

# SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman

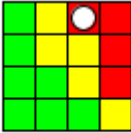
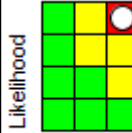



Rows are sorted by Risk Score

Code & Title: SUR SMT SENIOR MANAGEMENT TEAM - (High Level) DEPARTMENT RISKS 9

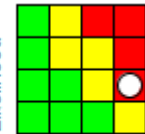

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>SUR SMT 006</b> <b>City Bridges: -</b> <b>Wanton</b> <b>Damage /</b> <b>Terrorism</b>           19-Jun-2017 Paul Wilkinson	<b>Cause:</b> Wanton Damage / Terrorism  <b>Event:</b> Structural damage to bridge/s  <b>Impact:</b> Instability in bridge structure, reputational damage, disruption to traffic, additional costs to repair / replace	 Likelihood Impact	16	Workshop hosted by CSD on 09/07 involving key leads from CSD, DBE, CBT and Chamberlains. This took a 'first principals' approach looking at our objectives relating to the City Bridges. Follow up meeting to be arranged to recast risks around agreed objectives.  Service Agreement being developed to better aid communication between key departments – this will include maintenance, inspections and areas of concern.  <b>17 Aug 2018</b>	 Likelihood Impact	12	31-Mar-2019	         Constant

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 006a Counter Terrorism	Counter Terrorism	Sequence of joint workshops were hosted by TFL over July. This involved TFL, the City Police, the MET Police and DBE. This investigated the risks associated with key bridges. Currently awaiting feedback from TFL from these sessions. Temporary mitigation by the Metropolitan Police remains in place, but this is not full Hostile Vehicle Mitigation.	Nicholas Gill; Ian Hughes; Paul Monaghan	17-Aug- 2018	31-Mar- 2019

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
<b>SUR SMT 007</b> <b>City Bridges: -</b> <b>Tunnelling for</b> <b>the Thames</b> <b>Tideway</b> <b>Tunnel</b>            19-Jun-2017 Paul Wilkinson	<b>Cause:</b> Tunnelling for the Thames Tideway Tunnel effects bridge structures  <b>Event:</b> Bridge/s become inoperable or have reduced operability  <b>Impact:</b> Closure, reputational damage, disruption to traffic, additional costs to repair / replace	 Likelihood  Impact	16	The tunnelling is expected to conclude in 2019, and we will expect that this risk, should it not materialise, will diminish significantly from this time. Works are on-going presently (August 2018) near Blackfriars Bridge.  Workshop hosted by CSD on 09/07 involving key leads from CSD, DBE, CBT and Chamberlains. This took a 'first principals' approach looking at our objectives relating to the City Bridges. Follow up meeting to be arranged to recast risks around agreed objectives.  Service Agreement being developed to better aid communication between key departments – this will include maintenance, inspections and areas of concern.  <b>17 Aug 2018</b>	 Likelihood  Impact	16	31-Mar-2021	          Constant

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 007a Asset Protection Agreements	Asset protection Agreements	Asset Protection Agreements (APA) were investigated by DBE and the Comptroller and City Solicitor. Advice received was that existing protections were better than that afforded by the APAs.	Paul Monaghan	17-Aug-2018	31-Mar-2019
SUT SMT 007d Tideway	Tideway Tunnelling	Meetings are held with the Thames Tideway Tunnelling company both weekly and monthly to understand progress and any emerging concerns.	Paul Monaghan	17-Aug-2018	31-Mar-2021

Tunnelling Meetings					
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SUR SMT 008 <b>City Bridges: - Substantial vessel strikes</b>	<p><b>Cause:</b> Substantial Vessel strike</p> <p><b>Event:</b> Structural damage to bridge</p> <p><b>Impact:</b> Instability in bridge structure leading to possible collapse. Death / injury, disruption of traffic, reputational damage, additional costs to repair / replace</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Minor bridge strike at Tower Bridge in early August. Currently awaiting full inspection report.</p> <p>Workshop hosted by CSD on 09/07 involving key leads from CSD, DBE, CBT and Chamberlains. This took a ‘first principals’ approach looking at our objectives relating to the City Bridges. Follow up meeting to be arranged to recast risks around agreed objectives.</p> <p>Service Agreement being developed to better aid communication between key departments – this will include maintenance, inspections and areas of concern.</p>	 <p>Likelihood</p> <p>Impact</p>	16	31-Mar-2019	<div style="width: 10px; height: 10px; background-color: blue;"></div> <p>Constant</p>
19-Jun-2017 Paul Wilkinson				17 Aug 2018				

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 008a Navigation controls	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights fixed to bridges. Paul Monaghan is an on-going member of the River Crossings Liaison Group and is currently pursuing them for further meeting dates following their change in Chair. Paul Monaghan updates CSD at the quarterly meetings as to any actions, activities, or change in the risk status of this item.	Nicholas Gill; Paul Monaghan; Peter Young	17-Aug- 2018	31-Mar- 2019

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Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 001c Global and local economic and political decisions	Global and local economic and political decisions	SMT continues to closely monitor the position quarterly, including analysis of market reaction.	Nicholas Gill	13-Jul-2018	31-Mar- 2019
SUR SMT 001d Maintain a diverse portfolio	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 MT monitors development of property portfolio and tenant mix.	Nicholas Gill	13-Jul-2018	31-Mar- 2019

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Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002a Senior Management Team regularly review budgets.	Senior Management Team regularly review budgets.	The team identifies any shortfalls with the view of making recommendations to Members on a case-by-case basis. Report presented to CAsC in July following the asset verification process.	Peter Collinson; Peter Young	03-Aug-2018	31-Mar-2019
SUR SMT 002d Operational Property Review to ensure efficient and effective property	Operational Property Review to ensure efficient and effective property management.	Progress releasing assets has been slower than desired, but is progressing. Next steps include challenge sessions between the City Surveyor and Chief Officers as agreed by CAsC. These will be undertaken between April 2018 and March 2019 and as part of the business planning cycle.	Peter Young	17-Aug-2018	31-Mar-2019

management					
SUR SMT 002e Asset management plan	Asset management Service Based Review plan	The next stage is comprehensive review of the asset management model. A series of recommendations is proposed to be submitted to CAsC in Q3, following Chief Officer approvals.	Peter Young	03-Aug-2018	31-Mar-2019
SUR SMT 002g Guildhall - Capital Projects Programme Delivery	Guildhall Capital Projects Programme Delivery	This programme progress report will be presented in Q3. The individual projects are proceeding and there is a high-level strategy meeting being held by the City Surveyor with key stakeholders which may impact the sequencing or necessity of some projects.	Peter Young	03-Aug-2018	31-Mar-2019
SUR SMT 002h Reduction in the 'bow wave'	Reduction in the 'bow wave'	Forward Maintenance Plans being updated and with intelligence from Skanska. Current financial estimates being reported to committee in September/ October 2018.	Peter Collinson	17-Aug-2018	31-Mar-2019

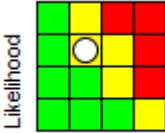
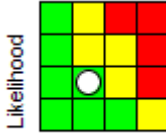



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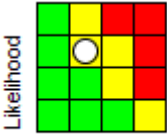
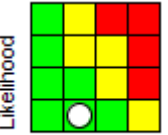
Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 003b Understanding	Risk analysis	Operations Group current investigating what is required to fully understand this risk. Report to be developed and communicated to Members in Q3/4.	Peter Collinson	17-Aug- 2018	31-Mar- 2019

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Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 005a Adopt and Change Approach	Assessment of CoL Reward and Earnings Package	The Independent report has been presented to the City Surveyor and to HR. Key outcomes were shared with SMT only, and recommendations are being developed. IPG delivered pilot report for Members in July.	Paul Wilkinson	03-Aug- 2018	30-Apr- 2019

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<b>SUR SMT 004</b> <b>Inability to deliver savings required by Service Based Review</b> 03-Mar-2015 Paul Wilkinson	<b>Cause:</b> Departments do not deliver the agreed Facilities Management and Asset Management actions to time and to the appropriate success criteria.  <b>Event:</b> Recommendations arising from the Asset Management and Facilities Management reviews are not implemented in full.  <b>Impact:</b> Saving targets not achieved and objective not met – including transformation service improvements.	 Impact	6	Risk score has decreased as uncertainty regarding savings is reducing.  <b>03 Aug 2018</b>	 Impact	4	31-Mar-2019	  Decreasing

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 004b Asset Management Service Based Review	Asset Management Service Based Review	Review by GVA now complete and interim update provided to CAsC on 11/07. GVA have identified a number of areas for improvement, and these are being considered by officers. Full recommendations with a cost / benefit analysis and roadmap for implementation are now being developed. Meetings with affected Chief Officers in progress.	Peter Young	17-Aug-2018	31-Mar-2019
SUR SMT 004c Rationalising of FM service	Facilities Management Service Based Review	Continue to progress reviews of FM services and staffing requirements.	Peter Collinson	03-Aug-2018	31-Mar-2019

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<b>SUR SMT 009 Tender Returns</b>  07-Aug-2018	<b>Cause:</b> Limited pool of suitable contractors <b>Event:</b> Tender returns are exceeding market rates <b>Impact:</b> additional cost and programme delivery implications	 Likelihood Impact	6	This risk has been identified and has been escalated from the Group to Departmental level.  This risk relates to the inability to attract a sufficient number of quality tenders for contracted works. Currently out of four tenders sent out returns can be as little as one.  <b>07 Aug 2018</b>	 Likelihood Impact	2	31-Mar-2019	↑  New Risk

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SUR SMT 009 Main Contractor Framework	Main contractor framework	A framework for contractors is currently being set up that will provide a core set of contractors that we can use to drive best value. Previous tender submissions received are under review.			Peter Collinson	07-Aug-2018	01-Feb-2019