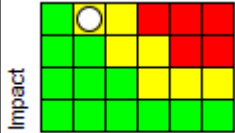


<b>Code</b>	FIN001	Finance			
<b>Definition</b>	Failure to deliver key services in the event of failures of plans, capabilities, systems and processes				
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>	
		Control	Control Assessment		
- Failure to deliver statutory reporting, monitoring and LSE reporting	- Loss of staff with expertise - Failure to recruit and retain	1.Plans - Continuous review of finance delivery plans and service plans to link to corporate priorities. Team		Effective	

The Risk Register for the 'Finance function' details the live risks of operational significance. Whilst we acknowledge there are other areas that present a risk to the Council if not managed correctly, these are monitored effectively in business as usual activities therefore not detailed in the function risk register. We actively monitor all operational risks and will appropriately escalate any risk if there is an increase in significance.

Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Cluster	Risk Owner	Risk Manager	LOIP Themes
FIN001	Failure to deliver key strategic plans – staff and process restructuring risks	12	8	Finance	Jonathan Belford	Carol Smith and Laura Colliss	All

<ul style="list-style-type: none"> <li>- Failure to effectively administer the NESPF</li> <li>- Failure to provide financial implications of strategic change and committee decisions</li> <li>- Failure to provide effective business advice</li> <li>- Inability to deliver Key Performance Indicators (KPIs)/ Service Delivery Targets</li> <li>- Customers unable to access services</li> <li>- System failure and/or breakdown</li> <li>- Failure of financial controls</li> <li>- Failure or delays to delivery of Financial Plans, and Financial Policies</li> <li>- Failure to maximise the benefits of digital improvements and modernisation</li> <li>- Failure to manage relationships with stakeholders</li> <li>- Loss of income, poor management of council finance</li> <li>- Reputational damage/loss of trust</li> </ul>	<ul style="list-style-type: none"> <li>- Competing demands</li> <li>- Poor performance delivery</li> <li>- System failure</li> <li>- Lack of robust control measures</li> <li>- Delays in consultation</li> <li>- Uncertainty triggered by changes in national and local political and legislative environments</li> </ul>	meetings and programme of cascading plans to staff.		Very Serious Low
		2. Key deadlines - for committee, statutory and performance reporting monitored	Effective	
		3. Capabilities - Finance redesigns and succession plans updated and implemented.	Partially Effective	
		4. Capabilities - Programme of coaching and training within finance and with stakeholders	Partially Effective	
		5. Systems - Digital improvement plans in place connected with digital first programme. Preparation of data canvasses.	Partially Effective	
		6. Processes - Continuous review of financial controls and stewardship linked to internal audit and external audit recommendations	Partially Effective	
<b>Risk Owner</b>	Jonathan Belford	<b>Risk Manager</b>	Carol Smith and Laura Colliss	<b>Residual Risk Assessment</b>
<b>Latest Note</b>				 <p>Very Serious Very Low</p>

**Control Actions**

Action 1	Progress	Original Due Date	Amended Due Date
Finance redesigns and succession plans updated and implemented	30%	1.4.20	
<b>Description</b>	To prepare and implement a finance redesign bringing stability to service resource and delivery following significant change in 2017 and 2018.		

<b>Update</b>	<p>The finance function implemented a redesign in 2018 that created generic job profiles and streamlined the structure. Subsequently there have been a number of planned VS leavers and unplanned leavers. It is therefore proposed to implement a further small scale redesign to further enable stability to be built into service provision.</p> <p>Several unplanned leavers were trainee and newly qualified accountants - part of the previous succession plan. The council has also now taken up 3 places on the RGU/ICAS accounting professional course. New practices and solutions need to be considered to continue to strengthen succession planning.</p>		
<b>Assigned To</b>	<b>Carol Smith and Laura Colliss</b>		
<b>Action 2</b>	<b>Progress</b>	<b>Original Due Date</b>	<b>Amended Due Date</b>
Programme of coaching and training within finance and with stakeholders	30%	1.4.21	
<b>Description</b>	To continue to grow shared knowledge under the new assignment working arrangements. To grow capability and knowledge of stakeholders – Members, service managers and business support staff in order to enable new self service ways of working.		
<b>Update</b>	<p>The finance team has always had a range of coaching and training approaches in place – formal training, on the job training and one off training.</p> <p>Due to the significant changes in the council and the team, this programme has not always been given the priority it should. The action is to ensure that plans are built to make best use of all financial capability across the council.</p>		
<b>Assigned To</b>	<b>Carol Smith</b>		

<b>Action 3</b>	<b>Progress</b>	<b>Original Due Date</b>	<b>Amended Due Date</b>
Digital improvement plans in place connected with digital first programme. Preparation of data canvasses.	30%	1.4.21	
<b>Description</b>	There are several digital activities that critically impact on finance. It is necessary for finance to make use of technology in order to provide more value added services and reduce inefficiencies. A number of sources of finance data are key to the customer journey and need to be more clearly mapped end to end and linked with other data.		
<b>Update</b>	<p>Finance is closely impacted by the following concurrent digital projects – HR, payroll, cash receipting, Microsoft, RPA, Building Services, Care management, catering, purchase ordering, reporting/dashboards, assets, making tax digital, fleet.</p> <p>Finance is owner or joint data manager for the following data sets – accounts data, strategic decision making, operational decision making, customer payments, supplier spend, transactional controls, project costing and billing, cost recovery, purchase ordering, financial performance, banking/treasury/debt, tax, payroll, assets, transformation investment, long term financial data, return on investment.</p> <p>Finance is making connections between these digital projects to manage resource most effectively.</p> <p>Finance is collating data canvasses on the areas of data management to ensure that data is used most effectively.</p>		
<b>Assigned To</b>	<b>Carol Smith and Laura Colliss</b>		

<b>Action 4</b>	<b>Progress</b>	<b>Original Due Date</b>	<b>Amended Due Date</b>
Comprehensive review system for financial controls	50%	1.4.20	
<b>Description</b>	To scope and review all financial controls council wide on a cyclical basis.		
<b>Update</b>	Financial controls across the council are subject to a high level of assurance as set out in the Finance Assurance Map. Notably the work of internal audit will provide considerable assurance.		

	<p>As a result of ongoing organisational changes, there continues to be changes to personnel responsible for financial controls.</p> <p>Further, the implementation of new digital technology has resulted in need for new more appropriate controls – for example the move from invoicing in arrears to up-front payments.</p> <p>There is now a comprehensive improvement plan for transaction services that covers controls for service income, accounts payable and wider transactions. Internal audit recommendations cover a range of controls across the council.</p> <p>This action is required to ensure that controls and procedures are comprehensively captured with a controls regular monitoring review system put in place.</p>
<b>Assigned To</b>	<b>Carol Smith</b>