

<b>Assurance Map</b>		
<b>Corporate Landlord</b>		
<b>First Line of Defence (Do-ers)</b>	<b>Second Line of Defence (Helpers)</b>	<b>Third Line of Defence (Checkers)</b>
<ul style="list-style-type: none"> <li>• Operational procedures and guidance including those set out in the Business Continuity Plans in the event of a system or process failure.</li> <li>• Risk Assessments.</li> <li>• Staff training and development on business continuity arrangements.</li> <li>• Analysis following activation of Customer Experience Cluster Senior.</li> <li>• Management Team (SMT) undertakes review of Cluster Operational Risk Register.</li> <li>• Staff have appropriate training, qualifications and engage with market and like professionals.</li> <li>• Regular marketing and income meetings.</li> <li>• Use of external property consultants, management agreements and managing agents as appropriate.</li> <li>• Resource plan developed.</li> <li>• Use of external advisors in specialised areas.</li> <li>• Participation in national networks (CIPFA/ ACES/ RICS/ SHoPs etc.)</li> <li>• Programmes of inspections for property portfolio.</li> <li>• Contract management meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Documentation.</li> <li>• Resources Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register.</li> <li>• Executive Board Structure</li> <li>• Assurance Team.</li> <li>• Business Continuity Group Sub-Group.</li> <li>• Annual reporting of Function / Cluster Risk Register to Operational Delivery Committee</li> <li>• Monthly budget print outs.</li> <li>• Capital Board – post project reviews and post occupancy evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee.</li> <li>• External Audit.</li> <li>• RICS Registration.</li> </ul>