SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

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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	Cause: Unexpected change or unknown impact of macroeconomic 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.	Likelihood	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 Head lease 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 Updated income generation 'stretch'	Impact	3	31-Mar- 2020	

03-Mar-2015 Nicholas Gill				targets need to be considered in light of constricted revenue budgets for maintenance / improvement, and from the re-allocation of some funds from the designated sales pool. 101 Nov 2019				Constant
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Action no	Action description		Latest Note Date	Due Date
SUR SMT 001c		SMT continues to closely monitor the position quarterly, including analysis of market reaction. This information is reported through to Property Investment Board regularly.		31-Mar- 2020
	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.	 	31-Mar- 2020
SUR SMT 001e		Weekly meetings are being undertaken, chaired by the Town Clerk, looking at risks associated with Brexit. This includes the potential impact on the property market		31-Jan- 2020

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Insufficient budget to meet	Cause Insufficient budget to meet the increase/intensification of use at Guildhall Event: Ineffective asset funding Impact: Poor working environments leading to increased dissatisfaction and lower employee productivity, increase in breakdowns and reactive costs	Likelihood	12	The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources. Whilst this risk reduces due to the uplift in budget for the Guildhall, this is balanced by the projected increase in FTE occupation of the space. This intensification of use will lead to increased demands on the building assets. 01 Nov 2019	Impact	4	31-Mar-2020	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002b		Individual projects have been identified and prioritised and have now been submitted as part of the annual bid process. These bids will be considered by Resource Allocation Sub Committee.	Peter Young		31-Mar- 2020
SUR SMT 002d		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	01-Nov-2019	31-Mar- 2020
SUR SMT 002e	Fundamental Review of the Guildhall Complex		Paul Wilkinson; Peter Young	01-Nov-2019	31-Dec- 2019
SUR SMT 002f		Department. The possibility of a sinking fund for the site is also being explored. CSD will	Remembranc er's Department		31-Mar- 2020

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SUR SMT 014 Backlog maintenance 04-Nov-2019 Alison Bunn	Cause: insufficient funds to manage the repair demands at operational properties (Budget available does not match the annual Cyclical Works Programme Bid List of requirements) Event: Maintenance demands for operational properties exceeds available funding. Impact: Reactive repairs budget used to meet maintenance demands, loss of income from events spaces, reputational impacts, long-term properties may cease to meet operational requirements (Reduced rental income, reduced capital value, increased breakdown of M&E services, reduced customer satisfaction, poor building use and efficiency)	Likelihood	12	The Cyclical Works Programme (CWP) bid for 20/21 has a reserve list of unfunded works of £26m, these works are essential to keep the operational properties in a good standard. This unfunded works will result in an increase in the backlog of maintenance. The Fundamental Review has reduced the funds available to the CWP for 2020/21 by £1m, which will impact this risk. 04 Nov 2019	Impact	4	31-Mar- 2020	New Risk

Action no	Action description		Latest Note Date	Due Date
SUR SMT 014a		Presentation of the Cyclical Works Program to Members occurred in September, but is subject to available funding, and any changes as a result of the Fundamental Review.		31-Oct- 2020
SUR SMT 014b	Additional funding report may be required			30-Sep- 2020

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	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 energy consumption 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.	Likelihood	8	Have 21% of target left . Vacant position for 1. Energy Engineer 2. Energy Reporting Manager 3. Corporate Energy Manager 4. Energy Project Manager Q2 2019/20 performance was positive. This indicates that, if sustained, the current reduction trajectory will meet the 2026 target. Further investment will be required to meet this trajectory 04 Nov 2019	Impact	2	31-Mar- 2026	Constant

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SUR SMT 010a	<u></u>	Recruit roles 1-4. Role 2 in progress, Roles 1 and 3 under job evaluation, Role 4 pending funding approval.	01-Nov- 2019	31-Jan- 2020
SUR SMT 010c	Funding source and route for capital programme		04-Nov- 2019	31-Mar- 2020

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SUR SMT 012 Management of City Bridge and River Wall 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	Impact		City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. This involves a number of workstreams, including responsibility. Depending on internal agreement, a recommended model will be presented to Committee over the Dec-Jan period. A Service Agreement has been drafted by CSD, and DBE have provided a more detailed response. Further discussions were undertaken at the October Bridges and Structures meeting, and a finalised document has/will be presented to Chief Officers in sequence for final approval. 01 Nov 2019		4	31-Mar- 2020	Constant

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SUR SMT 012a			Nicholas Gill; Peter Young	01-Nov- 2019	30-Apr- 2020
SUR SMT 012b					30-Jun- 2020