

## Appendix B: Above Tolerance Operational Risks

Service	Ref	Risk Description (vulnerability)	Current Controls	Impact	Likelihood	Further Mitigation Plans	Date
Customer Services	CS4	As yet unknown impact on resources (staff and finances) from the rollout of Universal Credit in the Borough from September 2018 onwards	1. Housing and Benefits Advice Officer in post. 2. Training for frontline and back office staff. 3. Revised SLA with CAB 4. Best practice visits to other areas. 5. Tenants Handbook updated and published on website. 6. Tenant payment of rent in advance in operation since April 2018. 7. Budgeting advice given to all customers joining Home Options.	5	3	Universal Credit project team with detailed action plan in place and underway	As per the project action plan
Democratic and Community	DC1	Breach of equality regulations	1. Equality impact assessments undertaken 2. Equalities policy in place 3. Equality impact has been written into the new project methodology currently being introduced. 4. Staff training programme delivered. 5. Monitor completion and quality of EIAs through the Mod.Gov system	4	3	Training for managers on Equality Impact Assessment and associated use of the Mod.Gov report writing function.	March 2019
Finance and Procurement	FP1	Risk to income stream/budgetary overspend	1. Budget monitoring 2. Efficiency programme 3. Consider latest intelligence for budget reviews 4. Contingency reserve in place	4	3	1. Ensure there is a provision in the General Fund on an annual review basis. 2. Monitor budget position and target specific areas quarterly throughout the year	Ongoing continual process

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						3. Resourcing of efficiency and transformation process via the Transformation Board monthly	
	FP2	Pension Liability risk to budget	1. Monitoring of pension liability. 2. Careful consideration of pension cost implications when awarding contracts (externalisation of services). 3. Base budgets on latest intelligence. 4. Manage pressure through the Financial Planning process. 5. Close liaison with pensions authority 6. Careful workforce planning	4	3	1. Flag up potential long term risks and manage carefully as part of the medium term financial planning process. 2.The LGPS triennial valuation outcomes have been incorporated into the updated MTFP in Feb 2017. The next review will take place in 3 years.	1. Ongoing 2. Ongoing
	FP3	Treasury Management failure(General)	1. Professional training of staff. 2. Professional advice and support. 3. Careful control of lending list including investment limits on institutions through formally adopted Treasury Management strategy. 4. Full compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management	5	2	Carry out regular credit checks and react to latest developments in treasury management risk Incorporate into the annual Treasury Management Strategy	Ongoing continual process