

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

**Report Author:** Faith Bowman

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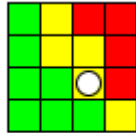
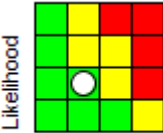


Rows are sorted by Risk Score

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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 003</b> <b>A fall in property performance</b>  17-May-2021 Nicholas Gill	<b>Cause:</b> Changed occupation patterns as businesses move towards a hybrid model <b>Event:</b> Lower demand for office space in the City and surrounding areas, with a knock-on impact on the viability of businesses in the food and beverage sector. <b>Impact:</b> Income levels are not achieved; arrears levels are not significantly reduced post-pandemic.	 Likelihood Impact	<b>12</b>	This risk captures issues arising as the UK emerges from the Covid-19 pandemic. Risks relating to the current Coronavirus situation (CVD19 SG PROP 01) are covered in a separate appendix.  Further actions will be captured as this new risk is further assessed.  <b>30 Jun 2021</b>	 Likelihood Impact	<b>12</b>	31-Mar-2021	 Constant
							Accept	

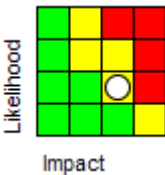
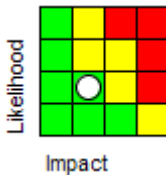

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
SUR SMT 003a	The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes: 1. Use (office, retail, industrial)	The actions described are being undertaken and reviewed regularly with the Assistant Directors.				30-Jun-2021	31-Mar-2022

	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				
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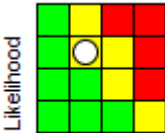
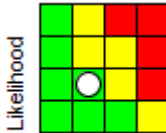

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<b>SUR SMT 001</b> <b>Climate Action Strategy - Deliver programme of works across operational and investment portfolios</b>  13-Apr-2021 Peter Collinson	<b>Cause:</b> Insufficient resources and prioritisation allocated to Climate Action. <b>Event:</b> The City Surveyor's Department fails to deliver programme of works on time, to budget, or with the required contribution to assist the delivery of the City Corporation's Climate Action Strategy. <b>Impact:</b> Failing to adequately invest in net zero initiatives leading to negative impact on our financial and property investments	 Likelihood Impact	8	The City of London Corporation's Climate Action Strategy (CAS) 2020 was approved by the Court of Common Council in October 2020. Work is underway to mobilise the various workstreams ready for delivery to commence in April 2021.  The CAS subsumes the earlier Carbon Descent Plan (CDP). The earlier City Surveyor's risk relating to the delivery of the CDP has been merged into this risk.  The Department has four workstreams, detailed below, which detail the actions to be undertaken to mitigate this risk. Currently the department is at the mobilisation stage.  The delivery of mitigations under this risk support the Corporate Risk CR30 – Climate Action.  <b>30 Jun 2021</b>	 Likelihood Impact	4	31-Mar-2027	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 001a	Investment property	Investment Property component is at tender stage.	Peter Collinson	30-Jun-2021	31-Mar-2027

SUR SMT 001b	Corporate Property	Mobilisation in progress.	Peter Collinson	30-Jun-2021	31-Mar-2027
SUR SMT 001c	Capital Projects	Mobilisation in progress.	Peter Collinson	30-Jun-2021	31-Mar-2027
SUR SMT 001d	Resilience	Mobilisation in progress.	Peter Collinson	30-Jun-2021	31-Mar-2027

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/Risk Approach	Current Risk score change indicator
SUR SMT 014 <b>Backlog maintenance</b>  04-Nov-2019 Peter Collinson	<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) <b>Event:</b> Maintenance demands for operational properties exceeds available funding. <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&E services, reduced customer satisfaction, poor building use and efficiency)		8	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.  <b>30 Jun 2021</b>		4	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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.  This procurement activity is currently on track.	Peter Collinson	30-Jun-2021	31-Oct-2021
SUR SMT 014h	Ring fenced budgets	CSD is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance). These department 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 holds the budget responsibility and thus decides with final control over activity.  This follows the completion of the Internal Audit in this area.	Peter Collinson	30-Jun-2021	31-Oct-2021
SUR SMT 014i	Special Structures 'includes both building and non-building assets'.	An inventory of special structures is being developed, following which time surveys will be undertaken. A gap analysis will be undertaken to consider the current v desired condition. A funding bid may be required, depending on the results of the above analysis.	Peter Collinson; Peter Young	15-Feb-2021	31-Mar-2022

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<b>SUR SMT 002</b> <b>Insufficient budget to meet user and asset demand at Guildhall</b>  10-Feb-2015 Peter Young	<b>Cause:</b> Insufficient funding available for Major Works, Cyclical Works and Reactive Maintenance to manage the repair demands on the Guildhall Complex. <b>Event:</b> Insufficient asset funding. <b>Impact:</b> The standard of the Guildhall Complex will 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.	 Likelihood Impact	<b>6</b>	The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources  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 has been approved by CAsC.  <b>30 Jun 2021</b>	 Likelihood Impact	<b>4</b>	31-Mar-2022	  Decreasing
							Reduce	

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. An Annual Bid for fees in 2021/22 was approved and this will be progressed to Gateway 2 stage in the coming year.	Paul Wilkinson; Peter Young	15-Mar-2021	31-Mar-2022
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.	Remembrancer; Peter Collinson	30-Jun-2021	30-Sep-2021
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	Peter Collinson	30-Jun-2021	31-Jul-2021
SUR SMT 002h	Prioritisation review	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 has been approved by CAsC, and the some bids approved by	Peter Collinson; Peter	15-Mar-2021	31-Jul-2021

		Resource Allocation Sub-Committee for funding in 2021/22.	Young		
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