

## RESOURCES RISK REGISTER

Version Date:

Details of Risk				Inherent Risk				Key Controls	Residual Risk			Actions		
Risk No.	Risk Description	Trigger	Consequence	Probability	Impact	Score	Owner		Probability	Impact	Residual Score	Description	Action Owner	Target Date
1	Budgets are not delivered leading to Council wide material overspend	Pressures not identified. Budget assumptions are inaccurate.	Reactive in-year savings. Statutory responsibilities unable to be delivered.	4	5	20	TK/AG	Robust budget planning according to timescales aligning with political governance Regular and accurate finance monitoring reports to track budget, savings, activity and performance.	2	5	10	Monthly forecasting and monitoring Member oversight - GPC and service committees	TK/AG	Ongoing
		Reduction in traded services/income. Lack of management information. Delegated Authority becomes problematic	Reputational damage. Performance impact					Adherence to procurement processes and controls to ensure that best value is achieved from contracts Increased diversity of investment portfolio to generate additional income Implement delegated authority model for Officer spend (including with Property Services within Resources)				Implement Delegated Authority controls as recommended by the audit committee review on County Farms	AG	Nov-19
		Lack of timely corrective action.						Regular meetings between finance advisors and budget holders; challenge to forecasts & finance cross-Wider financial mitigations and general reserve balances						
2	Resources directorate service plans are not delivered	Insufficient staffing - recruitment and retention pressures Increasing workload pressure and competing priorities	Lack of support to budget holders Reporting not produced or inaccurate	3	5	15	TK/AG	Continuous development of localised service plans for Finance and Property Engage in national initiatives to ensure service plans are taking account of new and emerging policies / strategies Respond to the publication of the CIPFA Financial Management Code and embed at CCC	2	3	6	Keep under review localised service plans for finance and property	TK/AG	Ongoing
		Processes not documented or monitored sufficiently	Business planning work delayed or not completed Financial mismanagement Adverse regulatory opinion Decisions made that contravene the Council's constitution Reputational damage.					Develop and implement strategic model for property portfolio segmentation (ie % assts for operational; % investments; & % social / best value), underpinned by sound financing model split between capital receipts				Produce action plan for demonstrating compliance with the new CIPFA Financial Management code for local government	TK	Feb-20
3	Statutory or legislative obligations are not delivered	Business disruption. Lack of management oversight. Poor financial management.	Harm to people. Criminal or civil action. Fines or penalties. Reputational damage.	2	5	10	CM	Monthly review and escalation of Property Compliance highlight report Robust Timetable for publishing accounts	1	4	4	Lead to committee confidence Ongoing monitoring of compliance risk		
4	Staffing resources are not sufficient to meet business need	Difficulty recruiting. Long term absence.	Overworked staff and low morale. Increase sickness/absence.	4	4	16	TK/AG	Cross training within teams to ensure sufficient back up cover and staffing flexibility. Effective PADP process and identification of training needs and succession planning opportunities	3	4	12	Cascaded PADP approach inline with corp timescales	TK/AG	Ongoing
		Lack of training/capability Savings targets, restructures, efficiencies impact	High staff turnover. Reputational damage.					Up to date & documented job descriptions and person specs. Use of agency or temporary staff.				Consider future service delivery of property, report to go to C&I in Nov	AG	Nov-19
								Succession planning - sustaining career pathways				Identified Asst Acct (Schools) in need of re-evaluation	TK	Jan-20
												Trainee recruitment (declining numbers) review. Continue effective succession management through graduate entry to professional level	TK/AG	Feb-20
		Relocation risks to retention						Review salary grading to attract and retain competent professional staff						
5	IT and business systems resources are not sufficient to meet business need.	Poor implementation of upgrades or new systems.	Unable to provide effective and timely service delivery Additional costs for business changes	4	4	16	CM	Communication of issues Procurement and involvement in development projects (replacement of K2) Key user involvement in User Acceptance Testing	3	3	9	ERP user financial improvement workstreams Seat on LGSS Business Systems Board Upgrade of ERP pending in Spring/Summer 2020	TK	Dec-19
		Issues with ERP Gold Issues with K2	System resolution matters distract from core purposes					Consider payment dependencies of systems				Payment alternatives - GPC / CHAPS	TK	Ongoing
												Review alternative property asset management software. Techforge is currently looking to be the preferred software and complies with PCC model	AG	Feb-20
6	Fraud or corruption occurs	Inappropriate staff in key positions Ineffective internal controls in financial processes Lack of management review	Financial loss Expensive investigations Damage to working relationships Expenses/mileage abuse Reputational damage.	2	3	6	CM	Internal Audit Whistleblowing & other existing policies & procedures Robust financial procedure rules Professional Accreditations / Registrations with Chartered bodies	1	3	3	Fraud awareness Ethical awareness (whole service briefing)	TK	Feb-20
												Annual review of financial regulations	TK	May-20
												Conflict of interest declaration approach	AG/TK	

### SCORING MATRIX (see Risk Scoring worksheet for descriptors)

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY