

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

Report Author: Faith Bowman  
Generated on: 18 November 2020



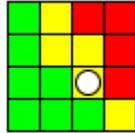
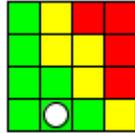
Rows are sorted by Risk Score

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
<b>SUR SMT 002</b> <b>Insufficient budget to meet user and asset demand at Guildhall</b>	<p><b>Cause:</b> 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><b>Event:</b> Insufficient asset funding and lack of accessibility to complete all works due to increase/intensification of use at Guildhall Complex</p> <p><b>Impact:</b> 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>	12	<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>It has been identified that elements of the West Wing mechanical and electrical systems, and plan equipment, are at an increased risk of failure. Additional inspections have been instituted</p> <p>Some parts of the general infrastructure of the Guildhall Complex are becoming beyond</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2021	

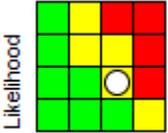
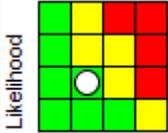
10-Feb-2015 Peter Young			<p>economic life, resulting in main Mechanical/Electrical Plant and Fabric failing across the Complex. The Guildhall Masterplan considers a complete refurbishment of some parts of the general infrastructure and has been proposed as part of the Fundamental Review.</p> <p>Due to increasing likelihood of breakdowns of life-expired elements of mechanical and electrical or plant and equipment, increased inspection regime has been instituted for the West Wing. The increase in air circulation (Covid-19 response) is also placing greater pressure on certain M&amp;E items.</p> <p><b>06 Nov 2020</b></p>				Constant
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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 later in the year. This item will be progressed as part of annual bid process in 2021/22.	Paul Wilkinson; Peter Young	06-Nov-2020	31-Mar-2022
SUR SMT 002f	Cross departmental working	<p>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.</p> <p>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, taking account of any changes as proposed by the Target Operating Model (TOM).</p>	Rembrance r; Peter Collinson	06-Nov-2020	31-Mar-2021

SUR SMT 002g	Maintenance management	<p>The department continues to work with Skanska, our Building Repairs and Maintenance Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime.</p> <p>A report was presented to CASC in January 2020 with details of the deferred maintenance level (bow wave).</p> <p>The Corporate Property Asset Management Strategy (CPAMS) 2020-25 was presented to November Corporate Asset Sub (Finance) Committee (CASC). This will be taken subsequently to Service Committees. The strategy will help determine the property condition to which we're aspiring on a site-by-site basis (good or fair).</p>	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 002h	Prioritisation review	<p>The department reviewed the prioritisation of major projects in light of covid-19 and the financial circumstances. This also considered the Guildhall Masterplan and how this may impact projects. This review was presented to Committee in September and Resource Allocation in October. There has been a slight update following further input from the Chamberlain.</p>	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 002j	Budget adjustment	<p>The department is identifying how to maintain services across the complex in light of lower budget allocations for 2021-22. This will be integrated into the upcoming budget cycle.</p>	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021

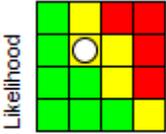
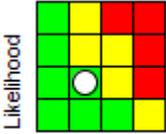
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<p><b>SUR SMT 010</b>  <b>Unable to meet the Carbon Decent Plan for 2026</b></p> <p>13-Dec-2018  Peter Collinson</p>	<p><b>Cause:</b> Lack of resources – people and funds across organisation to deliver energy efficiency projects  <b>Event:</b> Failure to reach Carbon Descent Plan Targets (40% reduction in 2008 energy consumption by 2026)  <b>Effect:</b> Environmental damage, Failure to reduce expenditure, Reputational damage, Failure to achieve vision of the department, unable to meet ambition of the Corporate Plan.</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>8</b></p>	<p>The Carbon Descent Plan (CDP) will be integrated into the Climate Action Strategy (CAS).</p> <p>This risk will be reviewed and updated in line with these new priorities.</p> <p>Whilst a Corporate strategy, much of the spend and savings under the CAS will be for the City Surveyor's Department to deliver.</p> <p>The governance reporting has been updated and communicated to various stakeholders.</p> <p>Capital Bids are in process.</p> <p>In terms of the existing Carbon Descent Plan 2026, consumption has reduced significantly from the 2008 baseline year, and the trajectory would meet the CDP targets.</p> <p>The action reported in the previous period relating to the recruitment into the Energy Team has successfully concluded.</p> <p><b>06 Nov 2020</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>2</b></p>	<p>31-Mar-2026</p>	 <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010c	Funding source and route for capital programme	Agreed delivery model and costs Phase 1 and 2 submitted for funding as part of the annual capital bid programme (Phase 1 provisionally approved). Further funding opportunities discussions have been undertaken with colleagues in the Chamberlain's Department, particularly in regard to Salix funding.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010d	Better utilisation of the building management system (BMS)	Improved use of the BMS system to result in better energy use at the Guildhall Complex. The BMS expert has been secured for an additional 12 months. They will be working on a detailed BMS strategy, including for the Guildhall complex.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010e	Project identification	The upcoming challenge will be to identify deliverable projects under the CAS – particularly where this relates to occupied properties. Initial scoping work is underway.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010f	Climate Action Strategy realignment	Plan of realignment for February 2021. This will formally close the Carbon Descent Plan risk and embed this as a risk associated with the Climate Action Strategy.	Pete Collinson, James Rooke	24-Nov-2020	28-Feb-2021

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<b>SUR SMT 014</b> <b>Backlog maintenance</b>	<p><b>Cause:</b> Insufficient funds to manage the repair demands at operational properties (Budget available does not match the annual Cyclical Works Programme Bid List of requirements).</p> <p><b>Event:</b> Maintenance demands for operational properties exceeds available funding.</p> <p><b>Impact:</b> 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&amp;E services, reduced customer satisfaction, poor building use and efficiency).</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>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. These unfunded works will result in an increase in the backlog of maintenance.</p> <p>CWP report has been presented to CASC. This shows a gradual rise in deferred maintenance from c£80m to c£130m over the next five years. The Fundamental Review has proposed the reduction in the funds available to the CWP for 2020/21 by £1m, which will impact this risk.</p> <p>The Corporate Property Asset Management Strategy was presented to Corporate Asset Sub Committee (CASC).</p> <p>The CWP process has been reviewed to focus more clearly on asset need rather than on available funds. This will rely upon intelligent information from our CAFM (Computer Aided Facilities Management) system.</p> <p>Major projects will be subject to the Capital Bid process. To deliver additional projects, savings from the capital budget will need to be made (ie, a new project will result in the de-prioritisation of an existing project).</p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>31-Mar-2021</p>	

04-Nov-2019 Peter Collinson				06 Nov 2020				Constant
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SUR SMT 014b	Additional funding report may be required	Draft additional funding report to committee (next report due 2021).	Alison Bunn	06-Nov-2020	31-Mar-2021
SUR SMT 014g	Next generation CAFM system	The department is looking to procure a 'next generation' CAFM (Computer Aided Facilities Management) system. This will enhance the department's capacity to plan forward maintenance on asset condition and result in a more accurate determination of outstanding and upcoming repairs and maintenance. CSD will be going to the market in early 2021.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 014h	Ring fenced budgets	CSD is communicating with ring fenced property departments to identify appropriate building maintenance spend (forward maintenance). Building occupiers allocate 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 has final control over activity.  There is an upcoming internal audit in this area. Ideally this will recommend more transparency on decisions and impacts, and how these are communicated corporately.	Peter Young	06-Nov-2020	31-Mar-2021

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<b>SUR SMT 016 Health and Wellbeing of Staff</b>  16-Jun-2020 Paul Wilkinson	<b>Cause:</b> Extended period of working away from colleagues due to Covid-19 exacerbating stress levels, or individuals home working conditions are not optimal. <b>Event:</b> Health and wellbeing of staff deteriorates. <b>Impact:</b> Negative impact on staff morale, higher levels of absenteeism and turnover, impact on productivity.	 Likelihood Impact	6	This risk considers the health and wellbeing of departmental staff. This is exacerbated under the current second lockdown as a result of COVID-19.  <b>06 Nov 2020</b>	 Likelihood Impact	4		  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 016a	Communications	<p>All directors are having regular meetings with 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 in June and September. The Business Performance and Improvement Team recently undertook a survey assessing staff attitudes and experiences of remote working, and what they would consider to be optimal future working arrangements – results have been communicated through to all departmental staff.</p> <p>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.</p>	Matt Porpiglia; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 016b	Flexible working	<p>Flexibility with returning to the office is being considered. This will enable those who feel their work is best undertaken at the office to work from this location to do so, together with the option for greater flexibility for remote working for those who work optimally away from their office desks. Ultimately this will provide a variety of work environments for employees.</p> <p>To reach this situation, infrastructure constraints will need to be overcome, including DSE and internet connectivity issues which continue to impact a minority of staff.</p> <p>There is anxiety from some staff about returning to the office in the short-term.</p>	Matt Porpiglia; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	06-Nov-2020	31-Mar-2021

		The government's second lockdown will impact employee's mental health, and efforts are being made to ensure that managers are aware of this, and pro-actively encouraging staff to take time away from their home office environment.			
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