.</p>	
	<p>The scoring on the impact of this risk has reduced from initial scoring to reflect the agreement of funding of CWP backlog and next 3-4 years.</p>	

Risk Level	Corporate
Department	All

Risk Approach	Reduce
Risk Owner	Paul Wilkinson

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
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CR37a Cyclical Works Programme (CWP)	<p>Cyclical Works Programme (CWP)</p> <p>The Cyclical Works Programme (CWP) is the principle way that the backlog of asset maintenance is delivered to Corporate properties in occupation (excluding ring-fenced assets).</p>	<p>In March 2024 the Court of Common Council agreed £133m funding to be delivered over five years to support the Cyclical Works Programme (CWP).</p> <p>The focus of this action will be to track the delivery of the CWP in line with programme. The delivery team was established in late 2024 and works are in progress. A progress update is presented to RASC every 6-months.</p>	19-Dec-2025	Peter Collinson; Paul Wilkinson	31-Mar-2029
CR37b Ring fenced budgets Page 25	<p>Ring fenced properties and budgets</p> <p>“Ring fenced” properties include the City of London Police 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>Ring-fenced property occupiers are accountable for the identification of maintenance and renewal actions. The City Surveyor, as Head of Profession, is able to advise on required works and / or is responsible for delivering agreed maintenance services.</p> <p>Specific property related risks are noted on the relevant departmental/ Institution risk register.</p> <p>The target date for this action is considered as a 'major review' date.</p>	19-Dec-2025	Ben Milligan; Paul Wilkinson	31-Mar-2026
CR37f Annual Major Capital	Annual Major Capital Bids	A small capital bids pot is available for 2026/27, with strict controls.	19-Dec-2025	Chief Officers	31-Mar-2026

Bids	<p>The annual capital bids programme and recommendations (October) are built into the subsequent year's organisational budget which is presented to Court</p> <p>Capital bids are only considered where funding is not possible through other funding routes (such as CWP).</p>	<p>Where bids are approved works will need to progress before a material change in the risk scoring will result.</p> <p>The accountability for the development of capital bids lies with the relevant Chief Officer. Support is also provided to occupying departments where they are required to collate their own bids (in-line with the City Surveyor's role as Head of Profession). The City Surveyor's Department presents bids in relation to works at the Guildhall, Walbrook Wharf ,3 wholesale markets and the Central Criminal Court.</p> <p>The target date on this risk reflects the annual nature of bidding process.</p>			
CR37g Operational Property Review	<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.</p> <p>Where properties are identified as no longer required to deliver City services, alternative uses (or disposal) can be progressed.</p>	<p>The Environment Department continue to progress their Operational Property Review Programme, with updates presented to RASC periodically.</p> <p>All organisational departments are required to review their use of assets through the annual business planning process. The 2026/27 departmental business plans are due to be presented to the relevant Committee through January and February 2026. There were no surplus assets identified through the 2025/26 process.</p>	19-Dec-2025	Katie Stewart; Sonia Virdee; Peter Young	31-Mar-2026

	<p>This will both lower the maintenance backlog, and funds can be used for maintenance projects elsewhere in the estate. Whilst a positive move, most of the outstanding maintenance is at our major buildings (Guildhall, Barbican etc).</p>				
<p>CR37h Renewal Programmes</p> <p>Page 27</p>	<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 has recently been approved following extensive public workshops and surveys. Whilst the delivery programme will be over a long time period, interim works (to the value of £25m) have been progressed. The wider transformation programme includes £191m in investment to support the first phase of the Barbican Renewal Programme. This spans five years (2027-2032) and addresses repair and modernisation activity.</p> <p>The Guildhall School of Music and Drama (GSMD) are working closely with corporate colleagues to develop and further the Barbican Renew project. GSMD have also engaged space consultants who are undertaking a wide-ranging review of the site to ensure future needs are captured and future funding bids are aligned.</p> <p>Guildhall complex (north and west wings) renewal has been paused, and appropriate</p>	19-Dec-2025	David Farnsworth; Jonathan Vaughan Paul Wilkinson	31-Mar-2026

		sequencing needs to be considered to enable adequate funding to be released. In the interim CWP works (CR37a) are being progressed.			
CR37i Maintenance and Renewal	Maintenance and Renewal The regular maintenance and renewal of assets mitigates the risk on an on-going basis. The identification and mitigation of these items is under the accountability of the Chief Officer in occupation.	Under the City of London's operating model, it is the Chief Officer in occupation who is accountable for the identification and mitigation of property related risks within their area of control. This is done with the advice and support of the City Surveyor as Head of Profession for Estates and Facilities Management. This mitigating action is therefore devolved to all Chief Officers across the organisation, and actions will vary in line with the needs of that individual department. Local risks are captured on individual risk registers and are considered by the organisation's Chief Officer Risk Management Group (CORMG) as appropriate. The target date for this risk action is considered a major review date.	19-Dec-2025	CORMG	31-Mar-2026
CR37j Head of Profession	The City Surveyor's Department is Head of Profession (HOP) for Estates and Facilities Management. However, roles and responsibilities associated with organisational HOP have not been fully defined. Greater definition around this item will provide clarity as to the City	The HOP reflects the organisation's operating model, where the Chief Officer in occupation is accountable for the identification and mitigation for property related risks within their area of control. The City Surveyor, as HOP for Estates and Facilities Management, feeds into this process by providing advice and support to the relevant Chief Officer, then delivering funded works.	19-Dec-2025	Cliff Morton; Paul Wilkinson	30-Jun-2026

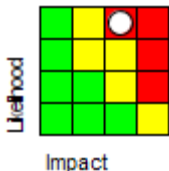
	Surveyor's responsibility to the organisation's property estate.				
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Risk Level Description Departmental

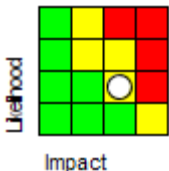
Risk Code	SUR SMT 006
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Risk Title	<i>Construction Consultancy Management</i>
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Description	Cause: Poor performance by consultants Event: Abortive work, delays, or non-performance. Impact: Additional costs, project delays
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	14-Oct-2021

Latest Note	<p>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.</p> <p>This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel. In response, the department has initiated a Property Project Group Enhancement Plan to review and update all current consultant scopes of service</p>	19-Dec-2025
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Risk Level	Departmental
Department	City Surveyor's

Risk Approach	Reduce
Risk Owner	Ola Obadara

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 006a Commissioning stage	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 deciding to change the stage at which the City is approaching the market. The impact will be tracked over the coming months.	19-Dec-2025	Ola Obadara	31-Mar-2026
SUR SMT 006b Legal Page 31	Legal The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements	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 construction consultancy contractors is limited so whilst action is taken, results take longer than would otherwise be possible in a commercial environment. The department is working with colleagues through the Construction Category Board on this item.	19-Dec-2025	Ola Obadara	31-Mar-2026
SUR SMT 006c Procurement	Procurement 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	PPG has an Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-	19-Dec-2025	Ola Obadara	31-Mar-2026

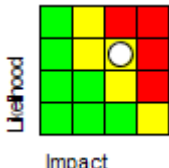
	that we will get better quality applications, and this risk may reduce.	proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance, and exploration of preferred supplier models to improve consistency and accountability across project teams.			
<p>SUR SMT 006d Scope of works</p> <p>Page 32</p>	<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>Consultant underperformance and poor scoping continue to present a high risk to project delivery. Errors at early stages largely driven by a shortage of skilled professionals in the industry are causing delays, increased costs, and scope creep. This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel.</p> <p>In response, the department has initiated a PPG Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance,</p>	19-Dec-2025	Ola Obadara	31-Mar-2026

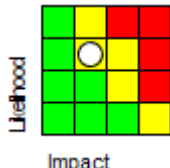
		and exploration of preferred supplier models to improve consistency and accountability across project teams			
SUR SMT 006e Review of appointment documents	<p>Review of appointment documents</p> <p>The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements</p>	<p>Action has been taken against consultants where performance has been poor and end to end timescales have increased.</p> <p>The team is also undertaking a peer review of documents to ensure that information provided by consultants is accurate and complete.</p>	19-Dec-2025	Ola Obadara	31-Mar-2026

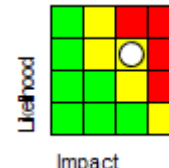
Risk Code	SUR SMT 005
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Risk Title	<i>Construction and Service Contracts Price Inflation beyond that which was anticipated or planned</i>
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Description	Cause: Market conditions have led to input price inflation Event: Project and programme cost escalation Impact: Inability to delivery capital and revenue projects within budget
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	14-Oct-2021

Latest Note	<p>This risk Material cost inflation and constrained labour availability continue to drive costs beyond what was anticipated or planned. This risk impacts the delivery of capital projects, facilities management (FM) services, reactive repairs, and revenue-funded works.</p> <p>Whilst the high levels of material inflation seen earlier has abated, the City has yet to see a significant levelling in tender returns. To mitigate greater allowances are made in the Costed Risk Provision (CRP). Further, more detailed contractor credit checks are being undertaken, however there remains a degree of financial risk.</p> <p>The risk was reviewed in detail in October and, whilst it was felt that the risk was receding, the scoring should be maintained at its current level.</p>	19-Dec-2025
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	Market conditions will be kept under review. As such the target date should be considered a review point.	
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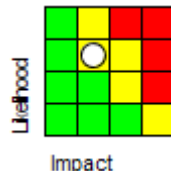
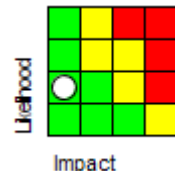
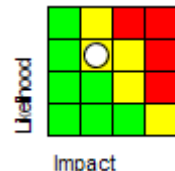
Risk Level	Departmental
Department	City Surveyor's

Risk Approach	Reduce
Risk Owner	Ola Obadara

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 005a Procurement Strategy Page 35	Procurement Strategy The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.	This exploration included a review of the prior Single Stage tender process (which had been preferred for medium range projects - £2m - £50m). Following the review Two Stage contracts will be used more frequently which is the current market norm for these projects. This change enables contractors to better transfer their risk, however, leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it does offer far better market coverage and reflects the prevailing external conditions. Review/enhancement of costed risk provision to mitigate financial exposure, continued monitoring of market trends and contractor performance and adjust procurement strategies to reflect changing market	19-Dec-2025	Ola Obadara	31-Mar-2026
SUR SMT 005d Contracts	Contracts Exploring the potential to include different clauses into contracts	The department and the Chamberlain's Procurement team to have explored the inclusion of fluctuating provisions in our	19-Dec-2025	Ola Obadara	31-Mar-2026

	such that work offered by the City remains attractive to suppliers.	contracts. This 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.			
SUR SMT 005e Contractor Engagement	Contract Engagement Expanding the amount of information available at an early stage of contract exploration. This will provide greater cost certainty.	The team plan to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	19-Dec-2025	Ola Obadara	31-Mar-2026
SUR SMT 005f Specification and Materials	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 decreased, however, it should be noted that prices are not typically falling elsewhere. Further consideration is being given to the origin of source materials to ensure supply.	19-Dec-2025	Ola Obadara	31-Mar-2026

Risk Code			SUR SMT 015				
Risk Title			UKPN - Condition and maintenance of substations				
Description			<p>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 accountability, to an appropriate condition.</p> <p>Event: Potential for flood or fire within substation.</p> <p>Impact: Potential flood or fire leading to impact on occupants, operational assets, and interruption to service delivery and/or claim from UKPN for business interruption.</p>				
Current Risk			Target Risk				
	Risk Score	Likelihood		Impact	Risk Score	Likelihood	Impact
	6	Possible		Serious	2	Unlikely	Minor
Original Risk			Risk Score	Likelihood	Impact		
				Possible	Serious		
				6	Serious		
Amber			Green				
Trend			Target Date				
Constant			31-Mar-2026				
			Amber				
Creation Date			18-Feb-2024				
Latest Note			<p>The Corporate Working Group, which included key leaders from various departments such as Legal, Housing, and the City Surveyor, has recently completed its discussions. Additional measures are currently being implemented to reduce associated risks.</p> <p>Comptroller & City Solicitors (C&CS) have been tasked with seeking updates to lease agreements with UK Power Networks (UKPN) to ensure that there are sufficient protections for City assets. This is to ensure that there is clarity of expected levels of maintenance to be performed by UKPN and addressing occupancy issues where no lease agreements exist or where repair obligations are not clearly defined.</p>				
			19-Dec-2025				

	All premises controllers have been contacted and subsequently followed up with to confirm whether they possess a Fire Risk Assessment from UKPN and to ensure all landlord mitigations and works have been carried out.	
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Risk Level	Departmental
Department	City Surveyor's

Risk Approach	Reduce
Risk Owner	Paul Wilkinson

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 015b Identifying Responsibility Page 38	Identifying Accountability and Responsibility This background data will help codify the split of accountability responsibility between the City Corporation and UKPN	The City Surveyor's Department has collated an inventory of all UKPN substations across our estates and is seeking to identify leases wherever these are available. Because of age of the structures, some assets may not have current legal documentation. The Working Group refreshed the schedule of all plant rooms and substations This has enabled the City Solicitor and Asset Advisors to identify where existing leases may have expired. The organisation's legal team have been in contact with UKPN in connection with codifying roles and responsibilities and arranging access for CoL as landlord.	19-Dec-2025	Robert Murphy; Peter Young	31-Mar-2026
SUR SMT 015c Working Party	Working Party	A Working Party created a list of these building related substations across the investment operational and housing portfolios.	19-Dec-2025	Robert Murphy; David Renshaw; Peter Young	31-Mar-2026

		Comptrollers & City Solicitors with assistance from both Corporate and Investment Property Groups, Housing and the central H&S team are engaging with UKPN requesting what risk management and maintenance activity is applied to said sub stations located within or alongside CoL buildings. This action is being progressed by the Comptroller and City Solicitors who have identified landlord and tenants' responsibilities.			
<p>SUR SMT 015d UKPN engagement to regularise repairing obligations on substations across operational estate</p> <p>7 6 6</p>	<p>UKPN engagement to regularise repairing obligations on substations across operational estate.</p> <p>This action will seek to ensure that there are clear roles and responsibilities for the maintenance of these substation sites.</p>	<p>Comptroller & City Solicitor (C&CS) have reported on progress and suggested next steps.</p> <p>The Corporate Property Group (CPG) propose new instructions to C&CS requiring UKPN to engage or seek whatever remedies are available to ensure a statutory enabled body engages.</p>	08-Jan-2026	Michael Cogher	31-Mar-2026
<p>SUR SMT 015e Lease obligation adherence</p>	<p>Ensuring the discharge of obligations under the lease.</p> <p>The organisation will need to be satisfied that equipment housed within City assets continues to operate as anticipated – this</p>	<p>It remains the responsibility of premises controllers to ensure that responsibilities under the lease are discharged.</p> <p>The City is undertaking appropriate repairs and maintenance to the structure of the substation rooms as part of its landlord's obligations and the overall maintenance of the</p>	13-Jan-2026	All premises controllers	31-Mar-2026

	<p>information will need to be supplied by UKPN as part of an inspection regime. Similarly, the organisation will need to ensure that any structural elements which are our responsibility are maintained appropriately.</p>	<p>building asset.</p> <p>The tenant also needs to discharge their responsibilities under their accountability and share the outcomes of this activity with the City as landlord.</p> <p>This engagement is envisaged to be the main control under business-as-usual.</p>			
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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