

# RASC - SUR SMT - Detailed Report

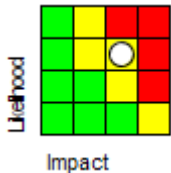
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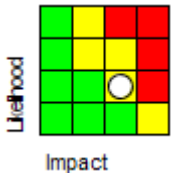


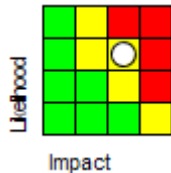
Rows are sorted by Risk Score

## Risk Level Description Corporate

Risk Code	CR37	Risk Title	<i>Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)</i>
Description	<p><b>Cause:</b> Significant on-going and previously unmet property and renewal maintenance costs across the City’s Corporate property portfolio (excluding housing).</p> <p><b>Event:</b> Misalignment between funding available and that required by the asset (as defined by the relevant Corporate Property Asset Management Strategy).</p> <p><b>Impact:</b> Built estate becomes not fit for purpose / functions / occupancy. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there will be H&amp;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.</p>		

<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Trend</b>	Constant

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>8</b>	Unlikely	Major
Amber	<b>Target Date</b>	31-Mar-2029

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Creation Date</b>	10-Oct-2019

<b>Latest Note</b>	<p>This risk captures systemic property related risks across the corporate property estate (excluding housing).</p> <p>Under the organisation's property model, accountability for the delivery of mitigating activities lies with the relevant Chief Officer.</p> <p>The City Surveyor, as Head of Profession for Estates and Facilities Management, advises the relevant Chief Officer of their accountabilities with respect to property assets they occupy beyond those assets under the City Surveyor's accountability (Guildhall, Walbrook Wharf, Central Criminal Court and the 3 wholesale markets).</p> <p>The delivery of the Cyclical Works Programme (CWP) is a key mitigation of this risk under the City Surveyor's control. The target date of this risk aligns with the five-year CWP delivery timeframe.</p> <p>It should be highlighted that CWP funding is not attributable to ringfenced property assets (Police estate, New Spitalfields, Billingsgate and the three private schools).</p> <p>The scoring on the impact of this risk has reduced from initial scoring to reflect the agreement of funding of CWP.</p>	<b>19-Aug-2025</b>
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<b>Risk Level</b>	Corporate
<b>Department</b>	City Surveyor's

<b>Risk Approach</b>	Reduce
<b>Risk Owner</b>	Paul Wilkinson

## Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
CR37a Cyclical Works Programme (CWP)	<p>Cyclical Works Programme (CWP)</p> <p>The Cyclical Works Programme (CWP) is the principal way that the backlog of asset maintenance is delivered to Corporate properties (excluding ring-fenced assets).</p>	<p>In March 2024 the Court of Common Council agreed £133m funding to be delivered over five years to support the Cyclical Works Programme (CWP).</p> <p>The focus of this action will be to track the delivery of the CWP in line with programme. The delivery team was established in late 2024 and works have commenced. A progress update was presented to June 2025 RASC in line with the 6-monthly update programme.</p>	23-May-2025	Peter Collinson; Paul Wilkinson	31-Mar-2029
CR37b Ring fenced budgets	<p>Ring fenced properties and budgets</p> <p>“Ring fenced” properties include the City of London Police estate, New Spitalfields, Billingsgate and the three private schools.</p> <p>These departmental 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</p>	<p>Ring-fenced property occupiers are accountable for the identification of maintenance and renewal actions. The City Surveyor, as Head of Profession, is able to advise on required works and / or is responsible for delivering agreed maintenance services.</p> <p>Specific property related risks are noted on the relevant departmental/ Institution risk register.</p> <p>The target date for this action is considered as a 'major review' date.</p>	04-Apr-2025	Ben Milligan; Paul Wilkinson	31-Mar-2026

	the budget responsibility and thus decides with final control over maintenance activity.				
CR37f Annual Major Capital Bids	<p>Annual Major Capital Bids</p> <p>The annual capital bids programme and recommendations (October) are built into the subsequent year's organisational budget which is presented to Court</p> <p>Capital bids are only considered where funding is not possible through other funding routes (such as CWP).</p>	<p>There is no funding available for Capital Bids in 2025/26 in all instances apart from emergency circumstances.</p> <p>Where bids are approved works will need to progress before a material change in the risk scoring will result.</p> <p>The accountability for the development of capital bids lies with the relevant Chief Officer. Support is also provided to occupying departments where they are required to collate their own bids (in-line with the City Surveyor's role as Head of Profession). The City Surveyor's Department presents bids in relation to works at the Guildhall, Walbrook Wharf 3 wholesale markets and the Central Criminal Court.</p> <p>The target date on this risk reflects the annual nature of bidding process.</p>	04-Apr-2025	CORMG	31-Mar-2026
CR37g Operational Property Review	<p>Operational Property Review</p> <p>The City Corporation has commenced an Operational Property Review (OPR) programme to consider the future property requirements to</p>	<p>The Environment, and Community &amp; Children Services reviews have been completed and the results presented to Members. These initial reviews identified baseline operational requirements, financial position, and state of repair which has enabled the consideration of</p>	19-Aug-2025	Judith Finlay; Katie Stewart; Sonia Virdee; Peter Young	31-Mar-2026

	<p>deliver the organisation's services. This will align with the Resource Priority Refresh programme.</p> <p>Where properties are identified as no longer required to deliver City services, alternative uses (or disposal) can be progressed. This will both lower the maintenance backlog, and funds can be used for maintenance projects elsewhere in the estate. Whilst a positive move, the majority of outstanding maintenance is at our major buildings (Guildhall, Barbican etc).</p>	<p>detailed costed options. This was presented for information to RASC Members in June.</p> <p>Guidance for 2025/26 business planning was issued by the City Surveyor to all Chief Officers to assist in identifying underutilised or surplus assets no longer in use or required for the purpose they were allocated. Through this process there were no surplus assets identified.</p> <p>The department continues to work with Corporate colleagues to address this item, and provided background information to assist with the development of papers for the Policy &amp; Resources Away Day in July.</p>			
CR37h Renewal Programmes	<p>Renewal Programmes</p> <p>Where appropriate it may be more efficient to wrap up a number of maintenance requirement (both forward and backlog) into a major renewal programme. By their nature these will be far wider in scope and therefore substantial funding is required. Whilst these actions are more uncertain it is useful to track progress as, should they</p>	<p>The Barbican Centre renewal project has recently been approved following extensive public workshops and surveys. Whilst the delivery programme will be over a long time period, interim works (to the value of £25m) have been progressed. The wider transformation programme includes £191m in investment to support the first phase of the Barbican Renewal Programme. This spans five years (2027-2032) and addresses repair and modernisation activity.</p>	23-May-2025	David Farnsworth; Jonathan Vaughan	31-Mar-2026

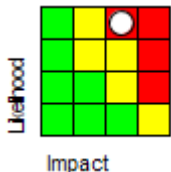
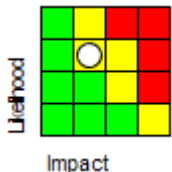
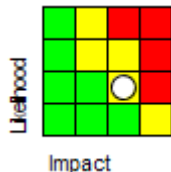
	progress, they will make a significant impact on the overall risk.	<p>The Guildhall School of Music and Drama (GSMD) are working closely with corporate colleagues to develop and further the Barbican Renew project. GSMD have also engaged space consultants who are undertaking a wide-ranging review of the site to ensure future needs are captured and future funding bids are aligned.</p> <p>Guildhall renewal has been paused and appropriate sequencing needs to be considered to enable adequate funding to be released. In the interim CWP works (CR37a) are being progressed.</p>			
CR37i Maintenance and Renewal	<p>Maintenance and Renewal</p> <p>The regular maintenance and renewal of assets mitigates the risk on an on-going basis. The identification and mitigation of these items is under the accountability of the Chief Officer in occupation.</p>	<p>Under the City of London's operating model, it is the Chief Officer in occupation who is accountable for the identification and mitigation of property related risks within their area of control. This is done with the advice of the City Surveyor as Head of Profession for Estates and Facilities Management.</p> <p>This mitigating action is therefore devolved to all Chief Officers across the organisation, and actions will vary in line with the needs of that individual department. Local risks are captured on individual risk registers and are considered by the organisation's Chief Officer Risk Management Group (CORMG) as appropriate.</p>	04-Apr-2025	CORMG	31-Mar-2026

		The target date for this risk action is considered a major review date.			
CR37j Head of Profession	The City Surveyor's Department is Head of Profession (HOP) for Estates and Facilities Management. However, roles and responsibilities associated with organisational HOP have not been defined. Greater definition around this item will provide clarity as to the City Surveyor's responsibility to the organisation's property estate.	<p>The department engaged with colleagues in HR to better determine the roles and responsibilities under the Head of Profession (HOP). This was with the view that a consistent approach would be delivered across the organisation. It was determined, due to the range of functions under HOP, that such an approach was not appropriate – with further definition around HOP devolved to the HOP themselves.</p> <p>The HOP reflects the organisation's operating model, where the Chief Officer in occupation is accountable for the identification and mitigation for property related risks within their area of control. The City Surveyor, as HOP for Estates and Facilities Management, feeds into this process by providing technical advice to the relevant Chief Officer.</p>	19-Aug-2025	Cliff Morton; Paul Wilkinson	30-Jun-2026

## Risk Level Description Departmental

<b>Risk Code</b>	SUR SMT 006	<b>Risk Title</b>	<i>Construction Consultancy Management</i>
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<b>Description</b>	<b>Cause:</b> Poor performance by consultants <b>Event:</b> Abortive work, delays, or non-performance. <b>Impact:</b> Additional costs, project delays		
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<b>Current Risk</b>			<b>Target Risk</b>			<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
16	Likely	Major	6	Possible	Serious	8	Unlikely	Major
Red	<b>Trend</b>	Constant	Amber	<b>Target Date</b>	31-Mar-2026	Amber	<b>Creation Date</b>	14-Oct-2021

<b>Latest Note</b>	<p>This relates to abortive design / development. The department continues to suffer the impacts of this risk, with action being taken against consultants when their performance does not meet expectations.</p> <p>This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel. In response, the department has initiated a Property Project Group Enhancement Plan to review and update all current consultant scopes of service.</p>		<b>20-Aug-2025</b>
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<b>Risk Level</b>	Departmental	<b>Risk Approach</b>	Reduce
<b>Department</b>	City Surveyor's	<b>Risk Owner</b>	Ola Obadara



### Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 006a Commissioning stage	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.	Close work with the Procurement Team in Chamberlain's has resulted in deciding to change the stage at which the City is approaching the market. The impact will be tracked over the coming months.	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 006b Legal	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	Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales. Due to public sector contract constraints, our ability to seek immediate redress from construction consultancy contractors is limited so whilst action is taken, results take longer than would otherwise be possible in a commercial environment.  The department is working with colleagues through the Construction Category Board on this item.	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 006c Procurement	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	PPG has an Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-	20-Aug-2025	Ola Obadara	31-Mar-2026

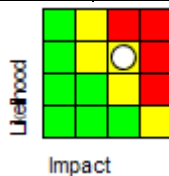
	that we will get better quality applications, and this risk may reduce.	proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance, and exploration of preferred supplier models to improve consistency and accountability across project teams			
SUR SMT 006d Scope of works	<p>Scope of works</p> <p>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</p>	<p>Consultant underperformance and poor scoping continue to present a high risk to project delivery. Errors at early stages largely driven by a shortage of skilled professionals in the industry are causing delays, increased costs, and scope creep. This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel. In response, the department has initiated a PPG Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance, and exploration of preferred supplier models</p>	20-Aug-2025	Ola Obadara	31-Mar-2026

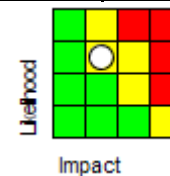
		to improve consistency and accountability across project teams.			
SUR SMT 006e Review of appointment documents	<p>Review of appointment documents</p> <p>The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements</p>	Action has been taken against consultants where performance has been poor and end to end timescales have increased.	20-Aug-2025	Ola Obadara	31-Mar-2026

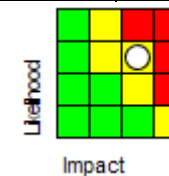
<b>Risk Code</b>	SUR SMT 005
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<b>Risk Title</b>	<i>Construction and Service Contracts Price Inflation beyond that which was anticipated or planned</i>
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<b>Description</b>	<b>Cause:</b> Market conditions 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
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<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Trend</b>	Decreasing

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>6</b>	Possible	Serious
Amber	<b>Target Date</b>	31-Mar-2026

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Creation Date</b>	14-Oct-2021

<b>Latest Note</b>	<p>This risk Material cost inflation and constrained labour availability continue to drive costs beyond what was anticipated or planned. This risk impacts the delivery of capital projects, facilities management (FM) services, reactive repairs, and revenue-funded works.</p> <p>Whilst the high levels of material inflation seen earlier has abated, the City has yet to see a significant levelling in tender returns. To mitigate greater allowances are made in the Costed Risk Provision (CRP). Further, more detailed contractor credit checks are being undertaken, however there remains a degree of financial risk.</p> <p>Risk Status: reduced to Amber – to accurately reflect the risk update.</p> <p>Market conditions will be kept under review. As such the target date should be considered a review point.</p>	<b>20-Aug-2025</b>
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<b>Risk Level</b>	Departmental
<b>Department</b>	City Surveyor's

<b>Risk Approach</b>	Reduce
<b>Risk Owner</b>	Ola Obadara

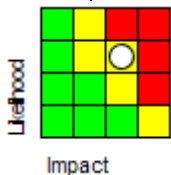
### Associated Actions

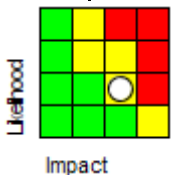
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 005a Procurement Strategy	Procurement Strategy The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.	This exploration included a review 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 which is the current market norm for these projects. This change enables contractors to better transfer their risk, however, leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it does offer far better market coverage and reflects the prevailing external conditions. Review/enhancement of costed risk provision to mitigate financial exposure, continued monitoring of market trends and contractor performance and adjust procurement strategies to reflect changing market dynamics	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 005d Contracts	Contracts Exploring the potential to include different clauses into contracts such that work offered by the	The department and the Chamberlain's Procurement team to have explored the inclusion of fluctuating provisions in our contracts. This has resulted in attracting a greater number of contractors to bid on	20-Aug-2025	Ola Obadara	31-Mar-2026

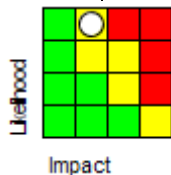
	City remains attractive to suppliers.	projects, however the inflation risk has been transferred to the organisation. The value of this approach will be continually reviewed.			
SUR SMT 005e Contractor Engagement	Contract Engagement  Expanding the amount of information available at an early stage of contract exploration. This will provide greater cost certainty.	The team plan to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 005f Specification and Materials	Specification and Materials  Ensuring materials are readily available before and during the design phase and, if possible, procure in advance of the contract. This limits the impact of further price rises in at risk commodities.	Inflation in raw materials has decreased, however, it should be noted that prices are not typically falling elsewhere. Further consideration is being given to the origin of source materials to ensure supply.	20-Aug-2025	Ola Obadara	31-Mar-2026

<b>Risk Code</b>	SUR SMT 009	<b>Risk Title</b>	<i>Recruitment and retention of property professional</i>
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<b>Description</b>	<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 borne by the organisation though recruitment campaigns and training etc, or to the department through filling vacancies through comparatively expensive temporary contracts.</p>
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<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Trend</b>	Constant

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>8</b>	Unlikely	Major
Amber	<b>Target Date</b>	31-Mar-2026

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>8</b>	Likely	Serious
Amber	<b>Creation Date</b>	21-Jan-2022

<b>Latest Note</b>	<p>This risk has been identified across several divisions of the City Surveyor's Department especially within Investment Property, Surveying and Project Management.</p> <p>A reviewed conducted in May 2025 has reduced the likelihood of the risk score. The August review maintained the risk scoring at this lower level.</p>	<b>20-Aug-2025</b>
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	<p>The department has conveyed these challenges at a corporate level and is contributing to the organisational review (Ambition 25). This item has also been recognised as a Corporate Risk (CR 39 Recruitment and Retention).</p> <p>The risk will be kept under review, with the target date reflecting this on-going review.</p>	
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<b>Risk Level</b>	Departmental
<b>Department</b>	City Surveyor's

<b>Risk Approach</b>	Reduce
<b>Risk Owner</b>	Paul Wilkinson

### Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 009a Advertising	<p>Advertising</p> <p>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.</p>	Recruitment campaigns have followed Corporate best practice recruitment document (i.e. diverse panels) which has been well received by staff.	21-Aug-2025	Paul Wilkinson	31-Mar-2026
SUR SMT 009b Best Practice	<p>Best Practice</p> <p>Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all</p>	CSD is supporting Corporate HR with the new 'goals based' appraisal system as supported by the new IT system, SAP. Compliance within the department is positive, reflecting departmental alignment with organisational best practice.	20-Aug-2025	Paul Wilkinson	31-Mar-2026



	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.				
SUR SMT 009c Communication	<p>Communication</p> <p>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.</p>	Managers across the service are ensuring that all end-of-year (2024/25) are complete and updated into our Corporate systems. Compliance has been positive within the department. As the organisation deploys its new ERP system, the department is supporting this through a network of change champions. This ensures on-going alignment with organisation-wide initiatives.	20-Aug-2025	Paul Wilkinson	31-Mar-2026
SUR SMT 009d Engagement with HR	<p>Engagement with HR</p> <p>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</p>	The CSD EDDI group continues to meet regularly and monitor, and track delivery of the EEDI Action Plan. The EEDI 2025 Action Plan is in delivery and has been shared with all CSD staff for knowledge, feedback, and input.	20-Aug-2025	Paul Wilkinson	31-Mar-2026

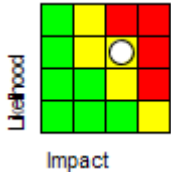
	“Recruitment and Retention” (CR39).				
SUR SMT 009e Equity, Equalities, Diversity and Inclusion (EEDI)	<p>Equity, Equalities, Diversity and Inclusion (EEDI)</p> <p>The department has an active ED&amp;I network, which regularly engages with the City Surveyor and the Senior Management Team. This is seeking to make the department/profession a more attractive for under-represented groups and seek to retain and progress staff from all backgrounds. There is corporate HR representation on this departmentally led Group.</p>	The CSD EDDI group continues to meet regularly and monitor, and track delivery of the EEDI Action Plan. The EEDI 2025 Action Plan is in delivery.	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 009f Pay and Review Survey The Corporation is reviewing pay & reward through the Ambition 25 programme.	<p>Pay and Review Survey</p> <p>The Corporation is reviewing pay &amp; reward through the Ambition 25 programme.</p>	The department continues to engage with Corporate colleagues on Ambition 25. Locally it has developed a network of local change champions such that key messages can be delivered locally. The department has actively supported the review of job roles, and updated all information on the legacy IT system in preparation for further A25 roll-out. Local feedback has noted that there is some apprehension about the potential negative impact of Ambition 25 programme, and this item has been communicated to the project team. Where possible this element is being mitigated though the change champion	20-Aug-2025	Paul Wilkinson	31-Mar-2026

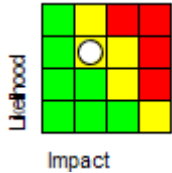
		<p>network (ie, ensuring correct information is shared, and dispelling inaccuracies).</p> <p>Overall, the department has noted that whilst recruitment is possible, the limited scope for (pay and professional) progression makes retention more challenging.</p>			
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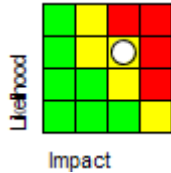
<b>Risk Code</b>	SUR SMT 011
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<b>Risk Title</b>	<i>Contractor Failure</i>
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<b>Description</b>	<b>Cause:</b> Market conditions <b>Event:</b> Failure of either a main contractor, or a substantial sub-contractor <b>Impact:</b> Delayed delivery of projects, or the delivery of projects at a higher cost
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<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Trend</b>	Decreasing

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>6</b>	Possible	Serious
Amber	<b>Target Date</b>	31-Mar-2026

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>12</b>	Possible	Major
Amber	<b>Creation Date</b>	13-Feb-2023

<b>Latest Note</b>	<p>This risk pertains to the potential failure of a primary contractor or a key sub-contractor. Notably, the City Corporation has traditionally lacked substantial control over the selection of entities assigned to perform work.</p> <p>Process for contractor failure in place and shared with the Construction Category Board.</p> <p>In the event of a failure by a primary contractor or sub-contractor, there could be consequential effects on warranties and our ability to pursue remedies for any design deficiencies. The uncertainty seen in the industry through prior periods appears to be abating and this risk will be kept under review.</p> <p>Risk Status: reduced to Amber – to accurately reflect the risk update.</p>	<b>21-Aug-2025</b>
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<b>Risk Level</b>	Departmental
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<b>Risk Approach</b>	Reduce
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<b>Department</b>	City Surveyor's
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<b>Risk Owner</b>	Ola Obadara
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#### Associated Actions

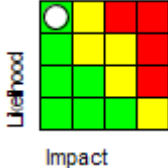
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 011a Tendering	Tendering  Seeking to have greater say over who a main contractor appoints as a sub-contractor. This will help reduce the likelihood of this risk occurring.	The department has commenced work with Procurement to ensure that our commissioning takes greater account of contractor and sub-contractor failure into consideration. 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.	20-Aug-2025	Ola Obadara	31-Mar-2026
SUR SMT 011b Review Process	Review Process  Regular review of contractors and their sustainability will reduce the likelihood of the risk, and help us put in place measures to reduce the impact.	The department is instituting six-monthly reviews of contractor suitability. Historically this only happened at contract commencement. This will better prepare the organisation if the contractor (or significant sub-contractor) begins to experience difficulty.	20-Aug-2025	Ola Obadara	31-Mar-2026

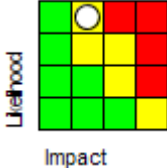
<b>Risk Code</b>	SUR SMT 012
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<b>Risk Title</b>	<i>Adjudication &amp; Disputes</i>
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<b>Description</b>	<p><b>Cause:</b> The impact of COVID-19 on project delivery.</p> <p><b>Event:</b> Regulations restricted access to sites and resulted in more design work being undertaken remotely. Productivity at sites was adversely impacted.</p> <p><b>Impact:</b> Increased likelihood that projects were designed correctly, and resulting legal and adjudication issues, reputational harm.</p>
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<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>8</b>	Likely	Serious
Amber	<b>Trend</b>	Constant

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>4</b>	Likely	Minor
Green	<b>Target Date</b>	31-Mar-2026

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>8</b>	Likely	Serious
Amber	<b>Creation Date</b>	31-Aug-2023

<b>Latest Note</b>	<p>The COVID-19 pandemic resulted in 3 years of impact at project sites.</p> <p>Site productivity was limited (circa 60% productivity) and much design work was undertaken remotely, or with limited site access.</p> <p>This has created a situation where some sites were not designed correctly, or there are issues beyond that which would normally be expected on construction builds.</p> <p>We are now in a situation where we are engaged with legal discussions and adjudications with project suppliers in an effort to iron out issues with final products.</p>	<b>20-Aug-2025</b>
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	<p>The department's risk register has a separate risk relating to 'construction price inflation'. The inflation risk is wider as it also captures cost escalations due to other causes (Ukraine, energy, etc). This risk only focusses on adjudication &amp; disputes.</p> <p>This risk may remain on the register until projects commenced prior to, or during, the COVID-19 pandemic, have been delivered and finalised. The risk scoring will be kept under review.</p>	
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<b>Risk Level</b>	Departmental
<b>Department</b>	City Surveyor's


<b>Risk Approach</b>	Reduce
<b>Risk Owner</b>	Ola Obadara

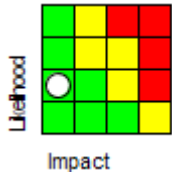
#### Associated Actions

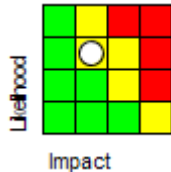
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 012a Project Review and Claims Consultant	<p>Project Review and Claims Consultant</p> <p>Claims consultant can advise the organisation where it can seek to recover money from suppliers (thereby reducing the impact).</p>	<p>The department is reviewing projects alongside the contracts to understand our position and have engaged an external Claims Consultants to ensure that risks are managed and the City's position is protected. Whilst the Claims Consultant has been effective in seeking redress, unfortunately there is a volume of work that needs to be considered. The current risk scoring will be retained until this knot of projects has been delivered and considered.</p>	23-May-2025	Ola Obadara	31-Mar-2026

<b>Risk Code</b>	SUR SMT 015	<b>Risk Title</b>	<i>UKPN - Condition and maintenance of substations</i>
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<b>Description</b>	<p><b>Cause:</b> Either the failure of UK Power Networks (UKPN) to adequately maintain their facilities adequately (including equipment), or any failure on behalf of the City Corporation to structures where these are our responsibility, to a condition adequate to prevent issues arising.</p> <p><b>Event:</b> Potential for flood or fire of substation</p> <p><b>Impact:</b> Potential flood or fire leading to impact on operational assets and interruption to service delivery and/or claim from UKPN for business interruption.</p>
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<b>Current Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>6</b>	Possible	Serious
Amber	<b>Trend</b>	Constant

<b>Target Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>2</b>	Unlikely	Minor
Green	<b>Target Date</b>	31-Mar-2026

<b>Original Risk</b>		
<b>Risk Score</b>	<b>Likelihood</b>	<b>Impact</b>
<b>6</b>	Possible	Serious
Amber	<b>Creation Date</b>	18-Feb-2024

<b>Latest Note</b>	<p>C&amp;CS has been tasked with assessing the level of maintenance being performed by UKPN and addressing occupancy issues where no lease agreements exist or where repair obligations are not clearly defined.</p> <p>The Corporate Working Group, which included key leaders from various departments such as Legal, Housing, and the City Surveyor, has recently completed its discussions. Additional measures are currently being implemented to reduce associated risks.</p> <p>All premises controllers have been contacted and subsequently followed up with to confirm whether they possess a Fire Risk Assessment and to ascertain if they have been anticipating the substation housing.</p>	<b>04-Apr-2026</b>
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<b>Risk Level</b>	Departmental
<b>Department</b>	City Surveyor's

<b>Risk Approach</b>	Reduce
<b>Risk Owner</b>	Paul Wilkinson

### Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
SUR SMT 015b Identifying Responsibility	<p>Identifying Responsibility</p> <p>This background data will help codify the split of responsibility between the City Corporation and UKPN</p>	<p>The City Surveyor's Department is collating an inventory of all UKPN substations across our estates, and is seeking to identify leases wherever these are available. Because of age of the structures, many assets may not have current legal documentation.</p> <p>The Working Group refreshed the schedule of all plantrooms and substations This has enabled the City Solicitor and Asset Advisors to identify where existing leases may have expired.</p> <p>The organisation's legal team have been in contact with UKPN in connection with codifying roles and responsibilities and arranging access for CoL as landlord.</p>	20-Aug-2025	Robert Murphy; Peter Young	31-Mar-2026
SUR SMT 015c Next Steps	<p>Next Steps</p> <p>The organisation will need to be satisfied that equipment housed within City assets continues to operate as anticipated – this information will need to be supplied by UKPN as part of an</p>	<p>A Working Party created a list of these building related substations across the investment operational and housing portfolios.</p> <p>Comptrollers &amp; City Solicitors with assistance from CPG, IPG, Housing and the central H&amp;S team are engaging with UKPN requesting what risk management and maintenance</p>	20-Aug-2025	Robert Murphy; David Renshaw; Peter Young	31-Mar-2026

	<p>inspection regime. Similarly, the organisation will need to ensure that any structural elements which are our responsibility are maintained appropriately.</p>	<p>activity is applied to said sub stations located within or alongside CoL buildings. This action is being progressed by the Comptroller and City Solicitors who have identified landlord and tenants' responsibilities.</p> <p>Further the City is undertaking appropriate repairs and maintenance to the structure of the substation rooms as part of its landlord's obligations and the overall maintenance of the building asset.</p>			
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