

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

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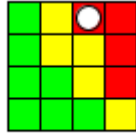
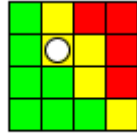



Rows are sorted by Risk Score

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/Risk Approach	Current Risk score change indicator
<b>CR37</b> <b>Maintenance and renewal of Physical Assets- Investment property and Corporate (operational) property (excluding housing assets)</b> 04-Nov-2019 Paul Wilkinson	<b>Cause:</b> Poor property condition combined with insufficient budget allocation to maintain assets in line with strategy/ commitments/expectations. <b>Event:</b> Misalignment between the relevant Asset Management Strategy, City's lease obligations to third parties in occupation and insufficient available funds to reach / maintain this standard <b>Impact:</b> Built estate becomes not fit for purpose/ functions/occupancy. The City becomes in breach of legal repairing covenants. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there will be H&S implications, leading to potential enforcement action, legal action by tenants or asset failure in whole or part with detrimental effects leading to impact on occupiers		16	The mitigation captures the 5 repairs and maintenance funding streams: . Cyclical Works Programme (CWP) . Ring-fenced properties . Local maintenance budgets . Major Capital projects . Investment estate revenue programme Note that the majority of this risk relates to the Corporate (operational) properties (excluding housing)		8	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR37a	Cyclical Works Programme (CWP)	The CWP 2023/24 had been reduced to £4.9m to address the H&S and compliance items only. This will allow time to re calibrate the forward maintenance plans (that CWP is derived from) to take account of the various corporate initiatives currently in play, for example; operational property review, master planning, renewal programmes, accommodation relocation plans etc. It has been agreed by OPPS Committee that a paper will be presented during April 2023 to provide detail of the revised CWP that also considers how to approach the backlog of works. In addition, climate action related CWP projects are being identified to ensure that adequate funding is provided to remain on the carbon zero 2027 pathway.	Paul Wilkinson	30-Jan-2023	31-Mar-2024
CR37b	Ring fenced properties and budgets ( CoLP estate, New Spitalfields, Billingsgate and the three private schools	<p>CSD is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance). These department occupiers allocate their own 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 maintenance activity.</p> <p>This element is being mitigated through the delivery of the recommendations arising from the recent Internal Audit. Whilst there has been progress in some areas, the actions have not been implemented comprehensively across the Corporation. A follow-up review of the Audit Recommendations has been scheduled for April 2023 and the department will be supporting this activity.</p> <p>The department is aware of outstanding repair and maintenance issues at some ring-fenced sites, including the Barbican Centre and GSMD. Whilst CSD is not responsible for the delivery of repairs to these locations, it is keen to ensure that our repair delivery process is optimised. CSD is working with colleagues to consider and unblock issues where possible. This aligns with the City Surveyor's role as Head of Profession for Estates and Facilities Management.</p>	Peter Collinson; Peter Young; Paul Wilkinson	30-Jan-2023	31-Mar-2024
CR37d	Revenue Programme (Investment Estate Only)	<p>The allocation of sufficient funds to maintain our investment portfolio to a high standard is required to maximise income generation and asset appreciation. Discussions are on-going with internal colleagues such that sufficient provision is made from the rent received.</p> <p>The department presented a summary table to Property Investment Board on 15 February which detailed rental income and repair and cyclical works over the last ten years. For the City Fund Estate, an average of 4.26% was spent, whilst on the City's Estate, this equated to 6.02%.</p> <p>One of the post-Covid trends is a 'flight to quality' from occupiers, making the condition of our assets critical to future income</p>	Nicholas Gill	30-Jan-2023	31-Mar-2024

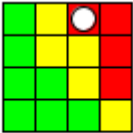
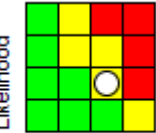

CR37f	Annual Major Capital Bids	<p>The City Surveyor's Department is progressing major capital projects, and these projects are all essential to keep the operational estate including the Guildhall in a good standard. Significant works have been identified from the recent Smithfield Market Condition Survey and if not funded present a live Health and Safety risk. Some departments submit their own bids based upon advice from the City Surveyor. If more H&amp;S works are required this limits the scope for further improvement projects.</p> <p>Over quarter 3 2023/24 all projects were reviewed to consider the impact of increased inflation, together with any mitigations in place. The outcomes from this review have recently (January 2023) been circulated to officers.</p> <p>There will be no capital bids for 2023/24 – however there will be a small emergency funding pot should any immediate H&amp;S issue arise.</p>	Peter Collinson; Nicholas Gill; Peter Young	30-Jan-2023	31-Mar-2024
CR37g	Operational Property Review	<p>The City Corporation has recently commenced an Operational Property Review to consider the future property requirements to deliver the organisations services. This will align with the RPR programme and the refresh of the organisation's Corporate Plan.</p> <p>The review is commencing and further details as to milestones and objectives will be available shortly.</p> <p>Rationalisation of the organisation's property estate will help alleviate pressure on maintenance budgets. However, it should be highlighted that rationalisation will only be able to make a small contribution to the overall position.</p>	Peter Young	30-Jan-2023	31-Mar-2024

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
<p><b>SUR SMT 005 Construction Price Inflation</b></p> <p>14-Oct-2021 Ola Obadara</p>	<p><b>Cause:</b> Market conditions have led to input price inflation  <b>Event:</b> Project and programme cost escalation  <b>Impact:</b> Inability to delivery capital and revenue projects within budget</p>	<p>Likelihood</p>  <p>Impact</p>	<p><b>16</b></p>	<p>Material costs and labour availability are combining to raise costs.</p> <p>Report went to the November Property Investment Board on “Impact of Construction Market and Inflation on Property Investment Board Projects”</p> <p>Market conditions remain dynamic and will be kept under review.</p> <p>The Capital Project Review has recently concluded, and results have been communicated to officers (January 2023). The review considered the impact of increase inflation together with any mitigations in place. This resulted in a smaller set of projects proceeding</p> <p><b>30 Jan 2023</b></p>	<p>Likelihood</p>  <p>Impact</p>	<p><b>6</b></p>	<p>31-Mar-2024</p> <p>Reduce</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 005a	Procurement Strategy	The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation. This exploration included a review of the prior Single Stage tender process (which had been preferred for medium range projects - £2m - £50m). Following the review Two Stage contracts will be used more frequently. This is the current market norm for these projects. The change enables contractors to better transfer their risk and leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it offers far better market coverage and reflects the prevailing external conditions. This will be kept under review.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 005d	Contracts	Chamberlain's procurement and the department have explored the inclusion of fluctuating provisions in our contracts. This action has resulted in attracting a greater number of contractors to bid on projects, however the inflation risk has been transferred to the organisation. The value of this approach will be continually reviewed.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 005e	Contract Engagement	We are looking to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 005f	Specification and Materials	Ensuring materials are readily available before and during the design phase and, if possible, procure in advance of the contract. Further consideration is being given to the origin of source materials to ensure supply.	Ola Obadara	30-Jan-2023	31-Mar-2024

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SUR SMT 006 Construction Consultancy Management  14-Oct-2021 Ola Obadara	<b>Cause:</b> Poor performance by consultants <b>Event:</b> Abortive work, delays, or non-performance. <b>Impact:</b> Additional costs, project delays	 Likelihood Impact	<b>16</b>	<p>This relates to abortive design / development.</p> <p>Aligned with other departmental risks, the department is stretched for resource. This had led to fewer leads being responsible for a greater number of projects. This reduces scrutiny capacity and can increase the likelihood of errors.</p> <p>There is a link to our internal recruitment and retention risk (SUR SMT 009) as property professionals across the industry are moving companies at a greater rate. This means that the delivery lead often changes throughout the life of the project, and replacements are often not at the same quality as those engaged at earlier stages.</p>	 Likelihood Impact	<b>4</b>	31-Mar-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 006a	Commissioning stage	The department has commenced going to market at RIBA stage 3 rather than RIBA stage 4. This is designed to prevent abortive design and development. This change followed close work with the procurement team in Chamberlain's. The impact of this change will be tracked over the coming months.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 006b	Legal	The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 006c	Procurement	Working with Procurement to increasing due diligence, particularly in regard to the quality of contractor appointed (rebalancing the quality/cost equation). This is with the view that we will get better quality applications and this risk may reduce.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 006d	Scope of works	The team is reviewing and tightening up the scope of works specification. This will counter opportunistic interpretations of the scope of works that we were seeing from some consultants.	Ola Obadara	30-Jan-2023	30-Sep-2023

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SUR SMT 009 <b>Recruitment and retention of property professional</b>  21-Jan-2022	<p><b>Cause:</b> Uncompetitive pay and benefits structures within some professional grades; poor quality work environments; lack of professional progression over recruitment freeze and restructuring period; increased employee focus on work-life balance</p> <p><b>Event:</b> Increasingly difficult to recruit suitably skilled staff at the correct level for the grade being recruited for. Increasingly difficulty to keep staff who get better reward packages from other organisation (both commercial and public sector)</p> <p><b>Impact:</b> Increased vacancies, objectives unachieved or delivered late (including project delivery and income generation), reduced customer satisfaction, less real estate activity, reduced employee wellbeing, demotivation of staff. Increased costs born by the organisation through recruitment campaigns and training etc, or to the department through filling vacancies through comparatively expensive temporary contracts.</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>16</b></p>	<p>This risk has been identified within a number of divisions within the City Surveyor's Department. The impacts vary by Group with the risk being particularly acute in Investment Property, Surveying and Project Management.</p> <p>This is aligned to pressures faced in other City departments, and CSD is engaging with corporate colleagues to ensure that the particular pressures felt within this department are understood broadly.</p> <p>The City's pay and reward review has recently commenced (January 2023) and the external consultancy Corn Ferry will be assisting in this analysis. The City Surveyor has scheduled meetings.</p> <p>The City's revised workplace posture (minimum 2 days in-the-office working) is being seen as a positive by staff and assists in the retention of staff who may otherwise leave for greater reward packages at competitor organisations.</p> <p>Whilst these activities are being pursued corporately, the department continues to ensure that it does everything it can do internally to mitigate this risk.</p> <p><b>30 Jan 2023</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>8</b></p>	<p>31-Mar-2024</p>	<p></p> <p>Constant</p>
							Reduce	Constant

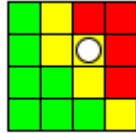
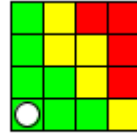


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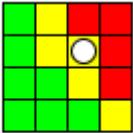
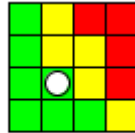
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SUR SMT 009a	Advertising	The department and the HR Business Partner has produced a recruitment best practice document, which includes ensuring that vacant posts are advertised in areas which will generate interest from suitably qualified candidates, including those currently under-represented within our workforce.	Paul Wilkinson	30-Jan-2023	31-Mar-2024
SUR SMT 009b	Best Practice	Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.	Paul Wilkinson	30-Jan-2023	31-Mar-2024
SUR SMT 009c	Communication	Quarterly meetings from the department's Chief Officer so all staff feel engaged with the activities of the department.	Paul Wilkinson	30-Jan-2023	31-Mar-2024
SUR SMT 009d	Engagement with HR	Some of the items highlighted as the 'causes' of this risk are outside the control of CSD, and engagement with our Corporate partners will be critical to overcoming these items. This departmental risk directly supports the Corporate Risk on "Skills & capacity of our people".	Paul Wilkinson	30-Jan-2023	31-Mar-2024
SUR SMT 009e	Equalities, Diversity and Inclusion	The department has an active ED&I network, which regularly engages with the City Surveyor and the Senior Management Team. This is seeking to make the department a more attractive destination for under-represented groups and seek to retain and progress staff from all backgrounds. There is corporate HR representation on this departmentally-led Group.	Ola Obadara	30-Jan-2023	31-Mar-2024
SUR SMT 009f	Pay and Review Survey	The Corporation is reviewing pay & reward and the department is feeding into this activity. The department has highlighted that there are specific pressures within this department which may make the issue more acute within CSD roles.	Paul Wilkinson	30-Jan-2023	31-Mar-2024
SUR SMT 009g	Staff Survey 2022	The Your Voice Matters survey was undertaken in 2022. Detailed results are available and have been communicated to Directors. Analysis within the department have highlighted positives / areas for consideration and an action plan developed.	Paul Wilkinson	30-Jan-2023	31-Mar-2024

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SUR SMT 002 <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	12	<p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources</p> <p>The wider consideration of the Guildhall complex was the subject of a report to Operational Property and Projects Sub Committee (OPPSC) in January 2023.</p> <p><b>30 Jan 2023</b></p>	 Likelihood Impact	4	31-Mar-2024	 Constant
							Reduce	

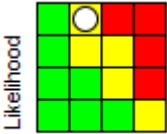
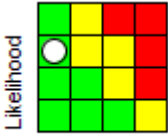
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the North and West Wings of Guildhall	Options for the future of the North and West Wings to provide modern, fit-for-purpose accommodation for Members and Officers is now underway. The options report was presented to OPPSC in January 2023 and to Policy & Resources Subsequently. Further actions will be determined following on from Member direction.	Paul Wilkinson; Peter Young	30-Jan-2023	31-Mar-2024
SUR SMT 002f	Cross departmental working with Remembrancer's Events Team.	Single point of contact for Profit and Loss for event space created within the Remembrancer's. Shadow budget now agreed. Shadow accounts being monitored by Chamberlain's through 2022-23. The business plans of both the Remembrance and the City Surveyor have highlighted the delivery of this activity as a priority for 2023-24	Remembrancer; Peter Collinson; John James; Peter Young	30-Jan-2023	31-Oct-2023
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-Jan-2023	31-Mar-2024

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<p><b>SUR SMT 010 Insurance - Investment and Corporate Estates</b></p> <p>26-May-2022</p>	<p><b>Cause:</b> Revaluation of the City Corporation's estates (Investment and Corporate) does not happen in a timescale compliant with insurance policy requirements or the terms of leases.</p> <p><b>Event:</b> The City fails to meet the provision under its insurance policies that revaluations are undertaken by a RICS surveyor at least every five years (Investment and Corporate). The City is in breach of its legal obligations as a landlord under the terms of its leases to ensure that the full re-instatement value is insured.</p> <p><b>Impact:</b> The insurance policy does not respond in full (Investment and Corporate). Potential legal action from commercial occupiers in the event of an incident for which there is not appropriate cover.</p>	<p>Likelihood</p>  <p>Impact</p>	<p><b>12</b></p>	<p>This risk identifies the need of re-valuation of the City of London Estates – (Investment and Corporate) to ensure that the City reaches its legal obligations under its insurance policies.</p> <p>The last on-site valuations of the IPG estate and Corporate buildings (other than special sites) was undertaken in 2015.</p> <p>Funding has recently been identified and a budget is now in place. Instructions are being made to our contractors such that they can proceed with delivery. Once this is in train the risk score should start to reduce towards target.</p> <p><b>30 Jan 2023</b></p>	<p>Likelihood</p>  <p>Impact</p>	<p><b>1</b></p>	<p>31-Mar-2024</p> <hr/> <p>Reduce</p>	<p>↓</p> <p>Decreasing</p>

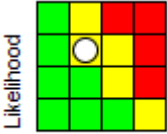
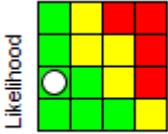
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SUR SMT 010a	Register of data	A property schedule exists and this has been updated with the survey carried out on Special Sites (by RLF). However, any ad-hoc valuations from IPG need to be fed into this spreadsheet to ensure comprehensive accuracy.	Nicholas Gill	15-Aug-2022	30-Sep-2023
SUR SMT 010b	Funding	Where leases allow, the cost can be recovered from commercial tenants, and operational occupiers as appropriate. Funding has been agreed and a budget line identified (Jan 2023). As this is now in place instructions are due to be placed with contractors such that this activity can progress	Nicholas Gill; John James	30-Jan-2023	30-Jun-2023
SUR SMT 010c	Delivery	Deliver - Once funding has been identified.	Nicholas Gill	30-Jan-2023	31-Mar-2023

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SUR SMT 011 <b>Contractor Failure</b>  13-Feb-2023	<b>Cause:</b> Market conditions <b>Event:</b> Failure of either a main contractor, or a substantial sub contractor <b>Impact:</b> Delayed delivery of projects, or the delivery of projects at a higher cost	Likelihood  Impact	12	This risk relates to the failure of a main contractor, or a main sub contractor. Particularly with the second of these element the City Corporation does not have significant influence over who is commissioned to undertake work.  <b>13 Feb 2023</b>	Likelihood  Impact	4		Constant
							Avoid	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 011a	Tendering	The department has commenced work with Procurement to ensure that our commissioning takes greater account of contractor and sub-contractor failure. We may need to have a greater say in who a main contractor identifies as an appropriate sub-Contractor. Further actions to follow this initial engagement.	Ola Obadara	13-Feb-2023	31-Mar-2024

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SUR SMT 007 <b>Energy Pricing</b>  18-Oct-2021 Peter Collinson	<b>Cause:</b> Rapid increases in the market cost of energy <b>Event:</b> Increasing price born by the City of London Corporation <b>Impact:</b> Money directed to energy payments that could be used in other endeavours	 Likelihood Impact	8	<p>The risk scoring associated with this risk has reduced due to two factors:</p> <ul style="list-style-type: none"> <li>. The Power Purchase Agreement (solar farm in Dorset) has come on-stream. This facility will provide circa 50% of the organisation's energy requirements at a significant discount to the market. Note that the impact will be seasonal.</li> <li>. Broader energy market prices have fallen back since the heights seen in 2022. However these prices remain higher than those seen prior to the invasion of the Ukraine.</li> </ul>	 Likelihood Impact	3	31-Mar-2024	↓  Decreasing
							Reduce	

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SUR SMT 007a	Managing cost management	<p>This element of the risk is being managed through the forward buying strategy, Power Purchase Agreement (PPA), and energy efficiency measures.</p> <p>We are hedging the market by placing trades, to ensure a market reflective price, however there has been unprecedented volatility in the market over recent months. Higher prices are unavoidable, though the PPA will support a reduction in the average price of electricity.</p>	Peter Collinson; Graeme Low	30-Jan-2023	31-Mar-2024
SUR SMT 007b	Managing supplier failure	The City is contracted with TGP energy, which is a large multi-national with risk divested across both supply and generation. TGP has a low portion of income generated from UK domestic customers (thereby minimising price capping implications).	Peter Collinson; Graeme Low	30-Jan-2023	31-Mar-2024

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SUR SMT 008 <b>Special Structures</b>  20-Oct-2021 Peter Young	<b>Cause:</b> Lack of central register for special structures and/or ambiguity over accountability, responsibility for budget provision <b>Event:</b> Incomplete, or not up-to-date register of special structures and planned maintenance regime <b>Impact:</b> Potential failure of special structure and/or forced closure of asset / space	 Likelihood	6	Special structures relate to those structural elements with an asset which supports other (often public) elements, so captures basements, sub-road spaces, supporting structures etc.  There is no current central register of these structures within the portfolio, and therefore no current prescribed or routine inspection regime in place to ensure that these structures remain in a suitable condition.  <b>30 Jan 2023</b>	 Likelihood	2	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 008a	Special Structures register	Funding to undertake the technical inspections, create the inventory and survey current condition was approved as part of the Cyclical Works Programme (CWP) 22/23 Bid List. The Operations Group is now developing detailed briefs for contractors. It is anticipated that the process will run through 2023 and, depending on the gap between current and desired condition, further funding bid requests may result. Note that this action is subject to the availability of funding (CWP bid process, as outlined in action CR37a).	Peter Collinson	30-Jan-2023	31-Mar-2024
SUR SMT 008b	Special structures – investment portfolio	Register for the investment estate exists but requires a refreshed survey to ensure on-going accuracy of information.	Peter Collinson; Nicholas Gill	30-Jan-2023	31-Mar-2024
SUR SMT 008d	Special Structures – operational portfolio	Corporate Property Director and Operations Group Director to engage with other departments to ensure that there is clarity over responsibilities and what actions need to progress to mitigate this risk comprehensively across the City of London Corporation.	Peter Collinson; Peter Young	30-Jan-2023	31-Mar-2024

