

Section 8. Risk Management Plan and Registers

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Overview

Although Risk has been previously considered, researched and managed, this is the first integrated Property asset activity-level risk management planning study carried out at Business Services Property Department, Tauranga City Council ('Property')

The Property RMP will provide the basis for future risk analysis and improvement planning.

This section details the current risk management position and methods used, and goes on to show how these apply to the current and future Property Activities.

A Risk Action Plan is provided which is linked to the Asset Management Improvement Plan. An Overview is included summarising the current position of the ongoing development of current practices.

The objective of risk management is to take a step back and objectively, realistically identify any specific business risks, including risks to the health and safety of employees, and risks to contractors and the general public, that are associated with the ownership and management of the Property assets.

The RMP enables a priority-based action plan to be developed and associated direct and indirect costs identified and budgeted for.

Summary of Key Risks from the Risk Action Plan (table 16)

Council policy, strategy and operations cannot influence all the factors contributing to risk events. Property has assessed these risks as responsible asset custodians in order to best manage the Activity portfolios the department is instructed to manage within the resources allocated in order to eliminate or mitigate the effects of any event.

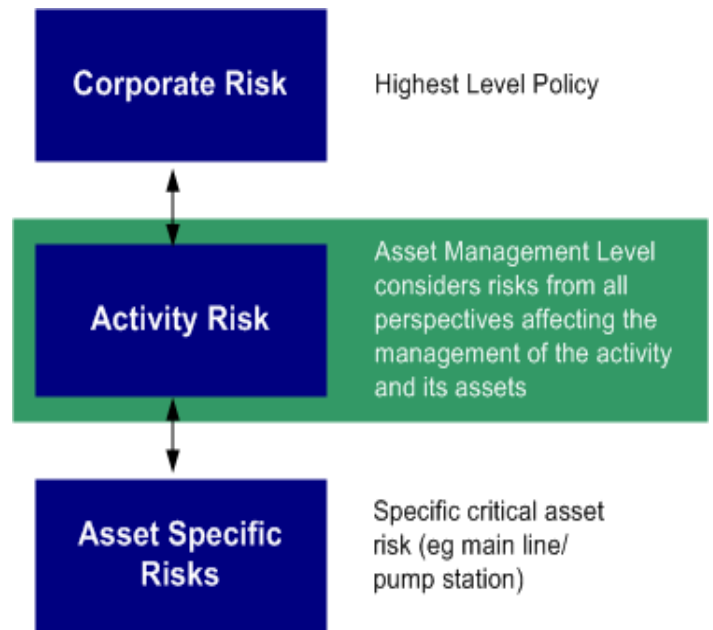
Property has identified a number of current key risk areas across the Activities including:

- ① A shortfall in business continuity planning with a need to further develop sustainable property management systems particularly for scheduled events rent reviews and time limits.
- ① Staff over-utilised due to a lack of internal resources causing high staff turnover and a loss of knowledge.
- ① Project Management requires benchmarking to the Council-wide standard, a management system that transparently identifies project creation, decision & tracks process, more training is required and delegations need to be aligned to skill set.
- ① Hazardous material management requires further development with forward planning to optimise planned renewals.
- ① Natural hazards require ongoing management and procedures require ongoing attention and review.
- ① Levels of Service require further consultation & development to avoid potential non-compliance.

These Key Risks are shown in further detail in the Risk Registers and the Risk Action Plan contained in this Section of the AMP.

Building the Risk Register - Level of Risk

The level of Risk is for a given event established by carefully reviewing all known financial, operational, organisational and health and safety functions. Risk levels do not substitute for more specific risk analyses (see diagram).



The completed Risk Analysis allows the development of detailed risk action plans. As part of the process criticalities of assets or components are assessed.

Current Situation

Corporate Policy

TCC has a risk framework for the assessment of risk consequences and a risk priority treatment matrix which has been adopted as the basis for this risk management plan.

The following steps were undertaken to establish the plan context:

- ① Definition of the relationship between the organisation and the environment, and the organisation's strengths, weaknesses, opportunities and threats to provide an understanding of the 'big picture' potential risk areas and opportunities to manage these risks.
- ① Identification of internal and external stakeholders.
- ① Identification of the organisation's capabilities to meet the objectives (levels of service and community outcomes).
- ① Identification of broad categories for sources of risk of not achieving the levels of service and community outcomes, and areas of impact.

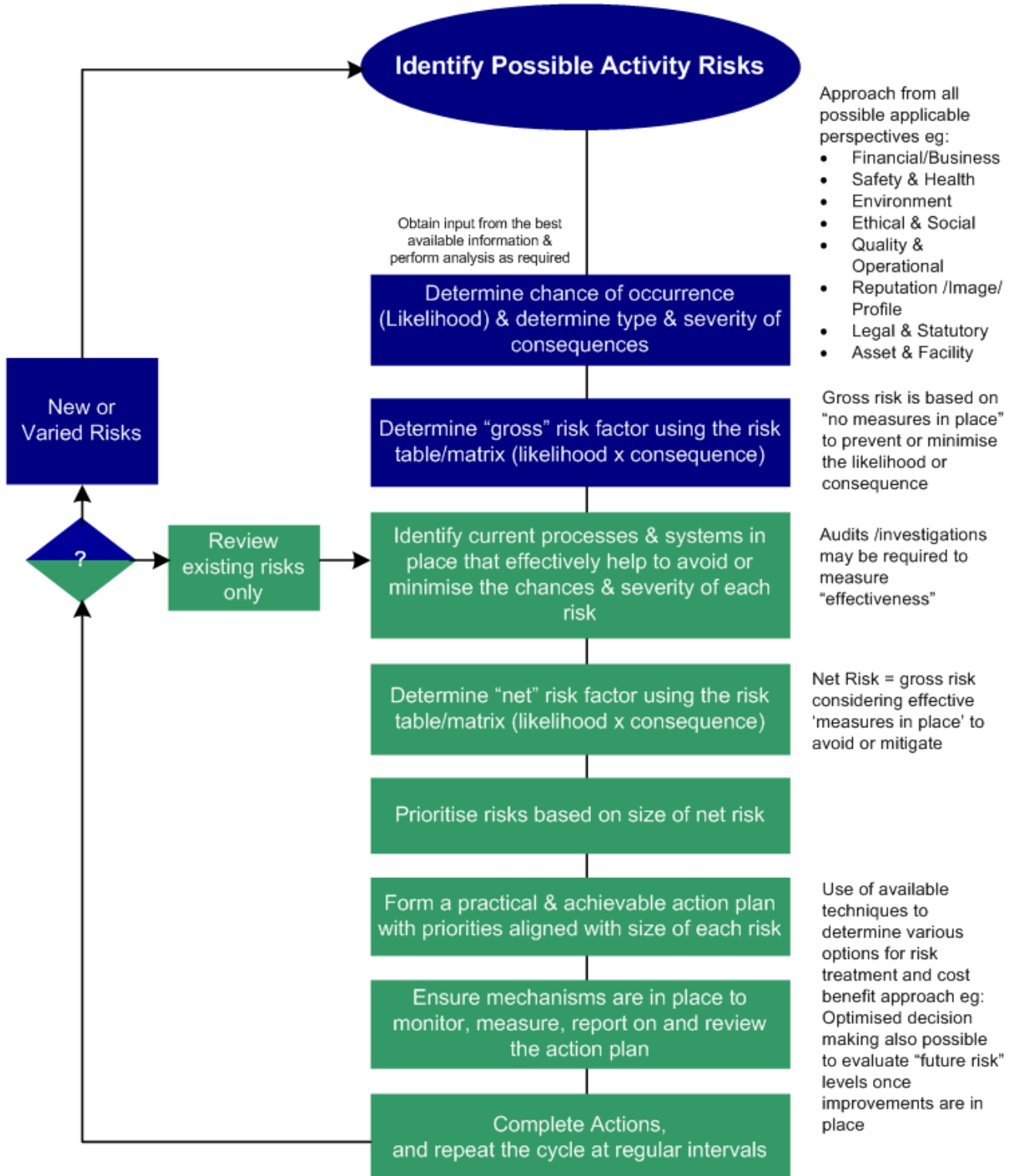
The key risk criteria, or areas of impact adopted for TCC for assessing the consequences of identified risks are:

- ① Corporate Image (Public Image/Support)
- ① Public Safety & Health
- ① Environmental
- ① Third Party (Community) Costs
- ① Loss of Service and Community Effects
- ① Loss of Revenue or Business Costs

Risk Management Process

The following flowchart and text details the key elements of the Risk Management Process undertaken in this AMP.

Figure 1: Risk Management Process



The risk assessment process follows the principles set out in Australia New Zealand Risk Management Standard 4360:2004 to establish a Risk Matrix, see Table 3.

This matrix provides a tool to quantify a risk by identifying the likelihood of the risk event occurring and the potential outcomes, or consequences if it did occur.

The first step in the process is to identify all possible risks.

Identification of Activity Risks

Risks were identified in Property team workshops and entered into the risk register (see Tables 5 to 15) by activity to give gross risk.

Current mitigation measures and future management options were discussed, identified and recorded to give net risk, see below.

Determine Risk Event Likelihood and Consequences

Table 1 and Table 2 show the rankings attributed to the level of event likelihood and consequence.

These rankings are used to 'score' the risk event.

The rankings selected by Property Team for an event have been based on actual data wherever possible, staff expertise, maintenance records, known environmental factors, and data analysis for verification if required.

The likelihood scales identify how likely, or how often, a particular event is expected to occur. The descriptors are quoted from the TCC Corporate Risk Scoring Tables.

Table 1: Likelihood of Event Occurrence

Likelihood	Descriptor	Probability
Almost Certain	The event is expected to occur in most circumstances, e.g. 80 to 100% chance of occurring in the next 12 months or 9 out of every 10 years. Major Risk: Will most certainly occur in the foreseeable future	5
Likely	The event will probably occur in most circumstances, e.g. 60 to 80% chance of occurring in the next 12 months or 7 out of every 10 years. Major Risk: Will possibly occur in foreseeable future	4
Moderate	The event should occur at some time, e.g. 40 to 60% chance of occurring in the next 12 months or 5 out of every 10 years. Major Risk: There is always a chance it will occur in the foreseeable future	3
Unlikely	The event could occur at some time, e.g. 20 to 40% chance of occurring in the next 12 months or 2-3 out of every 10 years. Major Risk: There is little chance of occurrence in the foreseeable future	2
Rare	The event may occur only in exceptional circumstances, e.g. 1 to 20% chance of occurring in the next 12 months or once in 10 years. Major Risk: Occurrence is unlikely in the foreseeable future	1

The Consequence descriptors in Table 2 indicate the level of possible consequences for a risk and include the descriptors quoted from the TCC Corporate Risk Scoring Tables.

Table 2: Event Consequence Rating

Consequence	Descriptor	Score
Catastrophic	<ul style="list-style-type: none"> ⌚ Loss of \$10 million or greater ⌚ Loss of life ⌚ Key services not available for one week ⌚ Organisation unable to function at all ⌚ More than one "significance" policy criteria is triggered ⌚ Project impacts as catastrophic to the community or organization ⌚ Permanent staff turnover exceeds 30% p.a. ⌚ Council sued or fined for more than \$10 million or greater ⌚ Nation-wide one week plus adverse political comment ⌚ Negative multi-media nation-wide coverage for 2 weeks + ⌚ Serious loss of operational capability for over 4 weeks and serious disruption to service levels 	100
Major	<ul style="list-style-type: none"> ⌚ Loss between \$1 million and \$10 million 	70

Consequence	Descriptor	Score
	<ul style="list-style-type: none"> ⌚ Injury with 3+weeks & time-off ⌚ Significant reduction in key services or loss of capability for 2 days ⌚ Function, but with significant reduction in service delivery capability ⌚ One "significance" policy criteria is triggered ⌚ Project impacts are major to the community or organization ⌚ Permanent staff turnover 20% to 30% p.a. ⌚ Council sued or fined for \$1 million and \$10 million ⌚ Nation-wide several days adverse political comment ⌚ Negative multi-media nation-wide coverage for up to 2 weeks ⌚ Serious loss of operational capability for over 2 weeks and major disruption to service levels 	
Moderate	<ul style="list-style-type: none"> ⌚ Loss between \$250,000 and \$1 million ⌚ Injury with 2 days to 3 weeks time-off ⌚ Loss of capability for short period (10 hours) or reduced level of service for longer period ⌚ Maintain reduced service delivery for short period ⌚ One "significance" policy criteria is compromised and may need to be considered by Council ⌚ Project impacts are moderate to the community or organization ⌚ Permanent staff turnover 15% to 20% p.a. ⌚ Council sued or fined for \$250,000 and \$1 million ⌚ Regional several days adverse political comment ⌚ Negative multi-media nation-wide coverage for several days ⌚ Serious loss of operational capability for over 1 week and disruption to service levels 	50
Minor	<ul style="list-style-type: none"> ⌚ Loss between \$50,000 to \$250,000 ⌚ Injury with less than 2 days time-off ⌚ Reduced level of service that does not compromise the community's health and wellbeing ⌚ Significant external delivery fine but support less than optimal ⌚ "Significance" policy criteria is tested but can be resolved by Executive Team ⌚ Project has less significant community or organisation impact ⌚ Permanent staff turnover 10% to 15% p.a. ⌚ Council sued or fined for up to \$50,000 to \$250,000 ⌚ Local 1 week adverse political comment ⌚ Negative multi-media nation-wide coverage for 2 days ⌚ Loss of operational capability in some areas and some disruption to service levels 	10
Less Minor	<ul style="list-style-type: none"> ⌚ Loss less than \$50,000 ⌚ No injury or lost time ⌚ Short term reduction which is easily restored and offers no health risk to the community ⌚ All service deliveries are fine but temporary problem being investigated ⌚ "Significance" policy criteria is not triggered ⌚ Project is less minor in impact to the community or organization ⌚ Permanent staff turnover 0% to 10% p.a. ⌚ Council prosecuted for minor offences ⌚ Local one day adverse political comment ⌚ Negative regional multi-media coverage for up to 2 days ⌚ No loss of operational capability or negative disruption to service levels 	1

The level of risk, or 'Risk Rating' for a given event is calculated by multiplying it's Likelihood of Occurrence score (Table 1) and Consequence score (Table 2) together.

Risk Rating = the likelihood x consequence.

The risk rating enables the distinction between significant risks and lesser risks.

Having established the Risk Rating, Risks are categorised and colour coded as 'Extreme, High, Moderate, or Low Risk.

See Tables 3 & 4; reference TCC Corporate Risk Scoring Tables

Table 3: Risk Assessment Matrix

Likelihood	Consequence				
	Less Minor (1)	Minor (10)	Moderate (50)	Major (70)	Catastrophic (100)
Almost Certain (5)	5	50	250	350	500
Likely (4)	4	40	200	280	400
Moderate (3)	3	30	150	210	300
Unlikely (2)	2	20	100	140	200
Rare (1)	1	10	50	70	100

Table 4: Comparative Levels of Risk

250+	Extreme Risk	Requires immediate remedial action
150 - 249	High Risk	Requires remedial planning and action via the AMP
50 - 149	Moderate Risk	Address via new procedures and/or modification of existing practices and training
1 - 49	Low Risk	No formal requirement for further action, unless escalation of risk is possible

Gross Risk

We have just calculated gross risk, this is the overall risk before measures are undertaken to manage it, and is the worst possible scenario.

Next, any systems or procedures in place to mitigate the risk are recorded in order to assess net risk.

Identification of current procedures in place to mitigate a risk and assessment of their effectiveness

Current systems or procedures in place to mitigate the risk are identified and their effectiveness assessed using the same methods used for risk identification based on the controls on place.

Procedure audits form part of the improvement plan.

The Effectiveness of existing systems and processes is categorised as follows;

Excellent	Controls are strong and operating properly, providing a high level of assurance that objectives will be achieved.
Good	Controls are strong and operating properly, providing a reasonable level of assurance that objectives are being achieved.
Average	Controls are adequate for most circumstances.
Unsatisfactory	Controls do not meet an acceptable standard, as many weaknesses, inefficiencies exist. Controls do not provide reasonable assurance that objectives will be achieved.
Poor	There are little or no controls in evidence.

Determining Net Risk

The risk of the event is then re-evaluated for likelihood and consequence as before but considering the control evaluation.

The Risk Rating is then recalculated to give **Net Risk**

Net Risk prioritisation and the formulation of the Risk Action Plan.

Net Risks are sorted by category score, prioritising first 'Extreme' risks (score 250+) for mitigation, then 'High' and so on.

The optimal mitigating actions are determined considering available options and resources and budgets.

Optimised decision making 'ODM' applies a 'value chain' to the proposed actions rather than just working from the highest risk down regardless of cost. For example:

- ① A high risk may have to remain high due to prohibitive costs associated with elimination or mitigation.
- ① A medium risk event could be easily and cost-effectively avoided within resources available

In addition, management options should be ranked via benefit / cost analysis using Net Present Value (NPV) calculations.

The inputs considered in the NPV calculation are;

- ① Capital investment costs.
- ① Changes in operating and maintenance costs.
- ① Reduction in business risk exposure (BRE).
- ① Increase in effective asset life / value.
- ① Increase in level of service.
- ①

Actions are determined by property managers according to the resources available, recorded and implemented through the improvement plan process and nominated resources.

All capital development projects for inclusion in the LTCCP/ Annual Plan consultation process should be ranked corporately for risk using benefit / cost analysis plus the following additional criteria;

- ⌚ Contribution to Council's Strategic Plan objectives.
- ⌚ Contribution to business objectives.
- ⌚ Level of project commitment (contractual and legal issues).

Table 7 provides more detail with regard to future actions/tasks required for future stages of Risk Management, which include the ranking outlined above.

Options Matrix

Typical Property Risk management options are categorised as follows;

Do nothing	Accept the risk
Management Strategies	Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the target service standard, etc
Operational Strategies	Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc
Maintenance Strategies	Modify the maintenance regime to make the asset more reliable or to extend its life
Asset Renewal Strategies	Rehabilitation or replace assets to maintain service levels
Development Strategies	Investment to create a new asset or augment an existing asset
Asset Disposal/ Rationalisation	Divestment of assets surplus to needs because a service is determined to be a non-core activity or assets can be reconfigured to better meet business needs

Monitor, Measure, Report, Review Plan and Actions

Risk Management requires systems to be in place to ensure that actions are monitored, reported on and reviewed regularly, the following terminology is used in describing processes.

Responsibility	Nominated person responsible for ensuring the risks are managed and improvements carried out in accordance with the programme
Best Appropriate Practice	The practices that should ideally be carried out to manage risks to an acceptable level
Audit Trail	Date of entries and revisions, target date for actions to be taken and actual task completion dates

Review of Risks

It is found that most of the time, the risks identified remain the same and reviews occur in the context of these risks.

Systems are in place to monitor Property Activities and national standards and emerging legislation and knowledge for new risks. An audit trail for doing so forms part of the Improvement Plan

Risk Registers

The risk registers provided in the following tables for the current and future Property activities of Tauranga City Council have been developed in consultation with key staff and the network manager.

Table 5: Asset Management Risks – General

Asset Management Risks - General

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.01	Lack of internal resources – inability to attract or employ key staff and or retain skilled staff. Resources not deployed efficiently-staff or systems. Impaired systems resource awareness or resource (systems and staff) deployment. Systems resource operation constrained.	Organisational	70	4	280	<ul style="list-style-type: none"> ① Career development programme ① Target & attract quality employees, clear attractive and detailed position descriptions. ① City/District promotion (lifestyle) ① Dedicated HR staff/ Recruitment consultancies ① Recruitment standards, values, recruitment pack ① Benchmarking salary levels & SPM asset management ① Annual staff satisfaction surveys, exit interviews ① Reducing churn, wellness policies, bully harass policy, corporate values, promoting positive work environment, ① Office accommodation layout & design reviews ① Individual training plans, encourage continuing professional development ① Flexible working hours ① Clear Organisational structure ① Performance Reviews with personal development plans ① LTCCP submissions for increased resources 	Good	50	2	100	<ul style="list-style-type: none"> ① Human Resources Manager ① Property Manager ① Group Managers ① Property Team Managers 	<ul style="list-style-type: none"> ① Continue to support Wellness, corporate values & related policies ① Look at improving Career development. Draft policy for the development of internal staff with the goal of movement between groups. ① Ongoing review of salary levels and incentives ① Ongoing review of office accommodation designs, benchmark with emerging trends and staff needs ① Develop a system to continuously monitor and review our workloads and our ways of doing business ① Instigate cadetship programme in conjunction with wider industry ① Succession planning ① Management review training budgets ① Strategies for dealing with peak resource needs and change response ① Identify and Improve Synergies between departments. ① S.W.A.T. analysis annually 	?
PR5.02	Loss of Knowledge – inability to retain knowledge, insufficient systems in place to manage data/information, especially asset performance and condition. Loss of institutional knowledge. Technological or Information Technology failure (see also sustainability PR5.17)	Organisational	70	4	280	<ul style="list-style-type: none"> ① Succession planning ① Training, in-house and external ① IT practices (backup, antivirus, security etc.) ① Asset resurveys for change & updating process ① Condition surveys undertaken on all assets ① Standardisation of processes, practices and equipment ① Asset management systems (e.g. GIS, SPM, Ozone) ① Sustainable backed-up electronic Document file & retrieval Management Systems (DataWorks) ① Sustainable backed-up electronic Consent Management System 'CS Vue' ① Sustainable backed-up electronic Asset Management component & renewals planning system with Valuation data function 'SPM Assets' ① Quality management procedures and practices, compliance with Building warrant of fitness & EBOP conditions. ① Business continuity planning ① Shared knowledge ① TIRP Emergency Plan 	Good	70	2	140	<ul style="list-style-type: none"> ① Property Manager ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Urgent need for a sustainable operational building & contractor management system including diary, forward planning. ① Position responsibilities further refined, 'asset team who does what' sheets ① Training for staff according to need and level of development ① Audit tools for monitoring for new risks. Protocols for updates and ongoing auditing ① Ongoing development and customisation of Asset Management systems to meet needs ① Increase distribution of exit interview & staff survey statistics to team managers. ① Continue the development of desk files for continuity planning ① Develop systems that are responsive to growth and change and review, Responding to change ① Continue development of taxonomy (scope notes) & indexing) for DataWorks ① Origen Property leasing module in development since 2004 ① Origen Cemetery module approaching completion of test phase & for going live 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.03	Inadequate Project Management – projects inadequately scoped, unbudgeted, mismanaged and poorly documented, lack of review, inadequate consultation, negative resource consent issues etc resulting in delays, delayed payments ,cost blowouts, damage to Councils reputations and loss of credibility, legal suit, damages awarded.	Operational Legal Reputation Image	70	5	350	<ul style="list-style-type: none"> ① Project Management Training in-house via HR ① Recruitment Process - recruitment of appropriately qualified and experienced people ① Procurement Policy Draft 1st edition 2008 ① 'Hogwarts' in-house IT Training workshops ① Annual Plan/LTCCP Process/AMP's ① Access to internal specialists and knowledge ① Some life of asset calculations ① Support resources, procedures manual, dedicated finance manager ① Mentorship / Peer workshops ① Dedicated project management people and City Engineer ① Project monitoring reports to executives and Council via Origen Live Integrated Planning System 'LIPS' which has linkage to current strategy & policy & finance (depreciation & operational expenditure impacts) ① Project reviews and debriefing ① Creation of & recruitment of a Growth funding & policy advisor position (development impact fees) ① Delegations Process captured centrally in legal services & published (2008) 	Average	50	3	150	<ul style="list-style-type: none"> ① Property Manager ① Team Manager Property Assets ① Property Project Co-Ordinator ① Financial controller 	<ul style="list-style-type: none"> ① Training in project management for Property Project Co-ordinators, engagement encouraged through the annual performance objectives process supporting continuing professional development. ① Project coordinators follow the procurement policy and contribute to it's further development by participating in lessons learned workshops ① Project Coordinators are trained in and use MS Project to comply with the procurement policy ① Develop handover protocols of new project assets to asset & finance managers ① Maintain public relations initiatives, communication, political. Media Communication Plan ① Procure & deploy transparent Project development options, decisions, management & review processes with contingency & corporate risk planning ① Procurement and use of an SPM integrated project management software system ① Refine optimised decision making. More consistent life of new asset calculations. Consider use of multi-criteria analysis ① Improve liaison with communication team ① Consider commercial aspects of projects (revenue generation), consultant costs & compliance with agreed terms of engagement. 	?
PR5.04	Inadequate Contract Management (Service/Capital/Termed Services) – contracts inadequately scoped, unbudgeted, mismanaged, poorly documented, lack of review & internal information sharing of contractor issues, negative customer issues, delayed payments, service delivery issues or delays, cost blowouts, damage to Councils reputation & loss of credibility, legal suit, damages awarded.	Operational Legal Reputation Image	70	5	350	<ul style="list-style-type: none"> ① Contract tendering process in place (Corporate Procurement Policy and Manual) ① Contract conditions (KPI's, penalties) ① Financial reporting / Cost monitoring ① Adequately trained staff or external resource ① Standard contract documents/templates ① Approved design and specification. TCC Code of Practice for Development ① Contractor OSH programme ① Central 'Origen' order and invoice processing systems ① Delegations Process captured centrally in legal services & published 	Average	50	3	150	<ul style="list-style-type: none"> ① Property Manager ① Team Manager Property Assets ① Property Project Manager 	<ul style="list-style-type: none"> ① Training in contract management for key staff ① Maintain public relations initiatives, communication, political. Media Communication Plan ① Implementation and further development of Council procurement policy ① Develop centralised contractor and consultant performance & costs analysis database ① Investigate adequate tools for contract management (e.g. software) ① Develop service level agreement for internal clients ① Consider the procurement of an SPM integrated project management system with contractor management functionality ① Consider commercial aspects of contract management, consultant costs & compliance with agreed terms of engagement, costs of enforcement & monitoring ① Develop liaison with City Services group contract monitoring staff & Human Resources for Contractor OSH systems integration 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.05	<p>Inadequate Asset Management – not up to date, or insufficient quality of process and output. Inadequate Asset information maintenance or renewals planning. LTCCP & LGA non-compliance. Contracts inadequately scoped, unbudgeted, mismanaged, poorly documented, lack of review & internal information sharing of contractor issues, delayed payments, negative customer issues, service delivery issues or delays, cost blowouts, damage to Councils reputation & loss of credibility, legal suit, damages awarded.</p> <p>(see also PR5.06 surveys, PR5.17 systems, PR5.22 Levels of service)</p>	Operational Legislative Reputation Image	70	4	280	<ul style="list-style-type: none"> ① Asset Management processes and practices and organisation structure, dedicated AM roles, detailed position descriptions managed by performance review ① SPM Asset management available on corporate intranet. ① Use of Professional Services / outside resources / expert opinion ① Resourcing of Internal Services. 'Dataworks' taxonomy developed. ① Operational & AMP gap analysis techniques employed. ① Asset audit completed & assets not instructed to manage identified in SPM as 'excluded assets' ① National Asset management 'NAMS' guidelines purchased, subscribed to and followed ① Community consultations by customer survey informing technical level of service development deployed for marine and Cemetery activities and scoped for Community Buildings and Sports Centres. ① Annual Planning in place and following LTCCP process ① Developing sustainable Asset Management solutions and decision making (SPM Asset Management 5.1 procured) ① Property quality standards developed for Elder Homes & functionality available for other asset groups. ① SPM Survey 3.2 for asset surveys procured with handheld PDA functionality on Windows mobile 5 ① Independent consultant review of asset management systems as part of P.AMP development ① Renewals projects in LTCCP from SPM systems to activity budget parameters and regularly reported on via LIPS system ① Delegations Process captured centrally in legal services & published 	Good	60	3	180	<ul style="list-style-type: none"> ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Urgent need for a sustainable operational building & contractor management system including diary, forward planning ① Maintain Asset Management Plan - Improvement Plan ① Continuing Staff Development in Asset Management ① Ongoing external & independent peer review, user group & benchmarking participation ① Ongoing budget provision for AM systems & training ① Review asset management resources in line with service development & workload awareness ① Substitute manual systems for modern electronic transparent sustainable systems, example; CS Vue consent management ① Continue to develop business rules, decision making processes, delegations and asset management processes ① Update and improve SPM/AM information systems and interfaces e.g. with Ozone. Compatibility issues ① Optimising the efficient use and performance of existing assets e.g. revenue generation, usage & booking rates. ① Continue to progress energy audits & sustainable management criteria in accordance with council direction 2008, each initiative reported on it's merits with cost/benefit analysis ① Improve information flow to asset team & systems (e.g. as-built drawings, details of new assets, participation in and identification of issues with potential new assets prior to purchase & condition reflected in purchase price) ① Completion of location data for & surveys of assets for internal GIS and condition monitoring, especially marine & coastal structures ① More use of ORDM to plan renewals etc. ① Develop reactive renewals budget in LTCCP for common sense decision making during renewals provision ① Activity Asset managers report to team manager property assets on asset management issues. 	?
PR5.06	<p>Inadequate Asset Management; substandard asset or component condition or performance assessments, unreliable data for renewals, replacements and valuations.</p>	Operational Reputation Image Financial	70	4	280	<ul style="list-style-type: none"> ① Internal and external feedback, CCM customer contact & task reporting, resident survey, contractors ① Ongoing condition assessment programmes for all managed assets made by qualified staff ① SPM Survey 3.2 for asset surveys procured with handheld PDA functionality on Windows mobile 5 ① Annual audits and monthly inspections, audit trail in SPM ① Asset Management Systems with component criticality functionality (SPM) GIS IMAP mapping system ① Follow IFRS – Impairments ① Renewals programme in 10 year plan ① Asset photos & origin asset numbers used in SPM system taxonomy. Asset audit completed as PR5.05 	Average	60	3	180	<ul style="list-style-type: none"> ① Team Manager Property Assets ① Property Assets Co-ordinators 	<ul style="list-style-type: none"> ① Continual assessments. Resourcing ① Staff training and continuity regarding assessments ① Continue to develop condition assessment programme and methodology for all assets ① Improved staff access to asset data and reporting ① Develop prioritisation process for survey review interval and component level of detail ① Develop more detailed assessments for significant assets ① Look at security levels in SPM ① Continue to develop renewals programme 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.07	Non-compliance with Legislation and Consent Conditions – inability or failure to comply with consents, statute and national standards. Increase in requirements.	Legislative Financial	70	5	350	<ul style="list-style-type: none"> ⌚ Compliance with Resource Management act, Building Act, Public Health Legislation, Cemetery legislation ⌚ Contract Conditions. Service contract standards ⌚ Consents database and Monitoring of Consent condition compliance via CS-VUE management system. ⌚ Internal audits and continuous monitoring (e.g. building WoF's, fire and evacuation) by asset co-ordinators liaising with TCC Building Services ⌚ Dedicated Consents & Pollution Prevention Officers ⌚ Property qualified key managers (Property Manager & two team managers) ⌚ Local government and national networking ⌚ Feedback from and liaison with EBOP, DoC and MoH ⌚ Use of external advice/resources ⌚ Some auditing of contract performance and compliance (e.g. contractor OSH) ⌚ Planning involvement at initial stage, internal project development workshops ⌚ Rapid response to incidents via CCM and maintenance/operations contracts ⌚ Hazard identification and management ⌚ Brookers online legal database ⌚ Creation of & recruitment of a Growth funding & policy advisor position (development impact fees) 	Good	50	2	100	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets ⌚ Team Manager Leasing ⌚ Team Manager Consultancy 	<ul style="list-style-type: none"> ⌚ Continue to develop compliance monitoring process. Monitoring of expiring consents and identifying new consents to be improved (define responsibilities) ⌚ Key staff to keep updated on current legislation ⌚ Maintain regular communications with property team members (weekly meetings) ⌚ Development of Council procedures including handover protocol for facilities ⌚ Continue communicating effects of legislative change to Council/ Annual Plan/ LTCCP process ⌚ WoF's to be included in CS-VUE ⌚ Propose peer review workshops across the organisation ⌚ Regular Audit of property systems practices by Consultancy team legal co-ordinator with documented trail. 	?
PR5.08	Moderate Natural Hazard Damage – (slips/flooding/coastal erosion/wind) causing damage to assets and or hindering development.	Public and Environmental Health Organisational	70	3	210	<ul style="list-style-type: none"> ⌚ Tauranga City Incident Response Plan ⌚ District Plan ⌚ Hazard identification, Tree & Rock surveys (Mauao) ⌚ CCM feedback ⌚ Contractors database (with out of region resources) ⌚ Resource sharing agreement between councils ⌚ National and Council Engineering Standards ⌚ Building code/standards/fire regulations ⌚ Lifelines Group ⌚ Vehicle fleet suitability planning, PPE ⌚ Business continuity plans 	Good	70	2	140	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ As per current practice ⌚ Liaise with Environment Bay of Plenty to identify hazards and ensure emergency response mechanisms are in place in the event of a hazard occurring ⌚ Continue to develop contractor database & establish responsibilities for maintaining it 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)		Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
PR5.09	Extreme Natural Hazards Damage– (earthquake/ tsunami/ volcanic/ pandemic/ major storm event/ major offshore hazard/ bushfire) causing damage to assets and or hindering development.	Environmental Public Health Organisational Financial	100	3	300	<ul style="list-style-type: none"> ① EBOP/Western Bay Emergency Response Plan (CDEM) ① Tauranga City Incident Response Plan ① District Plan ① Hazard identification ① CCM feedback ① Contractors database (with out of region resources) ① Resource sharing agreement between councils ① National and Council Engineering Standards ① Building code/standards/fire regulations ① Lifelines Group ① Business continuity plans ① Vehicle fleet suitability planning, PPE ① Pandemic Planning ① Property Business Continuation Plan ① Event simulation exercises 	Good	100	3	300	<ul style="list-style-type: none"> ① Property Manager ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Continue to liaise with National and Regional resources ① Continue to deploy dedicated resources to monitor & identify hazards, maintain awareness and train key staff ① Ensure emergency response mechanisms are routinely tested resourced and capable of being place in the event of an event occurring 	?
PR5.10	Technology & Systems Lapse – inability to track technology, engineering developments/techniques, local and national trends or utilise current knowledge. Unsustainable systems & practices & threats to documentation use & transfer of institutional knowledge	Organisational	40	4	160	<ul style="list-style-type: none"> ① Local government and commercial sector networking (e.g. meetings with peers at other Councils) ① Use of internal and external advice, resources, systems firewall ① Activity groups to actively keep up to date with industry advancements ① SPM benchmarking team ① Operational Desk files in data works 	Good	40	2	80	<ul style="list-style-type: none"> ① IS Manager ① Property Manager 	<ul style="list-style-type: none"> ① Liaise with IT regarding IT Policy/ IT Roadmap ① Continue staff development and training ① Develop a system/database to ensure that technology is tracked and that individuals are up to date with relevant advances ① Develop awareness and knowledge of sustainable practices and improve methods (e.g. energy efficiency) ① Continue to record operational desk files in dataworks ① Continue to report information systems issues to helpdesk 	?
PR5.11	Possible Political Interference – potential inability of elected members to fulfil roles and responsibilities or disregard for community views. Client demands countermand expert opinion.	Organisational Reputation/ Image	70	5	350	<ul style="list-style-type: none"> ① Councillors roles well defined and implemented ① Legislative requirements / LTCCP process / public ability for recourse OAG ① Reports to Council and Community boards ① Induction of new politicians (Councillor induction/ handbook / conferences) ① Weekly bulletin to Councillors. One on one contact. Councillors are made aware of who to talk to ① Dedicated communications and legal teams 	Good	50	2	100	<ul style="list-style-type: none"> ① CEO ① Manager Democracy ① Property Manager 	<ul style="list-style-type: none"> ① Continued communication to and from Council ① Manage process through CEO 	?
PR5.12	External Economic Influences (Cost Escalations) – terrorism, resource droughts, rising costs (e.g. energy), overseas pandemic, worldwide incidents & obligations, Kyoto protocols and carbon crediting	Economic	70	3	210	<ul style="list-style-type: none"> ① Local government networking ① Responding to national directives ① Monitoring world events and reacting ① Sustainability initiatives being developed 	Good	60	3	180	<ul style="list-style-type: none"> ① Group Manager City Directions 	<ul style="list-style-type: none"> ① Track national and global trends. Monitor key economic developments and liaise with central government ① Further develop process for forward planning options for all procurements e.g. buying and selling property, plant and equipment, energy supplies ① Continual development of sustainability practices 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.13	<p>Unplanned budget variations, shortfall failure or surplus –. Debt levels become unsustainable if development contribution levels drop significantly.</p> <p>Users, Clubs or project stakeholders or Council fail to deliver funding contributions, qualifying criteria change, assets are disposed or acquired outside of LTCCP creating budget variation demands, surplus budget acquired increasing debt & financial service costs</p>	Organisational Financial Legal	50	5	250	<ul style="list-style-type: none"> ① Asset management process ① Engage other funding opportunities ① Prioritising projects/ Annual Plan/ LTCCP process ① Skill of staff/resources submitting external applications and reporting internally to Council ① Management of leases and setting rents ① Council policies user fees and charges ① Potential surprise asset acquisitions or disposals reported to Finance Managers ① SPM access to key Finance staff 	Good	50	3	150	<ul style="list-style-type: none"> ① Team Manager Property Assets ① Finance dedicated support 	<ul style="list-style-type: none"> ① Maintain and manage clear lines of communication with key external agencies (e.g. City Partners) ① Continue to forecast likely scenarios regarding effects of budget changes ① Develop and prioritise the implementation of sustainable practices as per community expectations/ lifecycle costing ① Increasing efficiency, refine SPM linkage with TCC Finance, track asset changes in ledgers ① Identify and implement revenue opportunities ① Rationalise spending ① Liaising with other Councils and LGNZ 	?
PR5.14	<p>Staff Abuse – Staff receiving physical, verbal or emotional abuse from members of the public and Elected Members. Staff fraud.</p>	Health Reputation/ Image legal	50	5	250	<ul style="list-style-type: none"> ① Workplace support in place for staff (EAP) ① Training and induction ① Bullying and harassment policy ① Corporate values ① Resources e.g. cell phones, staff backup ① Incident reporting ① Ongoing training depending on individual needs ① Staff security, CCTV 	Good	40	3	120	<ul style="list-style-type: none"> ① Manager Human Resources ① Property Team Managers ① Financial Controller ① Property Manager 	<ul style="list-style-type: none"> ① Monitor of staff welfare ① Continue design solutions for asset security ① Staff training, personal safety, assertiveness ① Wellness – accompany service to vehicles for staff working late after dark 	?
PR5.15	<p>Accessibility – Limited access (e.g. disabled, elderly) causing negative publicity and drop in usage. Unplanned or un-notified events causing conflict or other issues</p>	Reputation/ Image Financial Public Health	50	4	200	<ul style="list-style-type: none"> ① Disabilities access improvement project in the LTCCP) ① Building Act compliance ① Grants from ACC for residential homes (Enable) ① Tauranga Disability Access Group attendance ① Tauranga Healthy Homes Retrofit Insulation (from EECA) 	Good	50	3	150	<ul style="list-style-type: none"> ① Manager Human Resources ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Develop disabilities access policy ① Adopt design standards for Council facilities ① Liaison with local groups to improve existing facilities ① Monitor usage and complaints ① Develop attendance participation at Baycourt Event Planning meetings 	?
PR5.16	<p>Inadequate Communications and PR Management</p>	Reputation/ Image Public Health Safety Financial Operational Legislative	50	5	250	<ul style="list-style-type: none"> ① Dedicated corporate communications team ① Timely communication to affected customers (public/ratepayers, Councillors, staff, contractors) ① Existing corporate communications procedures and protocols (who gets what & when) ① “People First” Policy corporate values ① Existing customer service interface ① Access to communications tools – Web, Intranet, City Views, Weekly Bulletin ① Reports to executive and Council ① Tenant newsletters, meetings and events ① RMA, LTCCP and Annual Plan process ① Internal forum ① Customer Service Strategy 	Good	50	2	100	<ul style="list-style-type: none"> ① Customer Services Manager ① Property Manager ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① More communication/PR involvement at earlier stage of contracts/ capital works/ projects ① Improve integration of communications across TCC/ Contractors to inform external customers ① Include communications/ customer service component in project debrief process ① Build further customer service understanding of Property issues/ projects 	?

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR5.17	Property system Sustainability – systems failure, no generated alerts or tracking of significant dates, key staff may not be notified of due dates for building WoF's, lease expiry, missed rent reviews etc.	Operational Reputation/ Image Safety Financial	50	4	200	<ul style="list-style-type: none"> Reminders in Outlook Institutional knowledge Desk files & position descriptions developed Origen Property module in development 	Average	50	3	150	<ul style="list-style-type: none"> Team Manager Property Assets Team managers Leasing & Consultancy 	<ul style="list-style-type: none"> Create generic Property calendar for all staff Customise AMS to generate significant events Formulate event recording procedures Deploy Origen Property Module 	?
PR5.18	Inadequate Asset Management; Forward Planning. Mismatch of programmed renewals cost and budgeted works – caused by significant changes in asset data or project priorities	Financial Operational	50	3	150	<ul style="list-style-type: none"> Monitoring asset data staff turnover Training to standardise data entry Review of team structure 	Good	50	2	100	<ul style="list-style-type: none"> Team Manager Property 	<ul style="list-style-type: none"> Develop procedures to reduce communication risk in SPM 	
PR5.19	Incorrect contractor used for specific work – some work must be undertaken by a specific contractor, this may be overlooked in times of emergency	Operational Reputation/ Image	50	4	200	<ul style="list-style-type: none"> Contractor engagement policy documents Reviewed Civil Defence operations during natural hazards Institutional knowledge 	Average	50	3	150	<ul style="list-style-type: none"> City Engineer Property Manager Team Manager Property Assets 	<ul style="list-style-type: none"> Develop Approved Contractor database Make database available in a portable format Develop centralisation of Civil Defence functions 	
PR5.20	Competency of Student help programmes – potential for student help to be given tasks outside their skill set	Operational Legislative Safety Reputation/ Image	50	4	200	<ul style="list-style-type: none"> Health & Safety training Supervision 	Average	50	3	150	<ul style="list-style-type: none"> Manager Human Resources Property Manager 	<ul style="list-style-type: none"> Ensure SiteSafe training Increasing training budget Monitor where students operate and access rights 	
PR5.21	Hazardous materials used in construction – potential for materials to be used that have become or may become hazardous	Operational Safety	70	2	140	<ul style="list-style-type: none"> Asbestos Management plan Monitor asset components containing hazardous material Hazard management practices, Sitesafe qualified staff 	Good	50	2	100	<ul style="list-style-type: none"> City Engineer Team Manager Property Assets 	<ul style="list-style-type: none"> Monitor potential hazardous material e.g. High Alumina Cement (HAC) Budget for replacement of hazardous material Further develop population of Hazard taxonomy in SPM 5.1 	
PR5.22	Failure to comply with Levels of Service – lack of recording or awareness of technical or corporate Levels of Service. Lack of defined Levels of Service, lack of customer & elected member involvement/ consultation	Legislative Reputation/ Image legal	70	4	280	<ul style="list-style-type: none"> Public agreement on LoS published in Annual Plan Collective analysis of asset management planning Customer surveys implemented for marine assets and Cemetery Stakeholders and developed for Community Buildings Levels of Service reported to Executive team in a corporate schedule (commenced 2008) Levels of Service published in the Property Asset Management Plan Corporate LTCCP standards published on intranet (2008) Levels of Service consulted on and published in Strategies (Community Facilities Strategy 2008) Meets current strategy policy Residents Survey 	Good	70	3	210	<ul style="list-style-type: none"> Property Manager City Directions Team Manager Property Assets 	<ul style="list-style-type: none"> Publishing LoS to staff Regular checks on service levels vs. CCM Undertake regular statistically reliable customer surveys, prioritise survey intervals and define the timeline for survey intervals Establish Councils position on LoS compared to NAMS approach 	
PR5.23	Threats to asset management quality, safety & data management practices from staff authorising works to assets Property are instructed to manage but who do not report to the Team Manager Property Assets	Operational Financial Safety Legal	50	5	250	<ul style="list-style-type: none"> Liaison with Team Leaders & staff managing instructed assets outside TMPA team Training of Elder Homes co-ordinator in SPM systems Asset Co-ordinator delegated to assist Elder Homes Co-ordinator 	50	4	200	<ul style="list-style-type: none"> Property Manager Team Manager Property Assets 	<ul style="list-style-type: none"> Team Manager Property Assets continues to recommend to the Property Manager that all instructed assets be managed by the assets team Continue to invite & include asset managers outside Team Assets in training and assist where possible 		

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)		Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
PR5.24	Employee fraud and risks to financial management, reporting & decision making	Financial Legal Reputation	70	5	350	<ul style="list-style-type: none"> ⌚ Finance checks and authorities ⌚ Employee Reference Checks ⌚ Delegations limits & Authority levels Referral procedure built in Origen Financial System ⌚ External audits ⌚ Monitoring reports of work progress quarterly & Origen linked to LTCCP Projects including risk projections ⌚ Contracted independent legal services 	30	5	150	<ul style="list-style-type: none"> ⌚ Group Manager Finance ⌚ Property Manager ⌚ Team Managers Property 	<ul style="list-style-type: none"> ⌚ Continue as per current practice ⌚ Consider appointing a Property Business / Financial adviser ⌚ Continue regular budget reviews ⌚ Consider external audit of Property Purchase & sales Prices & terms, Lease agreement s rentals & terms ⌚ Consider City Engineer audit of significant contracts and tenders let, terms and procedures followed. 		

Table 6: Asset Management Risks – Holiday Parks

Asset Management Risks – Operational Activity; Beachside Holiday Park, Mount Maunganui													
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)		Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
PR6.01	Public Health and Safety Incident – vehicle reversing/ equipment failure causing injury, and/or damage to property resulting in claims and/or negative publicity.	Public Health Reputation/ Image	100	2	200	<ul style="list-style-type: none"> Compliance with site management standards Building code/ standards (new blocks) Condition assessments Policy on levels of supervision of children and elderly Onsite maintenance personnel – ad-hoc 	Excellent	80	2	160	<ul style="list-style-type: none"> Park manager Assets Team 	<ul style="list-style-type: none"> Regular auditing and review of operating procedures Monitor site usage and feedback Review Council's liability and H & S policy Equipment service plans Hazard analysis & near miss/Incident reporting 	⌚ ?
PR6.02	Bio-Hazard Outbreak – Outbreak of infectious bio-hazard (Meningitis, Ecoli, Crypto, Hepatitis A & B) resulting in staff and public becoming infected and possible closure of facilities.	Operational Public Health Reputation/ Image	100	2	200	<ul style="list-style-type: none"> Cleaning & Maintenance standards Operational procedures Education Staff training Maximum occupancy levels set 	Good	70	1	70	<ul style="list-style-type: none"> Property Manager Park Manager 	<ul style="list-style-type: none"> Continue as per current practice Water quality management, flushing – town supply Create Response Plan New signage to be added 	⌚ ?
PR6.03	Breakdown of operational plant – causing closure, loss of revenue, health or safety hazard.	Operational Public Health Reputation/ Image	50	1	50	<ul style="list-style-type: none"> Condition assessments Maintenance standards & BWOFS compliance Operational procedures Staff training Regular auditing and review of operating procedures 	Excellent	50	1	50	<ul style="list-style-type: none"> Property Manager Park Manager Assets Team 	<ul style="list-style-type: none"> Asset data maintained Condition assessments following refurbishments Response Plan in place – same day service 	⌚ ?
PR6.04	Rock fall or Landslip from Mauao, Tsunami or adverse storm event	Environment Legislative	70	3	210	<ul style="list-style-type: none"> EBOP/Western Bay Emergency Response Plan (CDEM) Mauao Ranger & Engineer routine inspections Trained and qualified staff Physical barriers Warning sirens operated by Civil Defence 	Good	70	1	70	<ul style="list-style-type: none"> Park Manager Property Manager Mauao Manager. 	<ul style="list-style-type: none"> As per current practice, liaise with Mauao Ranger Further develop Emergency Response Plan Rock Nets Stormwater surface flow analysis Caravan tie-downs 	⌚ ?
PR6.05	Inadequate Security – Inadequate building security plans. Vandalism, cash management, lighting, counter security, employee safety, sexual predators & undesirables in community spaces.	Reputation/ Image Operational Wellness Legislative	70	3	210	<ul style="list-style-type: none"> Policy on levels of supervision of children and elderly Security Contract Full time resident site manager Flood lighting Security cards for shower facilities 	Good	50	3	150	<ul style="list-style-type: none"> Park manager Communications Manager 	<ul style="list-style-type: none"> Consider policy on the use of cell phones (with cameras) in complex Monitor usage and feedback Incident reporting Communications Response Plan Panic alarms in offices 	⌚ ?
PR6.06	Capacity issues – over or under supply	Operational Financial Reputation/ Image	50	3	150	<ul style="list-style-type: none"> Pricing models – location vs. cost and other holiday parks/motels Offer specials to access hot pools Attend HPANZ meetings 	Good	50	2	100	<ul style="list-style-type: none"> Park Manager 	<ul style="list-style-type: none"> Propose cabins for Winter season accommodation Mitigate hot pools extension 	⌚ ?

Table 7: Asset Management Risks – Cemeteries

Asset Management Risks – Operational Activity; Cemeteries														
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR7.01	Capacity of cemeteries reached – capacity reached and no extra space for cemeteries identified, Number of Cremations required exceeds capacity	Operational Legislative	70	2	140	<ul style="list-style-type: none"> Active Cemeteries Surveyed & mapped Expansion land & Cemetery development funded in LTCCP Future Cemetery land sites being scoped Capacity & take-up rate has been analysed in a Report Crematorium provided & Ash burials provided for Sanitary Assessments completed as prescribed Extra Cremator capacity funded in LTCCP 	Good	10	1	10	<ul style="list-style-type: none"> Team Manager Property Assets Property Consultancy City Engineer Manager, Open Space 	<ul style="list-style-type: none"> As per current practice, continue to monitor growth Continue to make routine sanitary assessments Progress Cemetery & Crematorium Development Plan as per project 1002 in LTCCP 	?	
PR7.02	Epidemic resulting in large scale deaths – capacity of cemetery reached quickly in epidemic event. Need for large scale of burials/cremations in short time frame.	Public Health Operational	100	1	100	<ul style="list-style-type: none"> Civil Defence Management Plan Council Pandemic Action Plan Contractor Emergency Plan 	Average	70	1	70	<ul style="list-style-type: none"> TCC CEO CDEM Controller Property Manager Team manager property assets 	<ul style="list-style-type: none"> Cemetery Pandemic Plan. Mass deceased storage or interment plan Ongoing review of action plans Continue to evaluate contractor resources & maintain current list of suitable contractors & resources 	?	
PR7.03	Public Health and Safety Incident – causing injury and/or sickness to people, resulting in claims and or negative publicity and/or requirement to shut down the Cremators, examples considered include; crematorium emissions or noise non-compliance, crematorium or interment incident causing traumatic stress to staff or public, incident involving the deceased such as exploding pacemaker, battery or similar left inside deceased, non-compliance with public health legislation, slip trip or fall event, grave collapse, illness from exposure to disease risk, contaminated water supply, failure to comply with public health or records requirements, failure to observe disinterment licensing process.	Public Health Reputation/ Image Legislative	100	3	300	<ul style="list-style-type: none"> Cremators have current EBOP consents & operate in compliance with local & regional authority requirements. Modern cremator installed with security, noise & combustion controls & workspace variable speed roof vent to control workplace temperature & ventilation Modern UV filtration of water supply Public toilets and hand washing facilities in course of being installed or upgraded as per project 1002 in LTCCP Contractor Operating & safety procedures established & compliance monitored, monthly contract meetings Liaison with Toi Te Ora Health Authority for Public Health & Water, developing small water supply RMP CCM feedback, lessons learned analysis Cremator specialist maintenance & condition assessments Medical referee certification of pacemaker removal 	Average	70	3	210	<ul style="list-style-type: none"> Property Manager & Team Manager Property Assets TCC Chapel Street water technicians (water supply testing) 	<ul style="list-style-type: none"> Continue monitoring, auditing and review of contracted operating procedures Enforce contract compliance where contractor falls below standard, issue non-compliance notices Continue to liaise with TCC Communications team for response on frequent complaints received Progress regular specialist cremator emissions tests, document results and action any issues Consider placing cleaning contract for crematorium and public facilities with specialists Complete Small Water Supply RMP to Toi Te Ora requirements, implement & monitor compliance Progress the installation of barriers to prevent public access & sightlines into Crematorium & install signage as per 1002 Replace the older Cremator as provided for in 1002 LTCCP Progress works in hand to reduce noise from Crematorium plant as recommended by noise specialists Progress works in hand to install new septic tank to field drains away from water bore catchment 	?	

Asset Management Risks – Operational Activity; Cemeteries

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR7.04	Cemetery Customer Care & Public Safety – inadequate Security and/or security plan, poor lighting, safety risks from others while at cemeteries, vandalism (headstones etc), and undesirables within cemeteries. Poor location plans, inadequate water supply	Public Health Reputation/ Image Operational Financial	70	3	210	<ul style="list-style-type: none"> ⌚ Pyes Pa cemetery & Presbyterian Cemetery gate security arrangements ⌚ CCM feedback & lessons learned analysis ⌚ Respond to community concerns, e.g. RSA plaque thefts ⌚ Security & Lighting improvements made as in LTCCP project 1002 including crematorium monitored alarm ⌚ Enforce Cemetery rules, Cemetery signage e.g. no dogs ⌚ People First for Contractors produced (customer care standards, training & handling) ⌚ Vegetation Strategy informing landscape design ⌚ Origin Ozone Cemetery Module electronic data management system procured & Cemetery Office on broadband ⌚ Public water supply risk management plan in development 	Insufficient	50	3	150	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Continue to review based on CCM customer & contractor feedback ⌚ Progress customer surveys to monitor cemetery use & visitor profiles and trends ⌚ Continue to liaise with TCC Communications team for response on issues arising ⌚ Monitor possible emerging malicious actions or deliberate inaction by disaffected parties attempting to damage council reputation as required. ⌚ Progress the Historic Reserves management plan & consultation process ⌚ Progress the operation of the integrated Ozone Cemetery module & online genealogical enquiry facility with GIS mapping link ⌚ Develop levels of service by customer consultation and survey (consider Hamilton CC model) 	⌚ ?	
PR7.05	Cemetery Records & Memorials – loss & theft, incorrect information recorded, cemetery or cremation operations actioned without proper authority, interments in wrong plot, poor mapping, poor interment accuracy – spatial or depth. Poor headstone compliance monitoring. Information compliance with Burial & Cremation Act & Privacy Act.	Operational Reputation/ Image	70	4	280	<ul style="list-style-type: none"> ⌚ Cemetery Office monitored alarm ⌚ Oregon Ozone Cemetery module integrated record keeping, burial warrant & client authority QA system ⌚ Pyes Pa Cemetery GIS mapped ⌚ Legal opinion on Privacy Act & B&CA information requirements ⌚ Legal advice on misdemeanours & process 	Average	70	3	210	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Progress rollout of Oregon Ozone Cemetery module & associated staff & contractor training with GIS integration & online customer enquiry facility ⌚ Complete Survey of Cemeteries & produce new updated mapping for updating cemetery records ⌚ Accurate GIS plotting of new interments, develop standard QA procedures to monitor compliance & accuracy ⌚ IT systems backup on TCC servers ⌚ Review headstone compliance & memorial approval process within Cemetery Rules for Council Approval & progress the removal of unapproved & non-compliant memorials 	⌚ ?	
PR7.06	Subsidence/Stability of graves and land – either by natural process or extreme hazard	Operational	50	1	50	<ul style="list-style-type: none"> ⌚ Site Monitoring ⌚ Stormwater bund & system maintenance 	Good	50	1	50	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Continue as per current practice & natural hazard planning 	⌚ ?	
PR7.07	Self Funding Cemetery Activity loses money – crematorium income falls, customers lost, poor customer care, new crematorium business competition, rising energy costs, fines & awards against for non-compliance, rising costs of maintenance, rising land prices (replacement land) increasing pauper burials, increasing depreciation costs, failing to keep up to date with Levels of Service, memorialisation trends & cultural change, failing to provide a supply of memorial platforms, major customers e.g. RSA patronise another Council cemetery and/or Crematorium in preference	Operational Reputation / Image Financial	50	3	150	<ul style="list-style-type: none"> ⌚ Key customer initiatives, RSA Year of Veteran Memorial ⌚ Business sustainability planning, new cremator 2 will run on biofuel ⌚ Consent condition compliance monitoring & management system resource procured ⌚ Fees & Charges review approached commercially ⌚ Future memorial & cemetery development to provide for varied cultural requirements provided for in LTCCP project 1002 2006-2016 ⌚ 'Game over' & other innovative memorialisation methods proposed, awareness maintained of new trends & research 	Average	50	3	150	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Develop customer surveys ⌚ Valuation exercise on capitalised costs of maintenance & consider options including reduce title deed term ⌚ Consider sustainable options for Cremation, using alternative methods & technology; plasma, solar, biogas. ⌚ Consider more space efficient and sustainable interment options to match emerging customer preference (cost & environmental) – vertical burials, biodegradable simple coffins, formaldehyde free preparation. ⌚ Progress & monitor consent condition compliance management ⌚ Continue to provide commercially viable memorials ⌚ Consider bringing Cemetery Operations & Management fully in-house 	⌚ ?	

Table 8: Asset Management Risks – Harbour Facilities

Asset Management Risks – Operational Activity - Marine Facilities Wharves Jetties Boat ramps & Coastal Structures

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR8.01	Marine Customer Care & Public Safety Incident – causing injury to people and/or damage to property resulting in claims and or negative publicity. Examples considered include; slip trip & fall incidents, incident causing traumatic stress to customers, non-compliance with public health legislation, structural collapse, illness from exposure to disease risk, contaminated water supply, infrastructure failure allowing local contamination, marine vessel incident causing injury, fishing incident causing injury, diving incident off asset causing injury Failure to meet Levels of Service	Public Health Reputation/ Image Financial	100	4	400	<ul style="list-style-type: none"> ① Review Council's liability and H & S policy ① Public awareness campaign, lwi liaison & local signage ① CCM customer feedback management & incident reporting ① Staff monitoring inspections & Hazard Analysis ① Renewals planning in LTCCP project 790 ① Boat Ramp & jetties independent customer surveys ① Regular harbour soundings & CBD Dredging plan ① Staff & Specialist condition & structural surveys ① CS-VUE consent condition compliance system ① Club managed Fish & Game weighings, no on-jetty fishmongering ① Tauranga Incident management Plan ① Liaison with City waters RMP & AMP (outfalls & valves in Coastal Structures) ① Sea Lettuce guidance notes ① Shellfish & Bivalve catch safety notices (EBOP) ① EBOP Buoys with speed limits 	Average	70	3	210	<ul style="list-style-type: none"> ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Regular auditing and review of operating procedures ① Liaison with harbour master for daily bulletins ① Establish a dedicated Marine Asset Co-ordinator position ① Progress updating local signage ① Progress CS-VUE consent condition compliance management, sampling & other required tests & ongoing monitoring. ① Continue renewals works to maintain asset levels of service ① Apply for budget & Implement the contractor inspection & delegated maintenance service scoped. ① Continue specialist engineer surveys of marine assets and implement recommendations & renewals planning into LTCCP modifying Project 790 as required for ongoing Council approval ① Continue customer CCM feedback & review ① Continue Property Asset Management steering group liaison meetings with City Services asset managers ① Continue to develop technical levels of service informed by customer survey and consultation 	① ?
PR8.02	Breakdown or failure of operational plant – 100 tonne slipway plant, Den Place gantry cranes; causing asset closure, loss of revenue, health & safety hazard, OSH incident, fine for non-compliance.	Operational Public Health Public Image	70	3	210	<ul style="list-style-type: none"> ① Contracted out 100 Tonne slipway & Den Place Gantry Crane plant & compliance ① BWOFF compliance monitored ① Liaison with lessee 	Average	10	2	20	<ul style="list-style-type: none"> ① Team Manager Property Consultancy ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Regular auditing and review of compliance & operating procedures by regular dialogue with lessee (monthly invoicing process) ① Progress all BWOFF Consents on CS-VUE Consent Compliance Management system & monitoring 	① ?
PR8.03	Inadequate Security – inadequate site design, security planning, lighting, employee safety, vandalism of assets (jetty's etc), undesirables within community spaces, Boy racers burnouts in car parks, broken bottles, late night noise & substance abuse, needles & litter, fights & conflicts with legal users, complaints from adjoining private property owners, accelerated wear of sealed surfaces, rubber crumb & other contaminants reaching ocean from sloping ramps	Public Image Operational Financial Health Statutory	70	4	280	<ul style="list-style-type: none"> ① Cameras installed at key locations monitored by TCC's main surveillance system & Police ① CCM feedback & regular liaison with berth holders ① Contract site Security, time-managed gates, perimeter bollards, security patrols at key sites (Sulphur Point) & commercial wharves ① Site maintenance, sweeping & litter picks ① Liaison with Police youth representatives 	Good	40	3	120	<ul style="list-style-type: none"> ① Team Manager Property Assets 	<ul style="list-style-type: none"> ① Ongoing assessment & review of accessibility, lighting, & security & potential future vulnerabilities ① Continue customer surveys of boat ramps wharves & jetty users to monitor concerns & gather feedback to support future budget planning & decision making ① Apply lessons learned & customer feedback to future Design of new facilities ① Parking management at peak demand times, site parking plans ① Consider alternative deterrents, e.g. alternative parking surfaces, late night greywater irrigation of grassed areas 	① ?

Asset Management Risks – Operational Activity - Marine Facilities Wharves Jetties Boat ramps & Coastal Structures

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR8.04	Demand, Over or under-supply – statutory holidays or specific events at a particular asset group cause conflicts, parking constraints, logistical problems.	Operational Public Image	50	3	150	<ul style="list-style-type: none"> Provision of local boat storage to reduce trailer sailer demand and reduce energy use transporting boats CCM feedback & regular liaison with user groups and events planners, Centralised event planning & facilities booking at Baycourt Car Park surveys to optimise logistics & parking planning 	Average	40	2	80	<ul style="list-style-type: none"> Baycourt Event Manager Team Manager Property Assets Property Asset Co-ordinators 	<ul style="list-style-type: none"> Regular auditing and review of operating procedures Improved liaison with Baycourt Events manager, consider online transparent booking system Car Park site plans Reinforce Boatie Etiquette through Communications Plans, reward & praise good behaviour 	Ⓜ ?
PR8.05	Sedimentation – of navigable approaches to assets & harbour reducing free depth & proportionally the size / draft of vessel able to access the structure. Dredging disturbs seabed & any local ecology and the consultation process & rising environmental concerns does not guarantee consent will be granted	Operational Public Impact Legislative	70	4	280	<ul style="list-style-type: none"> Monitoring navigable depths, liaison with EBOP Contour soundings plans for CBD assets at 2007 Dredging consents, dredging to maintain LoS as required at Pilot Bay 2007 Planning controls, development runoff, consents management, conditions requiring runoff sedimentation ponds 	Insufficient	50	3	150	<ul style="list-style-type: none"> Team Manager Property Assets Manager Consents Planning TCC & EBOP 	<ul style="list-style-type: none"> Obtain depth soundings, & depth contour maps to inform future dredging requirements at Sulphur Point & Marina, Harbour Central & Waikereao Compile & obtain EBOP consent for ongoing dredging maintenance plans for CBD & Harbour Central assets, Pilot bay assets, Waikereao & Sulphur Point for a term of years 	Ⓜ ?
PR8.06	Failure to Plan Sustainably – insufficient funds to replace asset at end of useful life, insufficient funds to maintain asset	Operational Public Impact Legislative	70	4	280	<ul style="list-style-type: none"> CCM customer feedback management & incident reporting Staff monitoring inspections & Hazard Analysis Renewals planning in LTCCP project 790 2006 - 2016 Boat Ramp & jetties independent customer surveys Staff & Specialist condition & structural surveys CS-VUE consent condition compliance system, EBOP Renewals & maintenance planning requirement Depreciation provision, 	Insufficient	50	3	150	<ul style="list-style-type: none"> Property Manager Team manager Property Assets Manager Finance 	<ul style="list-style-type: none"> Continue specialist surveys of marine assets & coastal structures and lodge updated renewals plans into LTCCP Project 790 for Council approval at intervals of least every three years Accurate replacement costing & lifecycle analysis in LTCCP Consider Annual Plan submission to adjust planned lifecycle by increasing Level of Renewals Service, as financial forecasting & forward budgets inform Consider alternative renewals components & LOS to extend asset lifecycle and/or reflect sustainable & environmentally friendly choices 	Ⓜ ?
PR8.07	Hidden structures on seabed – in dredging areas and navigable approaches, import material obstructions	Public Health Reputation/ Image	70	4	280	<ul style="list-style-type: none"> Marine surveys Depth soundings 	Insufficient	70	4	280	<ul style="list-style-type: none"> Team Manager Property Assets 	<ul style="list-style-type: none"> Diver surveys 	Ⓜ

Table 9: Asset Management Risks – Public Conveniences

Asset Management Risks – Open Space Activity - Public Toilets														
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR9.01	Public Toilet Customer Care & Public Safety Incident – causing injury and or damage to property resulting in claims and or negative publicity. Failure to meet Levels of service	Public Health Reputation/ Image	50	4	200	<ul style="list-style-type: none"> ⌚ Siting/ location/ landscaping ⌚ Maintenance and cleaning contracts ⌚ Design of new or refurbished facilities ⌚ Replacement programme ⌚ Record maintenance history ⌚ Audits of contract provision ⌚ Condition monitoring 	Good	10	2	20	⌚ Property Asset Co-ordinator	<ul style="list-style-type: none"> ⌚ Regular auditing and review of operating procedures ⌚ Monitor usage and feedback - CMM ⌚ Review Council's liability and H & S policy ⌚ Further Develop technical levels of service informed by by customer survey & consultation 	⌚ ?	
PR9.02	Breakdown of operational plant, fault or blockage of servicing sewer – toilets being closed or restricted.	Public Health Reputation/ Image Operational	50	4	200	<ul style="list-style-type: none"> ⌚ Additional facilities during closures/ restrictions ⌚ Maintenance contracts – same day servicing ⌚ Portable alternatives ⌚ Condition assessments 	Good	1	2	2	⌚ Property Asset Co-ordinator	<ul style="list-style-type: none"> ⌚ Continue as per current practice 	⌚ ?	
PR9.03	Inadequate Security – Inadequate security planning, lighting, employee safety, vandalism of asset, undesirables or undesirable behaviour or sexual predators within community spaces.	Public Health Reputation/ Image Operational	50	4	200	<ul style="list-style-type: none"> ⌚ Design of new or refurbished facilities ⌚ Maintenance and cleaning contractors ⌚ Siting/ location/ landscape ⌚ Some security patrols (urban facilities) 	Average	10	3	30	⌚ Property Asset Co-ordinator	<ul style="list-style-type: none"> ⌚ Ongoing assessment of accessibility, lighting, security issues ⌚ Liaison with safer communities co-ordinator ⌚ Incident reporting – entered into SPM ⌚ Crime Prevention Through Environmental Design (CPTED) site audit 	⌚ ?	
PR9.04	Incomplete occupancy agreement – where facility is located within other Council or third-party premises, dispute on shared occupancy contribution to common services, Site ownership unclear	Public Health Reputation/ Image Operational	50	2	100	<ul style="list-style-type: none"> ⌚ Design of new or refurbished facilities ⌚ Siting/ location/ landscape ⌚ Open communication with all parties ⌚ Expert opinion on land ownership 	Good	10	2	20	⌚ Property Asset Co-ordinator	<ul style="list-style-type: none"> ⌚ Ongoing monitoring of shared agreements ⌚ Options for implementation 	⌚ ?	
PR9.05	Inadequate Design deters users – poor hygiene planning, inward-opening doors, poorly located, poor ventilation, no hands free user possible, limited adjacent parking or disabled access	Public Health Reputation/ Image Operational	50	3	150	<ul style="list-style-type: none"> ⌚ Design of new or refurbished facilities ⌚ Maintenance and cleaning contractors input into design ⌚ Siting/ location/ landscape 	Good	10	2	20	⌚ Property Asset Co-ordinator	<ul style="list-style-type: none"> ⌚ Review current designs and any issues that arise ⌚ Work on options to reduce issues and avoid them in new designs 	⌚ ?	

Table 10: Asset Management Risks – Village on Seventeenth

Asset Management Risks – Operational Activity - Village on Seventeenth													
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR10.01	Infrastructure failure affecting Village operations, for example flood defences, structural/embankment, security/fencing, playground, road/bridge/pavement or services/lighting failure.	Operational Public Safety Financial	70	4	280	<ul style="list-style-type: none"> ⌚ Maintain contingency & safety plans ⌚ Onsite manager appointed experienced in Event management from TCC Baycourt ⌚ Asset Management Condition surveys & contract and/or staff maintenance plans ⌚ Plant & asset information database (SPM) ⌚ CCM & direct to reception customer & tenant feedback ⌚ Flooding bund to Kopurererua Valley restored after 2007 flooding event ⌚ Obtained institutional knowledge from outgoing caretaker ⌚ Asbestos survey 	Average	70	3	210	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Facility Manager, Historic Village 	<ul style="list-style-type: none"> ⌚ Continue to progress electrical & information technology supply constraints & reliability consultants analysis ⌚ Continue to monitor & develop knowledge of site drainage, stormwater runoff & groundwater dispersal characteristics & management systems to inform management decisions & specialist reports as required ⌚ Maintain eel pool kaimoana & local Iwi relations ⌚ Progress training of new staff ⌚ Progress the asbestos management plan project 1004 ⌚ Develop maintenance plan for services and major building components 	⌚ ?
PR10.02	Self-funding activity – risk to profitability, Demand for retail office or event space significantly varies from asset capacity and/or budget.	Operational Financial	50	4	200	<ul style="list-style-type: none"> ⌚ Monitor market retail & commercial trends & rentals ⌚ Target new tenants with synergy for Village identity of community support services (proximity to hospital & relative isolation & privacy of access away from CBD) ⌚ Existing Tenant communication & feedback initiative identifying key demand negatives, cold & uninsulated historic buildings, poor site security, insecure future of the portfolio limiting reinvestment, risk of flooding ⌚ Site Survey and analysis of yield improvement opportunities ⌚ Appointment of Village Custodian with maintenance & security responsibilities ⌚ Tauranga Urban design strategy 	Good	50	3	150	<ul style="list-style-type: none"> ⌚ Council ⌚ Property Manager ⌚ Facility Manager, Historic Village 	<ul style="list-style-type: none"> ⌚ Maintain competitive occupancy arrangements ⌚ An activity plan and Portfolio performance report is prepared & submitted for Council approval informing future direction & support ⌚ Progress the EECA specified & costed retrofit insulation scheme to prioritised assets to assist the retention of tenants complaining of cold, protect income stream and improve energy efficiency ⌚ Asset Condition surveys are progressed and a renewals plan is submitted into LTCCP for approval as a funded project by Council ⌚ Continue to Improve site security, consider cameras, lighting review, and new development consider CPTED principles ⌚ Continue with promotion of Village 	⌚ ?
PR10.03	Compliance Risks – Historic Buildings, special requirements not met, historic components not identified or properly provided for in LTCCP renewals budgets, high costs of replacements, buildings altered or used in a non-compliant way or without consent	Legislative Health	50	4	200	<ul style="list-style-type: none"> ⌚ Define which buildings on HBT Historic Building list ⌚ Asset surveys & specialist reports, paint, services, asbestos ⌚ Dispose of uneconomic assets ⌚ Quality assure asset management, building assets on TCC's NAMS SPM system with TCC Oregon asset numbers ⌚ Asset Portfolio BWOFF's fire & evacuation compliance managed through TCC Property Assets contract with Fire Security Services with dedicated property asset co-ordinator support ⌚ Study of asset compliance status (Planning) 	Average	50	3	150	<ul style="list-style-type: none"> ⌚ Facility Manager, Historic Village ⌚ Asset Management Team 	<ul style="list-style-type: none"> ⌚ Progress a Specialist report & specialist costed renewals plan for each HBT Building based on statutory requirements ⌚ Progress specialist paint analysis & renewals plan for potential lead painted components ⌚ Progress asbestos management planning with prioritised removal isolation or treatment of components as advised ⌚ Regular monitoring of Fire Evac' & BWOFF compliance, commence trial evacuations planning ⌚ Consent non-compliant assets ⌚ Liaise with key stakeholders 	⌚ ?

Asset Management Risks – Operational Activity - Village on Seventeenth

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR10.04	Village on Seventeenth Customer care or Public Health and Safety Incident – causing injury and or damage affecting staff or tenants or public or property resulting in claims and or negative publicity.	Public Health Reputation/ Image Legal	50	4	200	<ul style="list-style-type: none"> Maintenance and cleaning standards Review of customer & visitor risks (drug user, alcoholic & mental health customers/visitors etc) People First Strategy Review Council's liability and H & S policy Communications Plan Incident reporting procedure 	Good	50	3	150	Facility Manager, Historic Village	<ul style="list-style-type: none"> Consider renewal of outdated & unhygienic public toilets, design & site new or refurbished facilities to CPTED principles Consider specialist cleaning contracts for community facilities & sharps disposal service CCM Monitor usage and feedback Implement visible security or custodian presence deterrent plan (female staff), improve lighting Consider Susy Lamplugh Trust guidelines Consider joint tenant & Vo17 Public Health Risk Management Plan having regard to customer base 	?
PR10.05	Inadequate Security – Inadequate security planning, lighting, employee safety, vandalism of asset, undesirables or undesirable behavior within community and work spaces.	Public Health Reputation/ Image Operational	50	4	200	<ul style="list-style-type: none"> Nutech security monitoring and patrols Sensor lights throughout site Staff awareness Incident reporting 	Average	50	3	150	Facility Manager, Historic Village	<ul style="list-style-type: none"> Ongoing assessment of accessibility, lighting, security issues Liaison with safer communities co-ordinator Introduce personal alarms and security cameras 	?
PR10.06	Failure to complete projects and reports – constant public interruption; lack of private work and meeting space	Operational	30	4	120	<ul style="list-style-type: none"> Administrator to handle receptions and appointment duties 	Unsatisfactory	30	4	120	Property Manager Facility Manager, Historic Village	<ul style="list-style-type: none"> Consider building of Managers office or create workspace away from public exposure Possibility of utilising space in Willow Street 	?
PR10.07	Staff Abuse – staff receiving physical, verbal or emotional abuse from members of the public, tenants	Health Reputation/ Image	50	5	250	<ul style="list-style-type: none"> Workplace support in place for staff (EAP) Training and induction Bullying and harassment policy Corporate values Resources e.g. cell phones, staff backup Incident reporting Ongoing training depending on individual needs Staff security, CCTV 	Good	40	3	120	Human Resources Facility Manager, Historic Village	<ul style="list-style-type: none"> Monitor of staff welfare Continue design solutions for properties 	?
PR10.08	Occupational or tenant issues, tenant not meeting lease or rental requirements, lack of knowledge of or defective lease terms and conditions, no lease or licence, lack of record of condition at lease commencement, squatting, occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification	Operational Public Image Financial legal	50	5	250	<ul style="list-style-type: none"> Lease Agreements Regular communication Support from Leasing Team Controlled security gates Vo17 Manager inspections 	Average	10	2	20	Property Manager	<ul style="list-style-type: none"> Training for Village Manager Continue to improve relationship/communication with Leasing Team 	?

Table 11: Asset Management Risks – Pensioner Housing

Asset Management Risks – Elder Homes														
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Gap Reference No.
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR11.01	Equipment/Plant/Building Failure – breakdown of building services, building facilities causing injury, inconvenience, relocation, loss of revenue.	Operational Financial Public Health Reputation/ Image	40	5	200	<ul style="list-style-type: none"> ⌚ Some regular condition assessments and inspections ⌚ Survey reports 2005 & 2007 ⌚ Renewals planning in current LTCCP ⌚ Feedback and complaints received by CCM ⌚ Maintain list of reliable trades people ⌚ Grounds contract in place 	Good	40	1	40	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Hones Co-ordinator 	<ul style="list-style-type: none"> ⌚ Ongoing Asset Management Planning/renewals planning ⌚ Improving procedures for regular condition assessments ⌚ Expand information on units in SPM ⌚ Gather location information on services within the estates 	⌚ ?	
PR11.02	Lack of Security – resulting in costs due to theft, damage, closure, loss of revenue. Residents feeling unsafe.	Operational Financial Reputation/ Image	40	3	120	<ul style="list-style-type: none"> ⌚ Incident reporting - CCM 	Average	40	2	80	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Hones Co-ordinator 	<ul style="list-style-type: none"> ⌚ As per current standards 	⌚ ?	
PR11.03	Tenant Issues – tenant not meeting lease or rental requirements. Occupiers not observing statutory requirements, blocking fire exits, illegal building modification	Operational Public Image Financial	50	3	150	<ul style="list-style-type: none"> ⌚ Tenancy agreements ⌚ Condition assessments/ inspections ⌚ Tenant surveys (2 yearly) ⌚ Residential Tenancies Act ⌚ Routine inspections 	Good	10	2	20	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Hones Co-ordinator 	<ul style="list-style-type: none"> ⌚ As per current practice 	⌚ ?	
PR11.04	Elder Homes Customer care or Public Health and Safety Incident , General Tenant Dissatisfaction – poor standard of building, cost issues, , poor accessibility or visual amenity, poor layout or lack of maintenance. TCC breach of the Residential Tenancies Act. Failure to meet Levels of Service	Operational Public Image	50	3	150	<ul style="list-style-type: none"> ⌚ Tenancy agreements ⌚ Tenant surveys (2 yearly) ⌚ Condition assessments (3 year cycle) ⌚ CCM feedback ⌚ Residential Tenancies Act 	Good	1	3	3	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Hones Co-ordinator 	<ul style="list-style-type: none"> ⌚ As per current practice ⌚ Continue to develop levels of service and property quality standards by customer & asset survey and customer consultations 	⌚ ?	
PR11.05	Demand for Pensioner Housing – does not match supply.	Planning Operational	10	1	10	<ul style="list-style-type: none"> ⌚ Monitor Demand (waiting list) ⌚ Monitor demographics ⌚ Asset Management Planning 	Good	10	1	10	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Hones Co-ordinator 	<ul style="list-style-type: none"> ⌚ Regular review of council commitment to provision of pensioner housing ⌚ Ongoing demand management 	⌚ ?	

Table 12: Asset Management Risks – Community Halls and Pavilions

Asset Management Risks – Community Places ; Sports centres , Halls and Indoor Facilities , Libraries

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Gap Reference No.
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor			
PR12.01	Equipment/Plant/Building Failure – breakdown of operational plant, or building facilities causing injury, closure, loss of revenue. Damage.	Operational Financial Public Health Reputation/ Image	70	3	210	<ul style="list-style-type: none"> Renewals programme in SPM and LTCCP Project 1151 Feedback from facility management contractor on maintenance issues Condition assessments – system generated CCM customer & contractor feedback Contract managed including maintenance 	Good	30	2	60	Property Asset Co-ordinator	<ul style="list-style-type: none"> Continue to Develop Asset Management Planning processes (P.AMP) & linkages with emerging policy & strategies Improving procedures for regular condition assessments, review asset priorities & resurvey intervals Progress process to review asset criticality e.g. public assembly points Develop SLA with internal service provider Specialist services Maintenance contracts Staff training in play equipment design & condition appraisal 	?
PR12.02	Lack of Security – resulting in costs due to theft, vandalism damage, closure, loss of revenue.	Operational Financial Reputation/ Image	50	3	150	<ul style="list-style-type: none"> Design/ Location/ Landscaping/ Lighting/ Cameras Some security patrols Maintenance & graffiti contracts utilising optimised renewal materials Booking processes & special liquor licence process 	Good	30	3	90	Property Asset Co-ordinator	<ul style="list-style-type: none"> Formalise event conditions for hireage Review level of bonds Formalise security arrangements Crime Prevention Through Environmental Design (CPTED) site audit 	?
PR12.03	User Issues – hirer not meeting contract or agreement requirements.	Operational Public Image Financial	50	3	150	<ul style="list-style-type: none"> Communication with staff Conditions of hire inc special liquor licences Contractor Management agreements CCM feedback 	Good	10	2	20	Property Asset Co-ordinator Recreational Relationships Manager	<ul style="list-style-type: none"> Develop feedback process (CCM) including minor Halls Demand management Investigate Inspections (pre & post hires) 	?
PR12.04	Community Halls, Indoor facilities and Sports Centres Customer Care or Public Health and Safety Incident, User Dissatisfaction – with standard of building or cost.	Operational Public Image	50	3	150	<ul style="list-style-type: none"> CCM feedback User group meetings, liaison with Sport BOP Annual Plan Process, Renewals funded in LTCCP Maintenance contracts & Condition assessments Feedback surveys TLL Halls Asset Management Planning 	Good	10	2	20	Property Asset Co-ordinator Recreational Relationships Manager	<ul style="list-style-type: none"> Progress Demand management process & central bookings system Progress regular customer surveys Consider Sportsville objectives Continue to develop technical levels of service through customer survey and consultation 	?
PR12.05	Change in Demand – either insufficient supply or over-supply	Operational Financial Reputation/ Image	40	4	160	<ul style="list-style-type: none"> Monitor usage Booking systems Local user group meetings Annual Plan Process Monitor demographics, LTCCP & Population studies Strategy developments Sportsville Strategy Develop new facilities e.g. Sport & Exhibition Centre 	Good	10	2	20	Property Asset Co-ordinator Recreational Relationships Manager	<ul style="list-style-type: none"> Time and frequency allocations for community groups and individuals, monitor & manage restrictions Develop Asset Management & Demand management Investigate opportunities for management operating contracts Feasibility study of proposed facilities 	?
PR12.06	Leasing database & occupancy issues – lack of knowledge of or defective lease terms and conditions, no lease or licence, lack of record of condition at lease commencement. Occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification	Financial Legislative	70	5	350	<ul style="list-style-type: none"> Legal documentation in place Full database and records kept Legal review carried out prior to lease execution Delegations manual 	Good	50	2	100	Team Manger Leasing and Revenue Property Asset Co-ordinator	<ul style="list-style-type: none"> Implement DataWorks for leases Job specific reporting Continue to develop Ozone database 	?

Asset Management Risks – Community Places ; Sports centres , Halls and Indoor Facilities , Libraries

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Gap Reference No.
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR12.07	Tenant Issues – tenant not meeting lease or rental requirements. Occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification, squatting	Operational Public Image Financial	50	4	200	<ul style="list-style-type: none"> ⌚ Lease and Occupancy partial agreements ⌚ Inspections ⌚ CCM feedback 	Average	30	3	90	<ul style="list-style-type: none"> ⌚ Property Asset Co-ordinator ⌚ Recreational Relationships Manager 	<ul style="list-style-type: none"> ⌚ Implement DataWorks for leases ⌚ Continue to develop Ozone database ⌚ Develop occupancy agreements particularly for short term occupancy assets 	⌚ ?	
PR12.08	Opportunity Costs – uneconomic returns from community & commercial property.	Financial	50	3	150	<ul style="list-style-type: none"> ⌚ Lease terms and conditions (e.g. market rentals, payment of OPEX and other outgoings) ⌚ Rental subsidies for community ⌚ Review of subsidies to community groups ⌚ Share options for spread costs being investigated with community groups ⌚ Improved booking arrangements 	Average	50	2	100	<ul style="list-style-type: none"> ⌚ Recreational Relationships Manager ⌚ Team manager leasing and revenue 	<ul style="list-style-type: none"> ⌚ Development of user fees and charges ⌚ Improve rent review procedures ⌚ Ensure negotiations and legal processes are in place 	⌚ ?	

Table 13: Asset Management Risks –Open Space Buildings (Grandstands, Park Hostels)

Asset Management Risks – Open Space – Community use Hostels and Grandstands													
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)		Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Gap Reference No.
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
PR13.01	Equipment/Plant/Building Failure – breakdown of operational plant, or building facilities causing injury, closure, loss of revenue. Damage.	Operational Financial Public Health Reputation/ Image	70	3	210	<ul style="list-style-type: none"> Renewals programme in SPM and LTCCP Project 1151 Feedback from facility management contractor on maintenance issues – managed buildings only Condition assessments – system generated CCM customer & contractor feedback Contract managed including maintenance – managed buildings only 	Good	30	2	60	<ul style="list-style-type: none"> Property Asset Co-ordinator 	<ul style="list-style-type: none"> Continue to Develop Asset Management Planning processes (P.AMP) & linkages with emerging policy & strategies Improving procedures for regular condition assessments, review asset priorities & resurvey intervals Progress process to review asset criticality e.g. public assembly points Develop SLA with internal service provider Specialist services Maintenance contracts Staff training in play equipment design & condition appraisal 	⌚ ?
PR13.02	Leasing database & occupancy issues , – lack of knowledge of or defective lease terms and conditions, no lease or licence, lack of record of condition at lease commencement. Occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification	Financial Legislative	70	5	350	<ul style="list-style-type: none"> Legal documentation in place Full database and records kept Legal review carried out prior to lease execution Delegations manual 	Good	50	2	100	<ul style="list-style-type: none"> Team Manger Leasing and Revenue Property Asset Co-ordinator 	<ul style="list-style-type: none"> Implement DataWorks for leases Job specific reporting Continue to develop Ozone database 	⌚ ?
PR13.03	Lack of Security – resulting in costs due to theft, vandalism damage, closure, loss of revenue.	Operational Financial Reputation/ Image	50	3	150	<ul style="list-style-type: none"> Design/ Location/ Landscaping/ Lighting/ Cameras Some security patrols Maintenance & graffiti contracts utilising optimised renewal materials Booking processes & special liquor licence process 	Good	30	3	90	<ul style="list-style-type: none"> Property Asset Co-ordinator Recreational Relationships Manager 	<ul style="list-style-type: none"> Formalise event conditions for hireage Review level of bonds Formalise security arrangements Crime Prevention Through Environmental Design (CPTED) site audit 	⌚ ?
PR13.04	Open Space Buildings, Grandstands & Park hostels, Customer care or Public Health and Safety Incident. User or Tenant Issues – tenant not meeting lease or rental requirements.	Operational Public Image Financial	50	4	200	<ul style="list-style-type: none"> Lease and Occupancy partial agreements Inspections CCM feedback Hazard management practices 	Average	30	3	90	<ul style="list-style-type: none"> Property Asset Co-ordinator Recreational Relationships Manager 	<ul style="list-style-type: none"> Implement DataWorks for leases Continue to develop Ozone database Develop occupancy agreements particularly for short term occupancy assets 	⌚ ?
PR13.05	Opportunity Costs – uneconomic returns from community & commercial property.	Financial	50	3	150	<ul style="list-style-type: none"> Lease terms and conditions (e.g. market rentals, payment of OPEX and other outgoings) Rental subsidies for community Review of subsidies to community groups Share options for spread costs being investigated with community groups Improved booking arrangements 	Average	50	2	100	<ul style="list-style-type: none"> Recreational Relationships Manager Team manager leasing and revenue 	<ul style="list-style-type: none"> Development of user fees and charges Improve rent review procedures Ensure negotiations and legal processes are in place 	⌚ ?

Table 14: Asset Management Risks – Utility Buildings)

Asset Management Risks – Strategic Portfolio & Strategic Investment														
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Gap Reference No.
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR14.01	Equipment/Plant/Building Failure – breakdown of operational plant, building facilities causing damage, injury, closure, loss of revenue.	Operational Financial Public Health Reputation/ Image	30	3	90	<ul style="list-style-type: none"> ⌚ Renewals programme ⌚ Condition assessments ⌚ CCM feedback ⌚ Asset Management Planning 	Good	30	2	60	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Elder Homes Co-ordinator 	<ul style="list-style-type: none"> ⌚ Continue to improving procedures for regular condition assessments ⌚ Develop process to review asset criticality? ⌚ Develop process to track trends of failure in asset components ⌚ Develop process to be economic around inspections and acquisition of information 	⌚ ?	
PR14.02	Leasing database – lack of knowledge of or defective lease terms and conditions, no lease or licence, lack of record of condition at lease commencement	Financial Legislative	70	5	350	<ul style="list-style-type: none"> ⌚ Legal documentation in place ⌚ Full database and records kept ⌚ Legal review carried out prior to lease execution ⌚ Delegations manual 	Good	50	2	100	<ul style="list-style-type: none"> ⌚ Client Manager ⌚ Team Manager Property Assets ⌚ Elder Homes Co-ordinator 	<ul style="list-style-type: none"> ⌚ Implement DataWorks for leases ⌚ Job specific reporting ⌚ Continue to develop Ozone database 	⌚	
PR14.03	Lack of Security – resulting in costs due to theft, vandalism damage, closure, loss of revenue.	Operational Financial Reputation/ Image Legislative	50	3	150	<ul style="list-style-type: none"> ⌚ Maintenance & graffiti contracts utilising optimised renewal materials ⌚ Tennant liaison ⌚ Routine inspections 	Good	30	3	90	<ul style="list-style-type: none"> ⌚ Property Asset Co-ordinator ⌚ Recreational Relationships Manager 	<ul style="list-style-type: none"> ⌚ Continue to assess each property on its merits for economic improvements reflecting the short term nature of the asset 	⌚ ?	
PR14.04	Tenant Issues – tenant not meeting lease or rental requirements. Occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification	Operational Public Image Financial	50	4	200	<ul style="list-style-type: none"> ⌚ Lease and Occupancy partial agreements ⌚ Inspections ⌚ CCM feedback ⌚ Improvement notices 	Average	30	3	90	<ul style="list-style-type: none"> ⌚ Property Asset Co-ordinator ⌚ Recreational Relationships Manager 	<ul style="list-style-type: none"> ⌚ Continue to implement DataWorks for leases ⌚ Continue to develop Ozone database ⌚ As per current practice 	⌚ ?	
PR14.05	Failure to assess short term nature of property in renewals allocations – required by default but have significant cost in maintaining	Operational Financial	50	4	200	<ul style="list-style-type: none"> ⌚ Inspections ⌚ Renewals planning 	Insufficient	50	4	200	<ul style="list-style-type: none"> ⌚ Team Manager Property Consultancy ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Review decision process ⌚ Review SPM component analysis ⌚ Consider decision support (ODM) and opportunity analysis ⌚ Improved valuation and condition surveys prior to purchase to ensure property condition is reflected in price 	⌚ ?	

Table 15: Asset Management Risks – Utility and Commercial Buildings

Asset Management Risks – Transport Activity car parks and Utility														
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)			Net Risk (Considering measures in place)			Person(s) Responsible	Management Options	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor				
PR15.01	Equipment/Plant/Building Failure – breakdown of operational plant, building facilities causing damage, injury, closure, loss of revenue.	Operational Financial Public Health	50	4	200	<ul style="list-style-type: none"> Renewals programme Dedicated property assets co-ordinator for maintenance Condition assessments CCM feedback 	good	50	2	100	<ul style="list-style-type: none"> Team manager property assets Assets Co-ordinators 	<ul style="list-style-type: none"> Consider asset management systems sustainability improvements Improving procedures for regular condition assessments Develop process to review asset criticality Continue pressure on SPM to develop asset component markers for process to track trends of failure in asset components 	⌚ ?	
PR15.02	Lack of Security – resulting in costs due to theft, damage, insurance, closure, loss of revenue. Poor communication of security measures to occupiers	Operational Financial Reputation/ Image	70	2	140	<ul style="list-style-type: none"> Linked & monitored alarms and associated controls at priority or high risk assets Monitoring contracts Some Security contracts CCM feedback process 	good	50	1	50	<ul style="list-style-type: none"> Team manager property assets Assets Co-ordinators 	<ul style="list-style-type: none"> Review priority assets for alarms Continue regular inspections Consider Design/ Location/ Landscaping works for existing & new assets 	⌚ ?	
PR15.03	Operational User & occupation Issues – users not meeting requirements, inadequate occupancy arrangement, squatting, lack of record of condition at lease commencement, Poor communication/relations with Other Council Departments using buildings, poor warehousing methods. Occupiers not observing statutory requirements, fire & evacuation trials, illegal building modification	Operational Reputation/ Image Financial	50	4	200	<ul style="list-style-type: none"> Lease & terms on dataworks, lease renewals tracked Induction process CCM feedback process 	inadequate	30	3	90	<ul style="list-style-type: none"> Team Manager Leasing & Revenue 	<ul style="list-style-type: none"> Regular liaison with activity managers Improved usage of intranet Improve and develop induction process Continue to improve lease renewal & rent review procedure & timelines 	⌚ ?	

Risk Action Plan

Table 16 is compiled from the Risk Register and highlights the most significant Net risks faced by the Property activity. The main risks are listed in order of severity (Net risk) as assigned in consultation with key Council officers.

Actions that are required to achieve the desired improvements are indicated along with how progress on these actions will be monitored and reported. Where applicable, Action tasks will detail timeframes for achievement, and responsibility for these actions.

Link to the Asset Management Improvement Plan

Actions identified in this Risk Management registers are in the process of being directly linked to actions identified in the Asset Management Improvement Plan.

The appropriate Risk reference number will be noted in the Improvement Plan, and the Improvement number should be noted in the last columns of the Risk Action Plan (Table 16)

This work forms part of Improvement Planning and can proceed when the improvement prioritisation process is progressed

Monitor, Measure, Report, Review Plan and Actions

Management options listed in the risk tables have been refined into actions for each risk listed. These are the actions that are required to cost-effectively reduce the net risk by increasing Tauranga's ability to minimise the chances of the risk event occurring, or minimising the consequences should it occur.

Actions should consider the overall management of the asset, not just the minimisation of risk. If possible, proposed actions should align with other initiatives to:

- ⌚ Reduce capital investment costs.
- ⌚ Reduce operating and maintenance costs.
- ⌚ Reduce business risk exposure (BRE).
- ⌚ Increase effective asset life / value.
- ⌚ Increase level of service.

The resulting action plan for risk treatment needs to be practical and achievable such that the necessary resources and time frames are realistically met. The actions also need to be able to be monitored and measured.

The monitoring/reporting column of the Risk Action Table specifies:

- ⌚ **Responsibility:** Nominated person responsible for ensuring the risks are managed and that improvements are carried out in accordance with the programme;
- ⌚ **Timeframe:** Achievable target date to be monitored and reported against; and
- ⌚ **Method and Frequency of Monitoring:** This entire Action Table will be monitored by the Asset Management Steering Committee, but there will be certain actions that are being monitored and reported in other forums. These forums are to be specified and the frequency with which these actions will be reviewed.

The actions listed will be reported, monitored and reviewed regularly at the Asset Management Steering Group.

As necessary, this group will need to revise timeframes, responsibility, and even the appropriateness of continuing with the proposed action, or adding new actions.

As actions are complete, the net risk should reduce in most cases. The risk tables will need to be reviewed against these and updated to reflect these improvements.

Table 16: Asset Management Risk Action Plan – Property

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR5.09	General: Extreme Natural Hazards Damage – (earthquake/tsunami/volcanic/pandemic /major storm event/major offshore hazard/bushfire) causing damage to assets and or hindering development.	Environmental Public Health Organisational Financial	300	<ul style="list-style-type: none"> ⌚ Continue to liaise with National and Regional resources ⌚ Continue to deploy dedicated resources to monitor & identify hazards, maintain awareness and train key staff ⌚ Ensure emergency response mechanisms are routinely tested resourced and capable of being place in the event of an event occurring 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Ongoing Monitoring (e.g. quarterly AM steering group meetings) ⌚ Monitor AMP Improvement plan Action ⌚ Report summaries from national and regional meetings ⌚ Record response times and results from testing drills 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR8.07	Marine Facilities: Hidden structures on seabed – in dredging areas and navigable approaches, import material obstructions	Public Health Reputation/ Image	280	<ul style="list-style-type: none"> ⌚ Diver surveys 	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Report on rate of seabed change ⌚ Collate reports from maritime surveys 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.22	General: Failure to comply with Levels of Service – caused by lack of recording or awareness of public service levels	Legislative Reputation/ Image	210	<ul style="list-style-type: none"> ⌚ Publishing LoS to staff ⌚ Regular checks on service levels vs. CCM ⌚ Undertake regular statistically reliable customer surveys, prioritise survey intervals and define the timeline for survey intervals ⌚ Establish Councils position on LoS compared to NAMS approach 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Monitor LoS against community outcomes 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR7.03	Cemeteries: Public Health and Safety Incident – causing injury and/or sickness to people, resulting in claims and or negative publicity and/or requirement to shut down the Cremators, examples considered include; crematorium emissions or noise non-compliance, crematorium or interment incident causing traumatic stress to staff or public, incident involving the deceased such as exploding pacemaker, battery or similar left inside deceased, non-compliance with public health legislation, slip trip or fall event, grave collapse, illness from exposure to disease risk, contaminated water supply, failure to comply with public health or records requirements, failure to observe disinterment licensing process.	Public Health Reputation/ Image Legislative	210	<ul style="list-style-type: none"> ⌚ Continue monitoring, auditing and review of contracted operating procedures ⌚ Enforce contract compliance where contractor falls below standard, issue non-compliance notices ⌚ Continue to liaise with TCC Communications team for response on frequent complaints received ⌚ Progress regular specialist cremator emissions tests, document results and action any issues ⌚ Consider placing cleaning contract for crematorium and public facilities with specialists ⌚ Complete Small Water Supply RMP to Toi Te Ora requirements, implement & monitor compliance ⌚ Progress the installation of barriers to prevent public access & sightlines into Crematorium & install signage as per 1002 ⌚ Replace the older Cremator as provided for in 1002 LTCCP ⌚ Progress works in hand to reduce noise from Crematorium plant as recommended by noise specialists ⌚ Progress works in hand to install new septic tank to field drains away from water bore catchment 	<ul style="list-style-type: none"> ⌚ Property Manager & Team Manager Property Assets ⌚ TCC Chapel Street water technicians (water supply testing) 	<ul style="list-style-type: none"> ⌚ Ensure monitoring and auditing reports are completed 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR7.05	Cemeteries: Cemetery Records & Memorials – loss & Theft, incorrect information recorded, cemetery or cremation operations undertaken without proper authority, interments in wrong plot, poor mapping, poor interment accuracy – spatial or depth. Poor headstone compliance monitoring. Information compliance with Burial & Cremation Act & Privacy Act.	Operational Reputation/ Image	210	<ul style="list-style-type: none"> ⌚ Progress rollout of Oregon Ozone Cemetery module & associated staff & contractor training with GIS integration & online customer enquiry facility ⌚ Complete Survey of Cemeteries & produce new updated mapping for updating cemetery records ⌚ Accurate GIS plotting of new interments, develop standard QA procedures to monitor compliance & accuracy ⌚ IT systems backup on TCC servers ⌚ Review headstone compliance & memorial approval process within Cemetery Rules for Council Approval & progress the removal of unapproved & non-compliant memorials 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Ensure record updating is progressed ⌚ Report on level of completeness 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR8.01	Marine Facilities: Marine Customer Care & Public Safety Incident – causing injury to people and/or damage to property resulting in claims and or negative publicity. Examples considered include; slip trip & fall incidents, incident causing traumatic stress to customers, non-compliance with public health legislation, structural collapse, illness from exposure to disease risk, contaminated water supply, infrastructure failure allowing local contamination, marine vessel incident causing injury, fishing incident causing injury, diving incident off asset causing injury. Failure to meet Levels of Service	Public Health Reputation/ Image Financial	210	<ul style="list-style-type: none"> ⌚ Regular auditing and review of operating procedures ⌚ Liaison with harbour master for daily bulletins ⌚ Establish a dedicated Marine Asset Co-ordinator position ⌚ Progress updating local signage ⌚ Progress CS-VUE consent condition compliance management, sampling & other required tests & ongoing monitoring. ⌚ Continue renewals works to maintain asset levels of service ⌚ Apply for budget & Implement the contractor inspection & delegated maintenance service scoped. ⌚ Continue specialist engineer surveys of marine assets and implement recommendations & renewals planning into LTCCP modifying Project 790 as required for ongoing Council approval ⌚ Continue customer CCM feedback & review ⌚ Continue Property Asset Management steering group liaison meetings with City Services asset managers ⌚ Continue to develop technical levels of service informed by customer survey and consultation 	⌚ Team Manager Property Assets	⌚ Track and report progress of improved procedures	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR10.01	Village on 17th: Infrastructure failure – affecting Village operations, for example flood defences, structural/embankment, security/fencing, playground, road/bridge/pavement or services/lighting failure.	Operational Public Safety Financial	210	<ul style="list-style-type: none"> ⌚ Continue to progress electrical & information technology supply constraints & reliability consultants analysis ⌚ Continue to monitor & develop knowledge of site drainage, stormwater runoff & groundwater dispersal characteristics & management systems to inform management decisions & specialist reports as required ⌚ Maintain eel pool kaimoana & local Iwi relations ⌚ Progress training of new staff ⌚ Progress the asbestos management plan project 1004 ⌚ Develop maintenance plan for services and major building components 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Facility Manager, Historic Village 	⌚ Ensure plans are followed through against priority rating	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR5.23	General: Threats to asset management quality – safety & data management practices from staff authorising works to assets Property are instructed to manage but who do not report to the Team Manager Property Assets	Operational Financial Safety Legal	200	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets continues to recommend to the Property Manager that all instructed assets be managed by the assets team ⌚ Continue to invite & include asset managers outside Team Assets in training and assist where possible 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Report on achievements due to management continuity 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR14.05	Residential Homes (non-elder): Failure to assess short term nature of property in renewals allocations – required by default but have significant cost in maintaining	Operational Financial	200	<ul style="list-style-type: none"> ⌚ Review decision process ⌚ Review SPM component analysis ⌚ Consider decision support (ODM) and opportunity analysis ⌚ Improved valuation and condition surveys prior to purchase to ensure property condition is reflected in price 	<ul style="list-style-type: none"> ⌚ Team Manager Property Consultancy ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Periodic reports on changes to process 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.12	General: External Economic Influences (Cost Escalations) – terrorism, resource droughts, rising costs (e.g. energy), overseas pandemic, worldwide incidents & obligations, Kyoto protocols and carbon crediting	Economic	180	<ul style="list-style-type: none"> ⌚ Track national and global trends. Monitor key economic developments and liaise with central government ⌚ Further develop process for forward planning options for all procurements e.g. buying and selling property, plant and equipment, energy supplies ⌚ Continual development of sustainability practices 	<ul style="list-style-type: none"> ⌚ Group Manager City Directions 	<ul style="list-style-type: none"> ⌚ Review reports from steering groups ⌚ Review property trends 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR6.01	Beachside Holiday Park: Public Health and Safety Incident – vehicle reversing/ equipment failure causing injury, and/or damage to property resulting in claims and/or negative publicity.	Public Health Reputation/ Image	160	<ul style="list-style-type: none"> ⌚ Regular auditing and review of operating procedures ⌚ Monitor site usage and feedback ⌚ Review Council's liability and H & S policy ⌚ Equipment service plans ⌚ Hazard analysis & near miss/Incident reporting 	<ul style="list-style-type: none"> ⌚ Park Manager ⌚ Assets Team 	<ul style="list-style-type: none"> ⌚ Report feedback ⌚ Periodic operating reports 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR5.03	General: Inadequate Project Management – projects inadequately scoped, unbudgeted, mismanaged and poorly documented, lack of review, inadequate consultation, negative resource consent issues etc resulting in delays, delayed payments, cost blowouts, damage to Councils reputations and loss of credibility, legal suit, damages awarded.	Operational Legal Reputation Image	150	<ul style="list-style-type: none"> ⌚ Training in project management for key staff, support continuing professional development ⌚ Develop handover protocols of new project assets to asset & finance managers ⌚ Maintain public relations initiatives, communication, political. Media Communication Plan ⌚ Procure & deploy transparent Project development options, decisions, management & review processes with contingency & corporate risk planning ⌚ Consider the procurement of an SPM integrated project management system ⌚ Refine optimised decision making. More consistent life of new asset calculations. Consider use of multi-criteria analysis ⌚ Implementation and further development of Council procurement policy ⌚ Improve liaison with communication team ⌚ Consider commercial aspects of projects (revenue generation), consultant costs & compliance with agreed terms of engagement 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets ⌚ Property Project Co-Ordinator ⌚ Financial controller 	<ul style="list-style-type: none"> ⌚ Regular project progress reports ⌚ Project sponsors to review programmes ⌚ Report lessons learnt 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.04	General: Inadequate Contract Management (Service/Capital/Termed Services) – resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance.	Operational	150	<ul style="list-style-type: none"> ⌚ Obtain training in contract management ⌚ Maintain public relations initiatives, communication, political. Media Communication Plan ⌚ Implementation and further development of Council procurement policy ⌚ Develop council contractor performance analysis procedure ⌚ Investigate adequate tools for contract management (e.g. software) ⌚ Develop service level agreement for internal clients ⌚ Develop centralised contractor and consultant performance database 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets ⌚ Property Project Manager 	<ul style="list-style-type: none"> ⌚ Periodic reviews of contract documents ⌚ Reports from contract supervisors 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR5.13	General: Decrease in Funding – Both internal and including failure to acquire external subsidies. E.g. Debt levels become unsustainable if development contribution levels drop significantly.	Organisational	150	<ul style="list-style-type: none"> ⌚ Maintain and manage clear lines of communication with key external agencies (e.g. City Partners) ⌚ Continue to forecast likely scenarios regarding effects of budget changes ⌚ Develop and prioritise the implementation of sustainable practices as per community expectations/ lifecycle costing ⌚ Increasing efficiency ⌚ Identify and implement revenue opportunities ⌚ Rationalise spending ⌚ Liaising with other Councils and LGNZ 	<ul style="list-style-type: none"> ⌚ Team Manager Property Assets ⌚ Finance dedicated support 	<ul style="list-style-type: none"> ⌚ Monitor demographic statistics ⌚ Reports from steering groups 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.15	General: Accessibility – Limited access (e.g. disabled, elderly) causing negative publicity and drop in usage.	Reputation/ Image Financial Public Health	150	<ul style="list-style-type: none"> ⌚ Develop disabilities access policy ⌚ Adopt design standards for Council facilities ⌚ Liaison with local groups to improve existing facilities ⌚ Monitor usage and complaints 	<ul style="list-style-type: none"> ⌚ Manager Human Resources ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Monitor policy changes 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.17	General: No system generated alerts or tracking of significant dates – key staff may not be notified of due dates for building WoF's, lease expiry etc.	Operational Reputation/ Image Safety Financial	150	<ul style="list-style-type: none"> ⌚ Create generic Property calendar for all staff ⌚ Customise AMS to generate significant events ⌚ Formulate event recording procedures 	<ul style="list-style-type: none"> ⌚ Property Asset Manager 	<ul style="list-style-type: none"> ⌚ Monitor missed appointments ⌚ Report on change improvements 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.19	General: Incorrect contractor used for specific work – some work must be undertaken by a specific contractor, this may be overlooked in times of emergency	Operational Reputation/ Image	150	<ul style="list-style-type: none"> ⌚ Develop Approved Contractor database ⌚ Make database available in a portable format ⌚ Develop centralisation of Civil Defence functions 	<ul style="list-style-type: none"> ⌚ City Engineer ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Ongoing Monitoring (e.g. quarterly AM steering group meetings) ⌚ Monitor changes in contractor responsibility 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR5.20	General: Competency of Student help programmes – potential for student help to be given tasks outside their skill set	Operational Legislative Safety Reputation/ Image	150	<ul style="list-style-type: none"> ⌚ Ensure SiteSafe training ⌚ Increasing training budget ⌚ Monitor where students operate and access rights 	<ul style="list-style-type: none"> ⌚ Manager Human Resources ⌚ Property Manager 	<ul style="list-style-type: none"> ⌚ Monitor utilisation levels of students ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

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PR5.24	General: Employee fraud and risks to financial management, reporting & decision making	Financial Legal Reputation	150	<ul style="list-style-type: none"> ⌚ Continue as per current practice ⌚ Consider appointing a Property Business / Financial adviser ⌚ Continue regular budget reviews ⌚ Consider external audit of Property Purchase & sales Prices & terms, Lease agreement s rentals & terms ⌚ Consider City Engineer audit of significant contracts and tenders let, terms and procedures followed 	<ul style="list-style-type: none"> ⌚ Group Manager Finance ⌚ Property Manager ⌚ Team Managers Property 	<ul style="list-style-type: none"> ⌚ Report anomalies in financial information ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚
PR6.05	Village on 17th: Inadequate Security: Inadequate building security plans. Vandalism, cash management, lighting, counter security, employee safety, sexual predators & undesirables in community spaces.	Reputation/ Image Operational Wellness Legislative	150	<ul style="list-style-type: none"> ⌚ Consider policy on the use of cell phones (with cameras) in complex ⌚ Monitor usage and feedback ⌚ Incident reporting ⌚ Communications Response Plan ⌚ Panic alarms in offices 	<ul style="list-style-type: none"> ⌚ Park manager ⌚ Communications Manager 	<ul style="list-style-type: none"> ⌚ Monitor feedback ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR7.04	Cemeteries: Cemetery Customer Care & Public Safety – inadequate Security and/or security plan, poor lighting, safety risks from others while at cemeteries, vandalism (headstones etc), and undesirables within cemeteries. Poor location plans	Public Health Reputation/ Image Operational Financial	150	<ul style="list-style-type: none"> ⌚ Continue to review based on CCM customer & contractor feedback ⌚ Progress customer surveys to monitor cemetery use & visitor profiles and trends ⌚ Continue to liaise with TCC Communications team for response on issues arising ⌚ Monitor possible emerging malicious actions or deliberate inaction by disaffected parties attempting to damage staff & council reputation, maintain defensive monitoring and action if proven through available procedures ⌚ Progress the Historic Reserves management plan & consultation process ⌚ Progress the operation of the integrated Ozone Cemetery module & online genealogical enquiry facility with GIS mapping link 	<ul style="list-style-type: none"> ⌚ Property Manager ⌚ Team Manager Property Assets 	<ul style="list-style-type: none"> ⌚ Monitor feedback ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR7.07	Cemeteries: Self Funding Cemetery Activity loses money – crematorium income falls, new crematorium business competition, rising energy costs, fines & awards against for non-compliance, rising costs of maintenance, rising land prices (replacement land) increasing pauper burials, increasing depreciation costs, failing to keep up to date with Levels of Service, memorialisation trends & cultural change, failing to provide a supply of memorial platforms, major customers e.g. RSA patronise another Council cemetery and/or Crematorium in preference	Operational	150	<ul style="list-style-type: none"> 🕒 Develop customer surveys 🕒 Valuation exercise on capitalised costs of maintenance & consider options including reduce title deed term 🕒 Consider sustainable options for Cremation, using alternative methods & technology; plasma, solar, biogas. 🕒 Consider more space efficient and sustainable interment options to match emerging customer preference (cost & environmental) – vertical burials, biodegradable simple coffins, formaldehyde free preparation. 🕒 Progress & monitor consent condition compliance management 🕒 Continue to provide commercially viable memorials 	<ul style="list-style-type: none"> 🕒 Property Manager 🕒 Team Manager Property Assets 	<ul style="list-style-type: none"> 🕒 Monitor revenue levels and throughput 🕒 Report on overhead costs 	<ul style="list-style-type: none"> 🕒 Quarterly 🕒 June 2009
PR8.05	Marine Facilities: Sedimentation – of navigable approaches to assets & harbour reducing free depth & proportionally the size / draft of vessel able to access the structure. Dredging disturbs seabed & any local ecology and the consultation process & rising environmental concerns does not guarantee consent will be granted	Operational Public Impact Legislative	150	<ul style="list-style-type: none"> 🕒 Obtain depth soundings, & depth contour maps to inform future dredging requirements at Sulphur Point & Marina, Harbour Central & Waikereao 🕒 Compile & obtain EBOP consent for ongoing dredging maintenance plans for CBD & Harbour Central assets, Pilot bay assets, Waikereao & Sulphur Point for a term of years 	<ul style="list-style-type: none"> 🕒 Team manager Property Assets 🕒 Manager consents planning TCC & EBOP 	<ul style="list-style-type: none"> 🕒 Report on rate of seabed change 🕒 Collate reports from maritime surveys 	<ul style="list-style-type: none"> 🕒 Quarterly 🕒 June 2009
PR8.06	Marine Facilities: Failure to Plan sustainably – insufficient funds to replace asset at end of useful life, insufficient funds to maintain asset	Operational Public Impact Legislative	150	<ul style="list-style-type: none"> 🕒 Continue specialist surveys of marine assets & coastal structures and lodge updated renewals plans into LTCCP Project 790 for Council approval at intervals of least every three years 🕒 Accurate replacement costing & lifecycle analysis in LTCCP 🕒 Consider Annual Plan submission to adjust planned lifecycle by increasing Level of Renewals Service, as financial forecasting & forward budgets inform 🕒 Consider alternative renewals components & LOS to extend asset lifecycle and/or reflect sustainable & environmentally friendly choices 	<ul style="list-style-type: none"> 🕒 Property Manage 🕒 Team manager Property Assets 🕒 Manager Finance 	<ul style="list-style-type: none"> 🕒 Report on rate of seabed change 🕒 Review future predictions of environment change and demand 	<ul style="list-style-type: none"> 🕒 Quarterly 🕒 June 2009

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframes
PR10.02	Village on 17th: Self-funding activity – risk to profitability, Demand for retail office or event space significantly varies from asset capacity and/or budget.	Operational Financial	150	<ul style="list-style-type: none"> ⌚ Maintain competitive occupancy arrangements ⌚ An activity plan and Portfolio performance report is prepared & submitted for Council approval informing future direction & support ⌚ Progress the EECA specified & costed retrofit insulation scheme to prioritised assets to assist the retention of tenants complaining of cold, protect income stream and improve energy efficiency ⌚ Asset Condition surveys are progressed and a renewals plan is submitted into LTCCP for approval as a funded project by Council ⌚ Continue to Improve site security, consider cameras, lighting review, and new development consider CPTED principles ⌚ Continue with promotion of Village 	<ul style="list-style-type: none"> ⌚ Council ⌚ Property Manager ⌚ Facility Manager, Historic Village 	<ul style="list-style-type: none"> ⌚ Monitor revenue levels ⌚ Report on overhead costs 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR10.03	Village on 17th: Compliance Risks – Historic Buildings, special requirements not met, unusual or risky components, high costs of replacements	Legislative Health	150	<ul style="list-style-type: none"> ⌚ Progress a Specialist report & specialist costed renewals plan for each HPT Building based on statutory requirements ⌚ Progress specialist paint analysis & renewals plan for potential lead painted components ⌚ Progress asbestos management planning with prioritised removal isolation or treatment of components as advised ⌚ Regular monitoring of Fire Evac' & BWOFF compliance, commence trial evacuations planning 	<ul style="list-style-type: none"> ⌚ Facility Manager, Historic Village ⌚ Asset Management team 	<ul style="list-style-type: none"> ⌚ Report on maintenance vs. requirements ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009
PR10.04	Village on 17th: Public Health and Safety Incident – causing injury and or damage to property resulting in claims and or negative publicity.	Public Health Reputation/ Image	150	<ul style="list-style-type: none"> ⌚ Consider renewal of outdated & unhygienic public toilets, design & site new or refurbished facilities to CPTED principles ⌚ Consider specialist cleaning contracts for community facilities & sharps disposal service ⌚ CCM Monitor usage and feedback ⌚ Consider visible security or custodian presence deterrent plan ⌚ Consider Susy Lamplugh Trust guidelines ⌚ Consider joint tenant & Vo17 Public Health Risk Management Plan having regard to customer base 	<ul style="list-style-type: none"> ⌚ Facility Manager, Historic Village 	<ul style="list-style-type: none"> ⌚ Monitor feedback ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

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PR10.05	Village on 17th: Inadequate Security – inadequate security planning, lighting, employee safety, vandalism of asset, undesirables or undesirable behavior within community and work spaces.	Public Health Reputation/ Image Operational	150	<ul style="list-style-type: none"> ⌚ Ongoing assessment of accessibility, lighting, security issues ⌚ Liaison with safer communities co-ordinator ⌚ Introduce personal alarms and security cameras 	<ul style="list-style-type: none"> ⌚ Facility Manager, Historic Village 	<ul style="list-style-type: none"> ⌚ Periodic reviews on potential improvements ⌚ Record history of issues 	<ul style="list-style-type: none"> ⌚ Quarterly ⌚ June 2009

