

Risk Register Appendix 1 - SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

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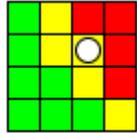
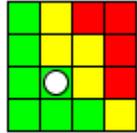


Rows are sorted by Risk Score

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	<p>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.)</p> <p>Event: Business sentiment changes and U.K. / London becomes less attractive to investors / tenants.</p> <p>Impact: Business Plan objectives are not achieved with resultant negative impact on income, yields, voids and arrears.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>This risk captures the long-run position and asset allocation within the property funds. Risks relating to the current Coronavirus situation (CVD19 SG PROP 01) are covered in a separate appendix.</p> <p>This risk also links to CR26 Brexit – particularly on the “impact of Brexit on City Corporation income streams”. This risk is owned by the Chamberlain.</p> <p>The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes:</p> <ol style="list-style-type: none"> 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) 	<p>Likelihood</p> <p>Impact</p>	3	31-Mar-2021	

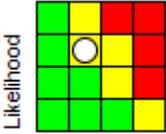
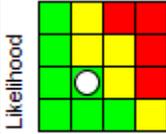
03-Mar-2015 Nicholas Gill				5. Asset management (lease renewals, voids, arrears, etc) 6. Monitoring retail habits in change of building use 16 Jun 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR 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	16-Jun-2020	31-Mar-2021
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	16-Jun-2020	31-Mar-2021
SUR SMT 001e	Strategy review	Two strategy sessions have been held with Members of Property Investment Board to discuss what the future may look like in a post Covid-19 world. This will be kept under review as the year progresses		17-Jun-2020	31-Mar-2021

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<p>SUR SMT 002 Insufficient budget to meet user and asset demand at Guildhall</p> <p>10-Feb-2015 Peter Young</p>	<p>Cause: . Insufficient budget and accessibility due to the increase/intensification of use at Guildhall Complex. . Insufficient funding being made available for Major Works, Cyclical Works and Day to Day Maintenance Budget to manage the repair demands on the Guildhall Complex.</p> <p>Event: Insufficient asset funding and lack of accessibility to complete all works due to increase/intensification of use at Guildhall Complex</p> <p>Impact: The standard of the Guildhall Complex will start to deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>This risk captures the longer-term risks associated with funding for the Guildhall. Risks relating to the current Coronavirus situation (CVD19 SG PROP 05) are covered in a separate appendix.</p> <p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>Whilst this risk reduces due to the uplift in Guildhall Admin budget, this is balanced by the projected increase in FTE occupation of the space.</p> <p>Some parts of the general infrastructure of the Guildhall Complex are becoming beyond economic life, resulting in main Mechanical/Electrical Plant and Fabric failing across the Complex. The Guildhall Masterplan considers a complete refurbishment of some parts of the general infrastructure and has been proposed as part of the Fundamental Review.</p> <p>16 Jun 2020</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Mar-2021</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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. Initial feedback from Members was to investigate this proposal in more detail, and initial cost implications will be presented in the Spring.	Paul Wilkinson; Peter Young	16-Jun-2020	31-Jul-2020
SUR SMT 002f	Cross departmental working	Single point of contact for Profit and Loss to be created within the Remembrancer's Department. This activity has been agreed by CASC and a more detailed report, noting the key figures, will be presented to Members later in the year. The possibility of a sinking fund for the site has been explored and agreed by CASC. CSD will provide a facilities event-related operating business plan with the Remembrancer's Department, detailing the funding, management and operating arrangements including the funding sources. This action has been delayed due to current events (Covid-19) and this will be revisited shortly.	Remembrance r; Peter Collinson	16-Jun-2020	31-Dec-2020
SUR SMT 002g	Maintenance management	The department continues to work with Skanska, our Building Repairs and Maintenance Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime. A report was presented to CASC in January 2020 with details of the deferred maintenance level (bow wave). Further discussions to be undertaken as part of the Corporate Property Asset Management Strategy to determine the property condition to which we're aspiring on a site-by-site basis (good or fair).	Peter Collinson	16-Jun-2020	31-Oct-2020
SUR SMT 002h	Prioritisation review	We are reviewing prioritisation list of major projects in light of covid-19 and the financial circumstances. This will also need to consider the Guildhall Masterplan and how this may impact projects.	Peter Collinson; Peter Young	16-Jun-2020	31-Mar-2021

		BMS strategy, including for the Guildhall complex.			
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SUR SMT 016 Health and Wellbeing of Staff 16-Jun-2020	Cause: Extended period of working away from colleagues due to Covid-19 exacerbating stress levels. Event: Health and wellbeing of staff deteriorates Impact: lower staff morale, higher levels of sickness and turnover	 Likelihood	6	This new risk considers the health and wellbeing of departmental staff. This is exacerbated under the current lockdown situation as a result of COVID-19. 16 Jun 2020	 Likelihood	4		 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
SUR SMT 016a	Communications	All directors are having regular meetings with key staff and encouraging regular interaction at all levels throughout the department. The City Surveyor is holding weekly meetings with all departmental staff through Teams. Electronic staff newsletter was distributed on Friday 12 June. Each of these activities is focussed around ensuring that there is a common sense of purpose, issues can be identified early, and appropriate signposting can be made to ensure that at risk staff are able to access appropriate services.			Alec Childs; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	16-Jun-2020	31-Mar-2021
SUR SMT 016b	Return to work flexibility	Flexibility with returning to work is being considered, together with thought for staff who may wish to continue to work from home on a longer basis, self-risk assessments are one of the options being deliberated.			Alec Childs; Paul Wilkinson	16-Jun-2020	31-Mar-2021