



Top red departmental risk register

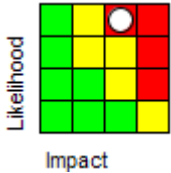
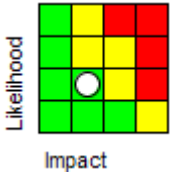
Generated on: 24 August 2014

Rows are sorted by Risk Score

Code & Title: CCS SMT SMT risks 1 DCCS PE People Division 1 GSMD EF GSMD Estates and Facilities 1 GSMD FN GSMD Financial 1 MCP-EH Environmental Health Risk Register 1 MCP-NS New Spitalfields Risk Register 1 MCP-SM Smithfield Risk Register 1 OSD Department of Open Spaces Risk Register 2 OSD NLOS Hampstead Heath, Queens Park & Highgate Wood 1 SUR SMT SMT risks 2

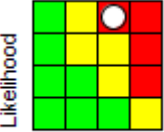

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2016	Cause Expansion not delivered Event Building project not completed Effect Lack of first choice school places for City children	Ade Adetosoye	<p>24</p>	Attempts to achieve the target are ongoing.	<p>2</p>	18-Aug-2015	↑

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
DCCS PE 002a Tripartite meetings	Tripartite meetings take place between the Sir John Cass Foundation, Sir John Cass Foundation School Board of Governors and the City of London have taken place but no further meetings have been scheduled.	Chris Pelham	30-Sep-2015	Tripartite meetings have been held to discuss options for delivering additional school places. These meetings have been suspended due to the nonattendance by representatives of the Sir John Cass Foundation.
DCCS PE 002b Discussions with Comptroller and City Solicitor	The Sir John Cass Foundation	Chris Pelham	30-Sep-2015	The options for expansion and the issues regarding the Sir John Cass Foundation have been referred to the Comptroller and City Solicitor

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
CCS SMT 004 Successful implementation of Oracle OPN	<p>Cause – Oracle OPN is replacing the Manhattan commercial property management and rent system</p> <p>Event – Implementation of new system</p> <p>Effect – If the application does not function as planned and/or the data migrated from Manhattan is of poor quality there is a risk that commercial income will not be invoiced on the due dates.</p>	Martin Howe	 Likelihood Impact 16	Excellent progress has been made in processing and clearing the backlog of work (from mid-February). Data cleansing activities continue and other adjustments are being made as issues arise. All efforts have been made to ensure that accounts are accurate and billed in	 Likelihood Impact 4	01-Oct-2015	↔

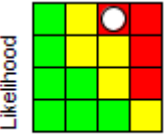
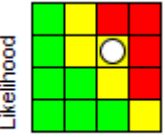
				accordance with the terms of leases/licences etc. Work is now progressing in documenting OPN processes to build a knowledge base for the system.			
--	--	--	--	--	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
C&CS SMT 004a Migrated data needs significant cleansing	Migrated data was poor in quality and impacted on accurate billing and reporting	Martin Howe	01-Oct-2015	Data continues to be cleansed and updated
C&CS SMT 004b Adjust migrated accounts to ensure accurate billing	Certain billing information requires changing to ensure that accounts are billed in accordance with the legal agreements	Martin Howe	01-Oct-2015	Billing adjustments are continuing as issues arise
C&CS SMT 004c Document procedures to generate knowledge base	Very little documentation exists as user manuals. New documentation needs to be produced to act as a definitive user guide and single reference point	Martin Howe	01-Nov-2015	Drafting of process documentation is progressing

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
GSMD EF 001 Failure to Secure Lease Renewal of Sundial Court in 2020	<p>Cause: Sundial Court , (the School's student accommodation), is owned by a private landlord, who currently leases the building to the School. Lease expires in 2020.</p> <p>Event: Landlord may not want to renew the lease to the School as there may be better development potential elsewhere. Alternative specialist music student accommodation might not be found.</p> <p>Impact: Loss of on-campus student accommodation for 177 students. Loss of student services and offices. Loss of student union facility and rehearsal room. Risk of reduced interest in students choosing GSMD if there is no onsite accommodation available.</p>	Michael Dick	 <p>16</p>	Legal opinion on lease renewal terms obtained. Alignment of repairs and maintenance regime with lease terms. Contact and dialogue with landlord's agent on issues relating to lease renewal. Engagement with City Surveyors on action plan. Student accommodation strategy in development.	 <p>12</p>	05-Apr-2016	↔

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
GSMD EF 001a Dilapidations Survey	Commissioning of specialist dilapidations survey	Michael Dick	05-Apr-2016	Specialist dilapidations surveyor engaged

GSMD EF 001b Accommodation Alternative	Search for availability of alternative student accommodation	Michael Dick	05-Apr-2016	Meeting with Unite/specialist student accommodation provider
GSMD EF 001c City Surveyor Liaison	Engagement with City Surveyor on action plan	Michael Dick	05-Apr-2016	In progress
GSMD EF 001d Student Accommodation Strategy	Develop long-term student accommodation strategy	Michael Dick	05-Apr-2016	Draft accommodation strategy in development

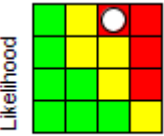
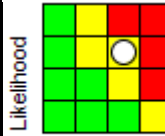
Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
GSMD FN 001 Ability to Deliver a Balanced and Sustainable Model over the School's Business Cycle	<p>Cause: Substantial drop in income. Pressures on expenditure. Service Based Review funding cuts of £1m in 17/18. Local risk funding to the School is planned to reduce from over £8m in 2013/14 to £5.3m in 2017/18. Failure to gain additional funding from HEFCE.</p> <p>Event: If no action is taken, the School's annual deficit will rise to £3.2m by 2017/18.</p> <p>Impact: This is not a sustainable position and the Higher Education Funding Council for England</p>	Barry lfe	 16	Risk 5.2 on Departmental Risk Register The School and the CoL are in direct discussions with HEFCE. Up to date communication and reporting to the Board, CoL and HEFCE. Ongoing discussion and negotiation to effect funding model. Continual review and management of the School's business model. On current funding levels, the School's longterm	 12	31-Jan-2016	↔

	(HEFCE) have been made aware.			<p>financial model is unsustainable. This has been materially exacerbated by the City's Service Based Review (SBR) target, reducing City funding to the School by £1m in 2017/18. Over the last year the School has engaged with both HEFCE and the City to determine a strategy that will re-balance the model. Although a number of options have been discussed, these discussions with the School's primary funders are crucial in determining future strategy. Discussions have been initiated with HEFCE concerning the possibility of increased public funding as part of its review of institution-specific targeted allocations (RISTA) scheduled for 2015/16. in the interim the School is working to ensure that the quality of its teaching and the strength of its brand holds within the current volatile</p>			
--	-------------------------------	--	--	--	--	--	--

				environment. The School has put together a plan of action for investing in its capabilities to ensure that it retains its leading position in a competitive environment.			
--	--	--	--	--	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
GSMD FN 001A Securing School Funding	<p>Tuition fee income is planned to grow from £7.5m in 2013/14 to £9.4m in 2017/18.</p> <p>Grants and contracts are also planned to grow, but the School has approached HEFCE for an additional grant to bridge the funding gap caused by the planned reduction in City funding to the School.</p> <p>All other forms of operating income (short courses and summer schools, enterprise and space hire) will also be maximised and costs reduced to an absolute minimum.</p> <p>Grow income from tuition fees Seek additional public funding to cover reduced City funding, specifically from HEFCE following their review of institution-specific allocations (2015)</p>	Barry lfe	31-Jan-2016	Ongoing, detailed update to follow

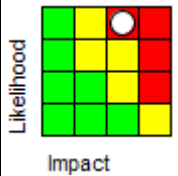
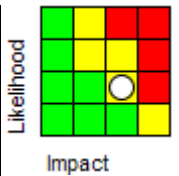
GSMD FN 001B Identify potential savings	Reduce cost to bare minimum compatible with delivering the curriculum to the required specification and maintaining a competitive level of student experience Consider reductions in the range of high-cost theatre-based disciplines (acting, technical theatre, opera and musical theatre)	Barry lfe	31-Mar-2016	Ongoing, detailed update to follow
GSMD FN 001C Potential merger with another institution	Explore options for merger with a larger, better-funded institution in London, the UK or overseas	Barry lfe	31-Mar-2016	Ongoing, detailed update to follow

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
MCP-EH 001 Air Quality	Cause: Poor air quality in the city caused predominantly by traffic pollution. (Air Quality Limit values are legally binding EU parameters that must not be exceeded. Limit values are set for individual pollutants and are made up of a concentration value, an averaging time over which it is to be measured.) Event: Failure to meet Air Quality	Jon Avern	 Likelihood Impact	16 The current systems in place allow the City to demonstrate that it is taking sufficient effective action to help the government and the GLA to meet air quality Limit Values	 Likelihood Impact	12 01-Jan-2018	↔

	<p>limit values in the City by the prescribed dates set by the EU.</p> <p>Effect: A fine of unknown amount and the associated reputational damage to the City of London.</p> <p>Poor air quality is also a significant public health issue for the City of London as a small number of the population are more vulnerable to the effects of air pollution where exposure to pollution can exacerbate existing health conditions including cardiovascular and respiratory disease. This can lead to restricted activity, hospital admissions and even premature mortality.</p>					
--	--	--	--	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
MCP-EH 001a Implement Actions	Implement the actions set out in the City Air Quality Strategy 2015 – 2020.	Steve Blake	31-Dec-2019	This is currently being progressed.
MCP-EH 001b Ensure Compliance	Ensure the City Corporation complies with the legal obligation to review and assess air quality as detailed in the Environment Act 1995.	Steve Blake	30-Apr-2015	R. Calderwood reports: Annual reports are submitted for approval to Defra / GLA in April each year.

MCP-EH 001c	Review the designation of the City as an Air Quality Management Area (AQMA) due to ongoing levels of pollution.	Steve Blake	31-Dec-2015	R. Calderwood reports: The City was declared an AQMA in 2001. The designation is reviewed every 3 years in line with statutory obligations.
MCP-EH 001d	Work with the Mayor of London to ensure actions taken to improve air quality are in line with GLA / TfL plans	Steve Blake	31-Dec-2015	R. Calderwood reports: This is progressing - the GLA hasn't made any decisions on awarding Cleaner Air Borough Status to any London authority yet. we have submitted sufficient information to demonstrate compliance with their requirements.

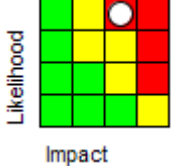
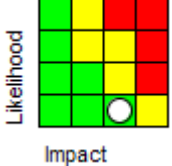
Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
MCP-NS 001 Workplace Traffic Management	<p>Cause: Over 200 forklift trucks operate on the New Spitalfields Market site.</p> <p>Event: There is a serious risk of injury or death of a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled.</p> <p>Effect: An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of</p>	Sidney Brewer	 <p>16</p>	A traffic management plan is currently in place. The market constabulary monitor fork lift operator behaviours and withdraw permits when required. They also issue penalty points and an accumulation of points will lead to a suspension or cancellation of the permit to operate on the common parts.	 <p>8</p>	02-Jan-2017	↔

	the service.						
--	--------------	--	--	--	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
MCP-NS 001a Develop plan	Formulate, develop and agree a short, medium and long term plan to improve the management of workplace transport at New Spitalfields Market.	Nigel Shepherd	30-Apr-2015	This action has been completed.
MCP-NS 001b Mark Forklift Crossing Points	Marked Fork lift truck crossing points on pedestrian walkway from stands to roadways.	Sidney Brewer	30-Sep-2015	N. Shepherd reports: Roadways 1 and 2 written to as of 15/5/2015 to finalise location/number/size.
MCP-NS 001c Increase Constabulary Targets	Increase in targets for constabulary.	Nigel Shepherd	01-May-2015	This action has been completed.
MCP-NS 001d Nominate Training Body	To nominate/Appoint one approved induction/training body for all FLT training activities.	Sidney Brewer	30-Oct-2015	This is currently with the Central Health & Safety Team and is taking longer to progress than first thought. This is mainly due to the fact that this isn't a service being procured directly for the City of London.
MCP-NS 001e Ensure Permits are carried	Fork lift truck operators to have their permits to operate readily available at all times.	Nigel Shepherd	01-Jun-2015	N. Shepherd reports that: Implemented and now part of routine operational enforcement activity
MCP-NS 001f All Visitors in Hi Vis	All staff and customers to wear hi-vis vests.	Nigel Shepherd	01-May-2015	N. Shepherd reports that: Implemented and now part of routine operations. Comment - still selling high number of Hi-Vis to visitors routinely in a high profile campaign

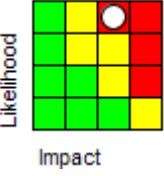

MCP-NS 001g Increase Forklift Sanctions	Increase specified breaches of non-compliance with H&S policies	Nigel Shepherd	01-Jun-2015	This action has been completed.
MCP-NS 001h Impose Financial Penalties	Impose financial penalty on tenants when FLT operators are suspended/allocated points	Sidney Brewer	01-Sep-2015	N. Shepherd reports that: Agreement is reached on the principle, but this will need to be included in the lease to enable the market to act upon. Needs new lease in place with a working manual clause and the work manual itself agreed and signed off.
MCP-NS 001i Train Managers In Forklift Safety	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	Sidney Brewer	01-Sep-2015	N. Shepherd stated that: Agreement is reached on the principle, but this needs to be in the lease to be meaningful. C&CS have said this should be possible to achieve under renewal process
MCP-NS 001j Create Time Segregation	Artic Time Segregation and No Tolerance in market hall.	Sidney Brewer	01-Feb-2016	This is part of the longer term plan which will be implemented in 2016.
MCP-NS 001k Install Barrier System	Controlled barriers entry system for pedestrians and vehicles.	Sidney Brewer	01-Oct-2018	This is part of the long term plan to be implemented in 2018.
MCP-NS 001l Segregate Walkways	Create segregated walkways in crossroads.	Sidney Brewer	01-Feb-2016	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.
MCP-NS 001m Segregate Main Walkways	Segregated walkways outside tenants stands.	Sidney Brewer	01-Mar-2016	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.

MCP-NS 001n Prohibit Forklifts	No fork lift truck movements in market pavilion during trading hours.	Sidney Brewer	02-Oct-2017	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.
--------------------------------------	---	---------------	-------------	--

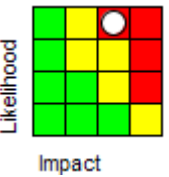
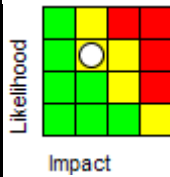
Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
MCP-SM 001 HGV Unloading Operations	<p>Cause: A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p>Event: Serious or fatal injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p>Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>	Robert Wilson	 16	The market constabulary are currently monitoring these areas as part of their routine patrols and are halting any unsafe acts they observe.	 4	31-Dec-2015	↔

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
MCP-SM 001a Traffic management audit	Commission Freight Transport Association to conduct audit and prepare a risk assessment relating to whole site traffic management and unloading issues.	Robert Wilson	15-Dec-2015	P. Spooner reports: All risk assessments have been revised and updated. The tenants have been provided with the H&S report finalized in 2014. The Working Manual is now complete and with the SMTA. The FLT Policy has been reviewed by the HoS and remains with the SMTA for comment.

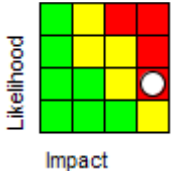
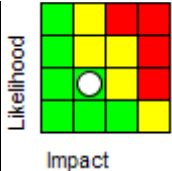
				Smithfield is in receipt of the PowerPoint presentation of the FTA (presented 10th July) and initial recommendations document. This will be subject of discussions meeting with internal partners on 19/8, before progressing to a multi-agency/partnership workshop. Local measures resulting from H&S Audit by COL H&S are now in place and will be implemented in line with above. The maintenance team have installed the recommended equipment from the report by John Smith and Oliver Sanandres. HR Health and Safety officer for use in the unloading of product onto the Market
MCP-SM 001b Loading bay risk assessment	Loading bay risk assessment to be reviewed and issued to market tenants.	Robert Wilson	02-Mar-2015	P. Spooner reports: All risk assessments have been revised and updated. The tenants have been provided with the H&S report finalized in June 2014.

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
OSD 003 Delivering the Departmental Road Map Projects and Programmes	<p>Causes: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate</p> <p>Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes</p> <p>Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.</p>	Sue Ireland	 16	Initial Project and Programme training completed. Further training on stakeholder management in development.	 2	01-Apr-2016	↑

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
OSD 3 a Departmental roadmap	Roadmap sets out departmental projects and key corporate projects with timescales and RAG status	Esther Sumner	31-Mar-2015	Roadmaps now complete and being regularly updated.
OSD 3 b Opportunity Outlines	All roadmap projects start with an opportunity outline	Esther Sumner	01-Apr-2016	Opportunity outline process initiated and continues, action considered completed.
OSD 3 c Departmental training	Training for the Departmental Management Team and their direct reports	Esther Sumner	30-Apr-2015	Training complete.

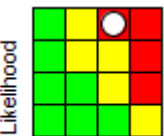

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
OSD 005 Animal, Plant and Tree Disease	<p>Causes: Inadequate biosecurity, buying of infected trees, plants or cattle, spread of windblown Oak Processionary Moth (OPM) from adjacent sites</p> <p>Event: Sites become infected by animal, plant or tree diseases</p> <p>Impact: Public access to sites restricted, animal culls, tree decline, reputational damage, cost of control of invasive species, risk to human health from OPM or other invasives</p>	Sue Ireland	 <p>16</p>	OPM has now been confirmed at Hampstead Heath. Officers continue to work with the Forestry Commission to control OPM.	 <p>6</p>	01-Apr-2016	↔

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
OSD5 a Monitoring of OPM	Pheromone traps in place, liaison with Forestry Commission task force	Sue Ireland	01-Apr-2016	Pheromone traps in place.
OSD5 b Treatment of any OPM sites	Treatment will be depend on lifestyle of the OPM but to be undertaken as early as possible	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	01-Apr-2016	OPM has been found at NLOS. We are engaging with the Forestry Commission and specialist contractors are removing the nests.
OSD5 c Cattle biosecurity	Movement of cattle to be controlled to reduce risk of disease	Andy Barnard; Paul Thomson	01-Apr-2016	Biosecurity protocol in place
OSD5 d Plant and tree procurement	Sourcing to be controlled to minimise spread of disease	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	01-Apr-2016	Hampstead Heath have engage with Ponds Project contractors about controls required for trees and plants brought to site

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
OSD NLOS 008 Hampstead Heath Bathing Ponds	<p>Cause: Lack of suitably experienced and qualified lifeguarding staff at Hampstead Heath Bathing Ponds. Members of the public swimming in unauthorised areas. Swimming outside of designated zones. Swimmers fail to pay attention to acclimatisation requirements.</p> <p>Event: Unable to effect safe rescue</p>	Bob Warnock	 <p>16</p>	National Water Safety Programme Management training module will be delivered to relevant staff. Qualified lifeguards at pond facilities train on a regular basis. Signage available and abundant.	 <p>4</p>	01-Apr-2016	↔


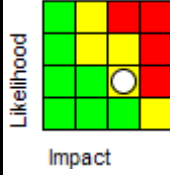
	of swimmers. Death or serious injury of swimmers in ponds. Impact: Death or injury to members of the public or staff who enter water. Possible legal challenge. Emotional impact on staff. Reputational risk.						
--	---	--	--	--	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
OSD NLOS 008 a Training	Training for lifeguards	Bob Warnock	31-Mar-2016	Training needs reviewed and actioned
OSD NLOS 008 b Signage	Appropriate signage at ponds	Bob Warnock	31-Mar-2016	Signage in place
OSD NLOS 008 c Safety equipment	Safety equipment accessible at ponds	Bob Warnock	31-Mar-2016	Safety equipment in place and checked

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
SUR SMT 005 Recruitment and retention of property professionals	Cause: A strong property and construction market Event: Increasingly attractive remuneration packages offered elsewhere Impact: Increased vacancies, objectives unachieved or delivered	Peter Bennett	 Likelihood Impact 16	This risk identifies the continuing turnover of staff as a result of the strong property market. The department is developing strategies specific to the department that have a	 Likelihood Impact 4	31-Mar-2016	↑

	late, reduced customer satisfaction			<p>particular focus on talent management, reward and retention. There is also a focus on identify projects or work where value can be added by outsourcing.</p> <p>The department now has an action plan in place which includes the introduction of career grading and individual reward packages.</p>			
--	-------------------------------------	--	--	---	--	--	--

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
SUR SMT 005 Adopt and Change Approach	Encourage CoL to adapt and change the approach to Reward and Earnings Package	Peter Bennett	30-Apr-2016	progressing
SUR SMT 005a Develop Workforce Plan	Establish strategies specific to the department that have a particular focus on talent management, reward and retention	Peter Bennett	30-Apr-2016	Management team meetings are underway with HR. HR are identifying people and teams that would face loss and a range of strategies to be put into place to limit the effect. Focusing on the need to recruit and retain.

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
SUR SMT 009 Failure of implementation and management of the Oracle Property Management System	<p>Cause: Implementation and subsequent management of Oracle Property module to meet business needs</p> <p>Event: Inappropriate technological solution or unsuccessful project management or failure to implement an appropriate management framework</p> <p>Impact: Unable to manage property portfolio / loss of income and poor property maintenance</p>	Nicholas Gill	 <p>16</p>	Open issues have been progressed. However there are still some unresolved issues on service Charge Solution and OPN reports. The five elements that are being finalised include 1) Defects Resolution, 2) Service Charge, 3) Argus Interface, 4) Archibus Interface and 5) OPN Reports. The programme is due to be completed mid-September 2015.	 <p>8</p>	30-Sep-2015	↔

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
SUR SMT 009a Monitor Staff Resources	Monitor staff resources to manage business as usual tasks and project	Nicholas Gill	30-Sep-2015	Senior Principal Surveyor assigned 100% to Oracle OPN project to ensure successful completion.
SUR SMT 009b Replace core Manhattan functions	Replace core Manhattan functions of rent, leases management and service charge recovery	Nicholas Gill	30-Sep-2015	Manhattan no longer in use switched to OPN.

<p>SUR SMT 009c Ensure efficient use and future management of system –</p>	<p>Ensure efficient use and future management of system- implement Asset Management Information System Ensure Data Loader is able to update projects</p>	<p>Nicholas Gill</p>	<p>30-Sep-2016</p>	<p>Business as usual model, still to be addressed.</p>
--	--	----------------------	--------------------	--