

## Corporate Property and Assets - AMP Risk Register- January 2024 update

REF	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK VULNERABILITY AND CAUSE	RISK CONSEQUENCES	EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	TARGET RISK RATING (See next tab for guidance)			RISK OWNER	RISK REVIEW DATE
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
AMP 01	Capacity within the team - Corporate Property and Assets (CPA)	Only one FTE for each key area of work - estate management, building surveying, facilities and property development; lack of resilience to cover leave, sickness, vacancy	All objectives not achieved, quality of work would suffer, important elements from statutory compliance could be missed, lack of proactive management of assets	Current actions and timescales have been identified based on the current level of capacity	4	3	12	Capacity to be kept under review for early signs of potential issues arising	3	3	9	Jiten Ravat	Sep-24
AMP 02	Asset register is not maintained and updated	Manual errors, people leaving creating gaps in knowledge, lack of single point of record;	Assets are not registered leaving the council exposed to ownership or insurance claims; assets not maintained causing higher costs to repair	An asset register is produced and is being managed by the team. a growth bid for acquiring a document management system for asset management is made as part of budget process	3	3	9	Acquire the module and transfer data	1	3	4	Jiten Ravat	Sep-24
AMP 03	Compliance to FPR and readiness for budget setting process - linked to SRR SG1	Information not available in time for budgets such as valuations, PMP project progress etc	Incorrect or misinformation provided to members, required resources not getting approved	CPA team has streamlined the process going by working with finance and audit team	2	3	6	Monitor progress	1	1	1	Jiten Ravat	Sep-24
AMP 04	Lack of clarity on assets managed and maintained by EMT services and the risk of 'unknown' liabilities	While CPA manage all corporate assets, the AMP does not include assets managed by EMT even if they are part of GF and SE budgets. This has the potential to create ambiguity and gaps in knowledge and oversight	Lack of accountability, clarity of roles and responsibilities, consistent approach, management plan and therefore resource allocation; lack of insurance exposing the council to claims and costs;	A growth bid has been prepared for creating additional resource to work with both CPA and EMT services to prepare a comprehensive list of assets and liabilities.	5	3	15	Following the compilation of assets, a management plan will be prepared.	2	3	6	EMT	Sep-24
AMP 05	Communication gap between service users and CPA team as corporate landlord	Day to day management and operation of some buildings are managed by relevant service users; for example EMT depot at SnowHill, leisure centres contract managed by leisure team and Phoenix House is occupied by case management team. Gap in communication between these teams and CPA could result in non-aligned and confusing messages for occupiers, service users and members	Assets are not fit for purpose for Council's service delivery; contractual agreements are not followed through; Mixed messages creating confusion and PR issues	Service champions forum, MLT, SLT are the established forums that provide opportunities for all services to raise any issues	1	3	4	Monitor issues	1	3	4	Jiten Ravat	Sep-24
AMP 06	Lack of resources to fund all works identified in the Planned Maintenance Programme (PMP)	Total cost of works for the next 5 years as identified so far is approximately £4m. Council hasn't identified resources to fund them all. A prioritisation of works with risk based approach is proposed	As a result of this reactive approach the lower priority items may not get dealt with in time which over a period of time materialise as high risk costing more to the Council	Monitor the conditions and planned maintenance schedule on annual basis and re-visit the prioritisation criteria. Identify opportunities for reducing cost and increasing income through rationalisation and development of assets.	5	3	15	Going forward, full surveys of all assets will be undertaken on 5 year periodic cycle from 2025 onwards.	3	3	9	Jiten Ravat	Sep-24
AMP 07	Long term costs of 'high maintenance' assets	High risk/ high liability items are proposed to be considered as part of the asset rationalisation process for potential disposal, transfer or development opportunities. It is possible that disposal or transfer is not achievable for a range of reasons.	Failing to achieve a sustainable long term solution could result in high cost of maintenance and exposure to liabilities	Key 'high maintenance' assets identified through the condition surveys include: •Issues regarding balancing pond at MSV •Maintenance liability for culvert behind Freeby close •Asfordby railway embankment and footbridge •Drainage at Lake terrace depot •Heritage asset of King Street and repair costs •Maintenance issues at Phoenix House •High cost of works as per expectations from users of allotments and car parks  These are being monitored proactively.	5	3	15	Proposals for long term solutions to be prepared for members consideration	3	3	9	Jiten Ravat	Sep-24
AMP 08	Unreasonable expectations from residents, customers and members for works	Perception of Council's involvement, powers, and responsibilities in public domain - leading to expectations that cannot be met	Additional and unforeseen costs; inadvertently taking on undue liabilities	Improve records and engagement with members and stakeholders	3	3	9	Raise awareness and engagement at all levels	1	3	4	Jiten Ravat	Sep-24
AMP 09	Delivery of identified works is delayed	Procurement of contractors, rising costs, changing scope	Works are not delivered to mitigate property and health and safety risks	Progress is monitored through the project management structures and reported to SLT on periodic basis	2	3	6	Maintain an oversight and grip on project management	1	2	2	Jiten Ravat	Sep-24
AMP 10	Lack of capacity within legal team to support estate management work	Legal resources are stretched. This work requires commercial expertise	Delays in processing contracts, leases and works. Loss of income, frustration for customers/ contractors	Regular dialogue with legal team and preparing the forward plan to manage capacity	4	3	12	Where relevant, external support will be sought	1	2	2	Jiten Ravat	Sep-24
AMP 11	Lack of capacity within finance and HRA team to support appropriation of assets	Capacity within all teams is stretched	Delays in progressing works	Regular dialogue with finance team and preparing the forward plan to manage capacity	2	2	4	Monitor capacity	2	2	4	Jiten Ravat	Sep-24

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AMP 12	Un-planned for repairs liabilities/ dilapidation claims	Due to historic leases and gaps in active management of them, there is a risk of un-expected costs	Overspend in budgets, PR and relationship with partners	Leases are being reviewed to identify such risks	3	3	9	Liaise with tenants and occupiers to agree way forward	3	2	6	Jiten Ravat	Sep-24
AMP 13	Dip in income - linked to SRR SG1	Lack of active management of leases and rent collection, tenants leaving	Reduction in income, not meeting budget expectations, delivery of council services suffer	Rent collection is being monitored. Direct debit are being set up where appropriate to reduce potential for debts	2	2	4	Continue the review and continue monitoring. Improve tenants engagement	1	1	2	Jiten Ravat	Sep-24
AMP 14	Capital receipts not received as expected	Changes to market conditions or accuracy of valuations	Impact on MTFs, managing expectstions	Evaluate market risk prior to commencing new disposals	3	2	6	Continue to monitor disposals	3	2	6	Jiten Ravat	Sep-24
AMP 15	Rising costs of facilities management function	Rise in utilities, cleaning and caretaking costs; expectation from occupiers and service users	Increase in overhead costs for the council; increase in service charges that become unaffordable for commercial occupiers forcing them to leave and council losing income	Framework arrangement through crown commercial for all energy supplies; monitoring of budgets and bills; review of FM functions	2	3	6	Continue to monitor costs	2	3	6	Jiten Ravat	Sep-24
AMP 16	Failure to deliver projects part of the asset development programme	Non- compliance to grant funding arrangements, lack of stakeholders buy-in, failure in project governance, competency of consultants, political support, capability and capacity within the team	Projects don't get delivered, benefits not achieved, costs incurred is wasted, reputation damaged, credibility of the team lost	Programme is progressing well with SLT acting as programme board and providing direct steer. Steer from Cabinet and scrutiny committee is sought at relevant stages.	3	3	9	Continue tight governance and monitoring for the project delivery	2	3	6	Jiten Ravat	Sep-24
AMP 17	Decarbonisation measures not implemented	Lack of capacity and knowledge within the team to undertake the works; lack of funding for implementation	Energy performance of the buildings will not be improved and energy costs will not be reduced. Available Government grants will not be accessed	Energy audits and decarbonisation plans for key assets are being prepared. These will identify projects and costs for works.	3	3	9	Refurbishment works as part of the asset development programme to include decarbonisations measures as part of the business cases/ proposals for projects	2	2	4	Jiten Ravat	Sep-24
AMP 18	Delivery of AMP	Allocation of budgets, staffing, political buy in	AMP is not delivered, objectives not achieved, assets are in disrepair, future high costs, claims against council	Action plan is prepared for delivering AMP. Assets working group is established for memebtrs steer. Performance indicators are agreed for reporting progress to memebtrs on regular basis.	2	4	8	Monitor the delivery and resource allocation	1	2	2	Jiten Ravat	Sep-24