








Appendix 3

Risk Likelihood

1 = Unlikely
2 = Possible
3 = Likely
4 = Almost Certain







| | | | | | |
|-----------------|---|---|---|---|---|
| Likelihood | 4 | | | | |
| | 3 | | | | |
| | 2 | | | | |
| | 1 | | | | |
| | | 1 | 2 | 3 | 4 |
| Negative Impact | | | | | |







| | | | | | | | | | | Assurance | | | | | | | | | | | | | | | |
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| | | Original Score (Dec ' 16) | | | Target | | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR001 | Commissioning decisions are not based on appropriate intelligence | 4 | 2 | | 4 | 1 | | CR001-1 Identify Intelligence required and potential sources to inform decisions CR001-2 Develop engagement plans to gather the required information. CR001-3 Analyse the information and use the results to inform the commissioning decisions, using the intelligence team. | 30-Sep-19 30-Sep-19 | 4 | 2 | | Commissioning | | | | | | | | | | | | |





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| | | Original Score (Dec '16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | | 3rd Line | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR002 | Most appropriate and cost effective commissioning option to meet identified needs and achieve commissioning priorities and outcomes is not chosen | 4 | 2 |  | 4 | 1 |  | CR002-1 Options appraisal undertaken on service design following assessment of customer needs | 30-Sep-19 | 4 | | 2 |  | Commissioning |  | | | | | | | |  |  |  |
| | | | | | | | | CR002-2 Appropriate procedure followed to commission the preferred option, e.g. procurement, service re-design | 30-Sep-19 | | | | | | | | | | | | | | | | |








[illegible]

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| | | Original Score (Dec '16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | | 3rd Line | |
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| CR004 | The Priorities set out in the Corporate Plan do not align with the defined needs of the community | 4 | 2 | | 4 | 1 | | CR004-1 Corporate plan driven by required outcomes and commissioning activity CR004-2 Refresh of the JSNA to be undertaken | 30-Sep-19 30-Sep-19 | 4 | 1 | | Strategic Planning | | | | | | | | | | | | |









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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR005 | Strategic plans are not adequately communicated on a timely basis to relevant Council officers and external partners responsible for delivering plans | 4 | 3 |  | 4 | 2 |  | CR005-1 Once approved, the Corporate Plan is communicated appropriately within the Council and with stakeholders | 30-Sep-19 | 4 | 2 |  | Strategic Planning |  | | | | |  | | | |  | | |

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| | | Original Score (Dec '16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | 3rd Line | | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR006 | The service planning process does not deliver all the actions to achieve the Corporate priorities | 3 | |  | 3 | |  | CR006-1 Service planning process is driven by the corporate plan | 30-Sep-19 | 3 | |  | Service / Business Planning |  | | | | |  | | | | |  | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR007 | Service/business plans are not communicated to relevant officer responsible for delivering plan task. | 4 | 2 |  | 4 | 1 |  | CR07-1 Business plans are communicated to the relevant officers involved in delivering the plan | 30-Sep-19 | 4 | 2 |  | Service / Business Planning |  | | | | | | | | | | | |








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| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | | Due Date | | Current | | | Corporate Risk Area | | Overall | 1st Line | | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | | | Impact | Likelihood | Rating | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR008 | The level of services delivered by the council do not meet customer expectations | 4 | 3 |  | 4 | 1 |  | CR008-1 Performance in relation to the delivery of outcomes is regularly monitored | 30-Sep-19 | 4 | 2 |  | Service Delivery Arrangements |  |  | | | | | | | | |  |  | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | | 3rd Line | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR009 | Service delivery arrangements are not resilient | 4 | 3 | | 4 | 2 | | CR009-1 Business continuity plans are in place and are tested for critical services | 30-Sep-19 | 4 | 2 | | Service Delivery Arrangements | | | | | | | | | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR010 | Performance Management arrangements do not identify if all priorities are being achieved | 4 | 2 |  | 4 | 1 |  | CR010-1 Clear performance measures are in place to identify if outcomes are being delivered | 30-Sep-19 | 4 | 1 |  | Performance Management |  |  | | | |  | | | | |  |  |

| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Assurance | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Impact | Likelihood | Rating | Corporate Risk Area | | Overall | 1st Line | | 2nd Line | | | | | | 3rd Line | |
| CR011 | No or inappropriate performance targets are set to define acceptable performance | 3 | | | 3 | | | CR011-1 Targets should be set for all performance measures (where appropriate to do so) to clarify acceptable levels of performance | 30-Sep-19 | 3 | | | Performance Management | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | 2nd Line | | | | | | | 3rd Line | | | |
| CR012 | Management fail to take prompt effective action in response to performance results reported or fails to follow up to ensure remedial action is effective | 3 | 3 | | 3 | 1 | | CR012-1 Management review performance on a regular basis and take appropriate action to rectify unacceptable performance | 30-Sep-19 | 3 | | | Performance Management | | | | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR013 | Partner(s) do not perform their planned tasks as intended to deliver partnership objectives. Objectives and priorities of Council and other partner(s) conflict/not aligned | 4 | 3 |  | 4 | 2 |  | CR013-1 Performance management arrangements include a review of the achievement of outcomes where partners have some responsibility for delivery | 30-Sep-19 | 4 | 3 |  | Partnership / Integrated working |  | | | | | | | | |  |  |  |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR021 | Performance reporting fails to give a full and accurate picture of the progress in achieving corporate priorities and outcomes | 3 | 1 | | 3 | 1 | | CR021-1 Further developments to the reporting of performance in relation to the achievement of outcomes and priorities, including the use of an appropriate ICT solution. | 30-Sep-19 | 3 | 1 | | Performance Reporting | | | | | | | | | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | | 3rd Line | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR022 | Strategic financial plans do not align to Council priorities, objectives and direction as set out as part of the corporate plan | 4 | 2 | | 4 | 1 | | CR022-1 The Corporate Plan Delivery Plan will need to be refreshed / updated in line with the agreed budget | 30-Sep-19 | 4 | 1 | | Strategic Financial Planning / MTFS | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | 1st Line | | 2nd Line | | | | | | | 3rd Line | | | | |
| | | | | | | | | | | | | | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR023 | Strategic financial plans are at risk due to all critical factors likely to affect the Council's finances moving forward, e.g. change in prime minister and Cabinet ministers, impacts of a no-deal BREXIT, changes to funding streams, changes in amounts of funding, inflation, pay awards, potential liabilities etc | 3 | 1 | | 3 | 1 | | CR023-1 Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position CR023-2 Financial reporting arrangements clearly highlight the impacts of known risks to strategic financial plans | 30-Sep-19 | 3 | 2 | | Strategic Financial Planning / MTFS | | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | 3rd Line | | | | | |
| | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | | |
| CR024 | Financial reporting fails to reflect on how financial changes in one area impacts on other areas of the Council | 3 | 1 | | 3 | 1 | | CR024-1 The Council's financial position is regularly reported to the Executive Management Team and Members | 30-Sep-19 | 3 | 1 | | Financial Reporting | | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | 3rd Line | | | | | |
| | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | | |
| CR025 | Financial Reporting fails to give a full and accurate picture of the progress to achieving corporate financial priorities and targets | 3 | 1 | | 3 | 1 | | CR025-1 Financial performance reporting is aligned to performance reporting to identify any potential inaccuracies or inconsistencies | 30-Sep-19 | 3 | 1 | | Financial Reporting | | | | | | | | | | | | | |






| | | Original Score (Dec ' 16) | | | Target | | | | | | Current | | | Assurance | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | | 1st Line | | 2nd Line | | | | | | | 3rd Line | | |
| | | | | | | | | | | | | | | | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR026 | Management fail to manage financial performance or take appropriate prompt effective action in response to poor financial performance results reported | 3 | 1 | | 3 | 1 | | CR026-1 The financial management framework ensures that managers regularly review their financial performance and are taking appropriate remedial action where necessary | 30-Sep-19 | 3 | 1 | | Financial Management | | | | | | | | | | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR027 | The Council fails to pay its employees (and those of other clients) on time | 3 | 1 | | 3 | 1 | | CR027-1 Controls in place to ensure that the payroll runs are complete and accurate and operate efficiently | 30-Sep-19 | 3 | 1 | | Financial Management | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | | 3rd Line | | | | |
| | | | | | | | | | | | | MGT | | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | |
| CR028 | The Council fails to make payments to its suppliers and clients on time | 3 | 1 | | 3 | 1 | | CR028-1 Procedures required for making payments on time are up to date and fully understood by staff within the payments service | 30-Sep-19 | 3 | 1 | | Financial Management | | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Assurance | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | | 3rd Line | | | | |
| | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | | |
| CR029 | The Council fails to process payments for housing benefit accurately or on time | 4 | 1 | | 4 | 1 | | CR029-1 Established procedures are in place and followed by adequately trained staff for the assessment and processing of benefit claims | 30-Sep-19 | 4 | 1 | | Financial Management | | | | | | | | | | | | | |






| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | | 3rd Line | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CR030 | Council fails to bill and or promptly collect the income that is due to it | 3 | | 1 | 3 | | 1 | CR030-1 Regular monitoring that the income received is in line with that expected as per the Council's budget | 30-Sep-19 | 3 | | 1 | Income Collection (including CT/NNDR) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |







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| Code | Corporate Risk Description | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Corporate Risk Area | Overall | 1st Line | 2nd Line | | | | | | | | 3rd Line | | |
| | | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Impact | Likelihood | Rating | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR031 | Prosperity within the City fails to grow resulting in the expected level of income being uncollectable | 4 | 3 |  | 4 | 2 |  | CR031-1 Clear performance measures and regular monitoring of the debtor position | 30-Sep-19 | 3 | 3 |  | Income Collection (including CT/NNDR) |  | | | | | | | | | | |  | |







| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | | |
|-------|---|---------------------------|------------|--------|--------|------------|--------|--|-----------|---------|------------|--------|------------------------------|---------|----------|-------|-----------|-----------|-------------|-------------|-------|-------|------|----------|----------|----------|
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | | | 3rd Line | |
| | | | | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR032 | Capital projects do not support the delivery of strategic priorities and desired outcomes | 3 | 1 | | 3 | 1 | | CR032-1 The Capital Programme is directly aligned to the Council's Corporate Plan and strategic priorities | 30-Sep-19 | 3 | 1 | | Capital Programme Management | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |







| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | Assurance | | | | | | | | | | | | | | |
|-------|--|---------------------------|------------|--------|--------|------------|--------|--|-----------|---------|------------|-----------|------------------------------|---------|----------|-------|-----------|-----------|-------------|-------------|-------|-------|----------|----------|----------|----------|
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | | 3rd Line | | | |
| | | | | | | | | | | | | | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR033 | The intended benefits of external funding for capital projects are not maximised | 3 | 3 | | 3 | 2 | | CR033-1 Corporate approach to planning and monitoring of the delivery of the wider benefits of the Capital Programme | 30-Sep-19 | 3 | 3 | | Capital Programme Management | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |







| | | | | | | | | | | Assurance | | | | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Corporate Risk Area | Overall | 1st Line | | 2nd Line | | | | | 3rd Line | | | |
| | | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Impact | Likelihood | Rating | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR034 | The council does not have the required skills and capacity to deliver the City's priorities | 3 | 3 | | 3 | 2 | | CR034-1 Workforce planning strategy in place that is appropriately monitored to ensure it is effectively implemented | 30-Sep-19 | 3 | 3 | | HR Management | | | | | | | | | | | | |









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| | | Original Score (Dec ' 16) | | | Target | | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | 3rd Line | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR035 | Reduction in productivity and morale of workforce | 4 | 3 |  | 4 | 2 |  | CR035-1 Recognition of reduced capacity | 30-Sep-19 | 4 | 3 |  | HR Management |  | | | | | | |  | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | |
|-------|---|---------------------------|------------|---|--------|------------|---|---|-----------|---------|------------|--------|---|-----------------|---|---|--|--|--|--|--|----------|---|--|--|
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | 2nd Line | | | | | | 3rd Line | | | |
| CR037 | Council officers do not fully understand H&S roles and responsibilities | 4 | 3 |  | 3 | 2 |  | CR037-1 H&S Strategy/Policy to be reviewed/revised | 30-Sep-19 | 4 | | 3 |  | Health & Safety |  |  | | | | | | |  | | |
| | | | | | | | | CR037-2 Review/develop arrangements to effectively coordinate and oversee H&S Training programme across the council | 30-Sep-19 | | | | | | | | | | | | | | | | |
| | | | | | | | | CR037-3 H&S responsibilities to be included in leaver handover arrangements | 30-Sep-19 | | | | | | | | | | | | | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR038 | The council's key H&S risks are not identified, understood or agreed | 4 | 3 |  | 3 | 2 |  | CR038-1 Establish corporate approach for the effective identification of key corporate | 30-Sep-19 | 4 | | 3 |  | Health & Safety |  |  | | | | | | |  | | |
| | | | | | | | | CR038-2 H&S risk register to developed and communicated across senior officers together with clear roles and responsibilities for the ongoing management and delivery of agreed actions. | 30-Sep-19 | | | | | | | | | | | | | | | | |

| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | |
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| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | 1st Line | 2nd Line | | | | | | 3rd Line | | | |
| CR039 | Appropriate action plans are not developed and agreed to manage the council's key H&S risks | 4 | 3 |  | 3 | 2 |  | CR039-1 Review effectiveness of H&S Management System and agree any areas for development. | 30-Sep-19 | 4 | | 3 |  | Health & Safety |  |  | | | | | | | |  | |
| | | | | | | | | CR039-2 Establish corporate governance arrangements to develop and agree risk action plans, and oversee the H&S agenda, including (but not limited to): | 30-Sep-19 | | | | | | | | | | | | | | | | |









| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | |
|-------|--|---------------------------|------------|---|--------|------------|---|--|-----------|---------|------------|--------|---|-----------------|---|---|----------|--|--|--|--|--|---|--|--|
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | | Overall | 1st Line | 2nd Line | | | | | | 3rd Line | | |
| CR040 | Strategic approach to incident management does not adequately inform decision making | 3 | 3 |  | 3 | 1 |  | CR040-1 Monitor compliance with incident reporting arrangements and address any areas for development. | 30-Sep-19 | 3 | | 3 |  | Health & Safety |  |  | | | | | | |  | | |
| | | | | | | | | CR040-2 Establish arrangements to provide assurance that controls have been reviewed following organisational/staffing changes or incidents. | 30-Sep-19 | | | | | | | | | | | | | | | | |
| | | | | | | | | CR040-3 Arrangements to be developed to ensure lessons are learned from incidents. | 30-Sep-19 | | | | | | | | | | | | | | | | |
| | | | | | | | | CR040-4 Trend analysis to be completed to inform regular reporting to CoG. | 30-Sep-19 | | | | | | | | | | | | | | | | |








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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR041 | The ICT infrastructure is not fit for purpose (i.e. not meet needs of Council, not reliable, too expensive) | 4 | 2 |  | 4 | 1 |  | CR041-1 The ICT strategy is clearly aligned to the priorities of the Council and the direction of travel for the provision of Council Services | 30-Sep-19 | 3 | | 2 |  | ICT Infrastructure |  |  | | | | |  | |  |  | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR042 | ICT infrastructure is not resilient to 'disasters' | 4 | 3 | | 3 | 2 | | CR042-1 Disaster recovery plans clearly linked to the provision of critical services, regularly tested and the recovery timescales reflected in the business continuity plans for critical services | 30-Sep-19 | 4 | | | ICT Infrastructure | | | | | | | | | | | | |

| | | | | | | | | | | Assurance | | | | | | | | | | | | | | | |
|-------|--|---------------------------|------------|--------|--------|------------|--------|--|-----------|-----------|------------|--------|---------------------|---------|----------|----------|-----------|----------|-------------|-----|-------|-----|----------|----------|----------|
| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR043 | The Council unnecessarily exposes itself to vulnerabilities & threats, both internal & external, (e.g. hacking, phishing, denial of service attack) as a result of its connection to the internet resulting in an increased risk of exposure | 4 | 3 | | 4 | 2 | | CR043-1 A Cyber security Strategy is in place, including and threat assessment, development plan and response plan | 30-Sep-19 | 4 | | | Cyber Security | | | | | | | | | | | | |







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|-------|--|---------------------------|------------|--------|--------|------------|--------|---|-----------|-----------|------------|--------|---------------------|---------------------------------|----------|----------|-----------|----------|-------------|-----|-------|-----|----------|----------|----------|--|
| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | |
| CR044 | Council's data is not accurately protected | 3 | 3 | | 3 | 2 | | CR044-1 Council has appropriate information governance and security arrangements in place which are complied with throughout the organisation | 30-Sep-19 | 3 | | 3 | | Information Governance/Security | | | | | | | | | | | | |







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|-------|--|---------------------------|------------|---|--------|------------|---|--|--|-----------|---------|------------|---|--------------------------------|---|---|-------|-----------|----------|-------------|-----|----------|---|---|---|----------|
| | | Original Score (Dec ' 16) | | | Target | | | | | | Current | | | 1st Line | | 2nd Line | | | | | | 3rd Line | | | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR045 | The Council's business critical services cannot function in the event of an incident | 4 | 3 |  | 4 | 2 |  | CR045-1 Business continuity plans are reviewed and tested on a regular basis | | 30-Sep-19 | 4 | |  | Business Continuity Management |  |  | | | | | | |  |  |  | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR046 | Lack of awareness of content of business continuity plans | 4 | 3 |  | 4 | 2 |  | CR046-1 Relevant staff are made aware of the content of the business continuity plans and understand their role in implementing them | 30-Sep-19 | 4 | | 2 |  | Business Continuity Management |  |  | | | | | | |  |  | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | 3rd Line | | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR047 | Programmes and projects fail to deliver the desired benefits and outcomes | 3 | 2 | | 3 | 1 | | CR047-1 The expected benefits of programmes and projects are clearly set out at the start and their achievement monitored throughout | 30-Sep-19 | 3 | | 2 | Programme / Project Management | | | | | | | | | | | | |

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| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | | | 1st Line | 2nd Line | | | | | | | 3rd Line | | |
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External |
| CR048 | Opportunities are not taken to maximise the use of assets (land and property). Assets are not fully utilised | 3 | 3 | | 3 | 2 | | CR048-1 The use of Council assets are monitored on an ongoing basis, particularly in response to changing staffing levels and changing service delivery models | 30-Sep-19 | 3 | | | Asset Management | | | | | | | | | | | | |

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|-------|--|---------------------------|------------|---|--------|------------|---|---|-----------|-----------|------------|---|---------------------|---|---|----------|-----------|----------|-------------|-----|-------|-----|------|----------|----------|---|--|
| Code | Corporate Risk Description | Original Score (Dec ' 16) | | | Target | | | Mitigating Actions | Due Date | Current | | | Corporate Risk Area | Overall | 1st Line | 2nd Line | | | | | | | | 3rd Line | | | |
| | | Impact | Likelihood | Rating | Impact | Likelihood | Rating | | | Impact | Likelihood | Rating | | | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | |
| CR049 | Lack of appropriate maintenance of physical assets | 4 | 3 |  | 4 | 2 |  | CR049-1 Condition of assets to be monitored on an appropriate basis and maintenance scheduled as required | 30-Sep-19 | 4 | 3 |  | Asset Management |  |  | | | | | | | | | | |  | |

| | | Original Score (Dec ' 16) | | | Target | | | | | Current | | | Assurance | | | | | | | | | | | | | | |
|-------|---|---------------------------|------------|---|--------|------------|---|--|-----------|---------|------------|---|---------------------------|---|---|----------|-------------|-----|-------|-----|------|----------|----------|----------|--|---|--|
| Code | Corporate Risk Description | Impact | Likelihood | Rating | Impact | Likelihood | Rating | Mitigating Actions | Due Date | Impact | Likelihood | Rating | Corporate Risk Area | | 1st Line | 2nd Line | | | | | | | | 3rd Line | | | |
| | | | | | | | | | | | | Overall | MGT | Legal | Financial | Projects | Performance | ICT | HR&OD | BCM | Risk | Internal | External | | | | |
| CR050 | Council fails to prevent, detect and investigate acts of fraud and corruption | 2 | 2 |  | 2 | 2 |  | CR050-1 Managers are aware of the fraud risks within their area and maintain appropriate controls baring in mind changes to service delivery and staffing levels | 30-Sep-19 | 2 | 2 |  | Anti Fraud and Corruption |  |  | | | | | | | | | | |  | |