SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

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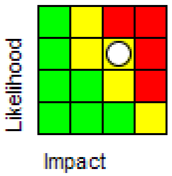
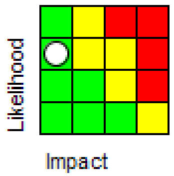
Generated on: 15 August 2019

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	**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.) **Event:** Business sentiment changes and U.K. / London becomes less attractive to investors / tenants. **Impact**: Business Plan objectives are not achieved with resultant negative impact on income, yields, voids and arrears.		**12**	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) 5. Asset management (lease renewals, voids, arrears, etc) 6. Monitoring retail habits in change of building use This risk links to CR26 Brexit - particularly on the “impact of Brexit on City Corporation income streams” action, owned by the Chamberlain. Target risk score updated following Member feedback **30 Jul 2019**		**3**	31-Mar-2020	Constant

Nicholas Gill								

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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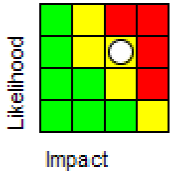
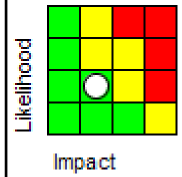
SUR SMT 002 Insufficient budget to meet user and asset demand at Walbrook Wharf and Guildhall 10-Feb-2015 Peter Young	**Cause** Insufficient budget to meet user demand **Event:** Ineffective asset management **Impact**: Inability to maximise operational property / building performance		**12**	The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources. In the medium term this risk is anticipated to reduce following the uplift in the budget for the Guildhall, and the movement of staff from Walbrook Wharf to Guildhall. However, as funding for some projects is contingent upon the Fundamental Review, it is considered prudent to retain the risk at its current scoring in the short term. **30 Jul 2019**		**4**	31-Mar-2020	Constant

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SUR SMT 002b	Guildhall capital projects programme delivery	Individual projects have been identified, but these have been paused pending the outcome of the fundamental review.	Peter Young	30-Jul-2019	31-Mar-2020
SUR SMT 002c	Prioritisation	Prioritisation report has been presented to Members and is subject to fundamental review outcomes. Cyclical Works Programme report to be presented in the autumn.	Peter Young	30-Jul-2019	31-Oct-2019
SUR SMT 002d	Asset information	Lack of structured information on buildings can lead to delays and additional professional fees. Initial exploration into opportunities into how this data could be brought into a single solution.	Ola Obadara	30-Jul-2019	31-Mar-2020
SUR SMT 002e	Fundamental review of the Guildhall complex	A wholesale review of the North Wing and West Wing was presented as an option to Members for consideration as part of the fundamental review. This action to be progressed depending on feedback from Members in the autumn	Paul Wilkinson; Peter	30-Jul-2019	31-Dec-2019

			Young		

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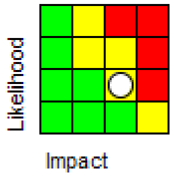
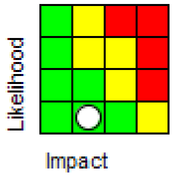
SUR SMT 010 Unable to meet the Carbon Decent Plan for 2026. 13-Dec-2018 Peter Collinson	**Cause:** Lack of resources – people and funds across organisation to deliver energy efficiency projects **Event**: Failure to reach Carbon Descent Plan Targets (40% reduction in 2008 emissions by 2026) **Effect:** Environmental damage, failure to reduce expenditure, reputational damage, failure to achieve vision of the department, unable to meet ambition of the Corporate Plan.		**8**	Have 29% of target left. Vacant position for: • Energy Engineer • Energy PM Recently recruited: • Programme Manager • BMS engineer **15 Aug 2019**		**2**	31-Mar-2026	Constant

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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

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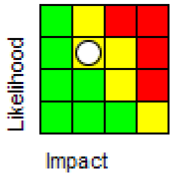
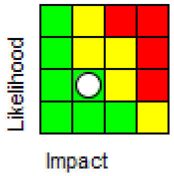
SUR SMT 005 Recruitment and retention of property professionals 17-Mar-2015 Paul Wilkinson	**Cause:** Uncompetitive pay structures within some professional grades, and work environment across the department. **Event:** Increasingly attractive remuneration and reward packages offered elsewhere externally, particularly in the private sector. **Impact:** Increased vacancies, objectives unachieved or delivered late, reduced customer satisfaction, less real estate activity, reduced employee wellbeing, demotivation of staff.		**6**	Within the CSD, it is proving challenging to recruit Chartered Surveyors, Chartered Engineers and Project Managers as the reward 'offer' (including pay) is lower than those being offered in the private sector at this moment in time. The ability to provide Market Forces Supplements (MFS) has now been approved, and letters have been sent to impacted individuals. Due to these letters being sent, the likelihood on this risk has reduced. This risk will be transferred to the groups risk register for monitoring. **07 Aug 2019**		**4**	31-Mar-2020	Decreasing

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SUR SMT 005a	Assessment of CoL Reward and Earnings Package	Departmental commitment to undertake the benchmarking survey on a three-yearly basis will ensure that the renumeration package offered at the City of London remains competitive with external commercial providers. The last survey was undertaken in January 2018, and this resulted in the application of MFS to some professional grades.	Paul Wilkinson	30-Jul-2019	31-Mar-2021
SUR SMT 005b	Staff survey	Following the late 2018 staff survey, the department ran a sequence of staff engagement sessions which over 50% of departmental staff were able to attend. This enabled deeper engagement with the entire Senior Management Team (June and July). This further investigated responses from the survey, improved the visibility of departmental leaders, and ensured that our departmental vision is disseminated. An action plan is being developed	Paul Wilkinson	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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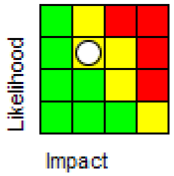
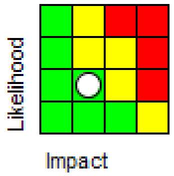
SUR SMT 012 Management of City Bridges and river walls Risks 09-May-2019 Paul Wilkinson	**Cause:** Historic informal relationship between departments in the management of risk (DBE & CSD), lack of resourcing in specialist department in order to provide adequate and timely information, causing non-provision of specialist information in a timely and comprehensive manner. **Event:** Risks associated with City Bridges and the river walls not accurately identified or efficiently managed, non-response to legal notifications. **Impact**: Increased likelihood of risks manifesting, legal action by legal bodies against the City, poor asset management and use of resources.		**6**	City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group in 2019. Due to report to Court by April 2020 will range of recommendations. A Service Agreement has been drafted by CSD, and DBE have provided a more detailed response. Feedback from CSD was provided to DBE in mid-July and further meetings are being arranged to decide the exact content and wording. **15 Aug 2019**		**4**	31-Mar-2020	Constant

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SUR SMT 012a	Regular meetings	Reports to be delivered and reviewed at Quarterly Structures meetings. This has not been happening previously. Next meeting has been booked for September, with the most recent meeting held in June.	Nicholas Gill; Peter Young	15-Aug-2019	30-Apr-2020
SUR SMT 012b	Service Agreement	A Service Agreement was initially drafted by CSD, and DBE and CSD have subsequently engaged in developing this document. Further meetings have been arranged to decide the final content and wording.	Nicholas Gill; Peter Young	15-Aug-2019	30-Jun-2020