

**Assurance Map**  
**Corporate Landlord**

**Corporate Risk Register Risk:**

1. **Reinforced Autoclaved Aerated Concrete Panels and Planks (RAAC)** - RAAC was a commonly used material in the 50's 60's, 70's and early 80's. There have been a small number of incidents where roof planks have failed leading to the collapse of elements of the roof. RAAC has been confirmed as present in 5 non housing buildings. With RAAC present in 362 Council Houses and 142 former Council houses. Investigations are ongoing.

**Cluster Risk Register Risks:**

1. **Declining condition of operational property estate**
2. **Failure to deliver asset valuations** - Risk of failure to complete the asset valuation which is required for the council financial accounts.
3. **Inadequate Asset Management Planning** - Risk that resources will not be allocated appropriately and efficiently if asset management plan is not in place and is not robust.
4. **Overspend on Cleaning Service Staffing** – Risk of overspend in staffing budget.
5. **Primary School Meals Expansion** – Risk that capital funding will not be sufficient to undertake all property improvements required to fully deliver the Scottish Government's commitments on Universal Primary School meals (P1 - 7).
6. **Risk of non-compliance with Statutory Compliance with Council Properties** - The Council is required to safeguard its employees and members of the public to ensure their health and safety through effective implementation of statutory maintenance and compliance checks such as asbestos management plans, gas safety certification, legionella testing etc.
7. **Risk to the delivery of Capital and Revenue Income** - The Cluster has income targets for capital and revenue income.
8. **School Catering Service Compliance** – Risk that the cessation of the Catering Service Quality Management System (QMS) may increase non compliance risks with food safety and nutritional requirements.

First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> <li>• Trained and qualified staff</li> <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> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards</li> <li>• Council Committees</li> <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> </ul>	<ul style="list-style-type: none"> <li>• External Audit.</li> <li>• RICS Registration.</li> <li>• Internal Audit – Corporate Asset Management – 13/09/23</li> </ul>

<ul style="list-style-type: none"> <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>• 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>	
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