

Ref	Risk category	Risk name	Description	Risk owner	Existing control measures in place and contextual information	Residual (net) risk score						Risk appetite: Averse; Cautious; Open; Hungry	Within appetite? (Y/N)	Risk control: Terminate; Tolerate; Transfer; Treat	Action/s (monitored in P+)	If Treat, target risk score and explanation	Management assurance (RAG)	Q1 comments	Q2 comments	Q3 comments	Q4 comments
						Likelihood		Impact		Total											
						1 to 4		1 to 4		1 to 16											
F1	Financial	Council Tax, Housing Benefit, business rates fraud	Risk of false statements or lack of notification of changes; transient nature of our population; seasonal working; CT £25m received pa; HB approx £18m paid pa; business rates approx £20m received pa	PP	Cross checking of information; application and documentation checks; checking empty properties; fraud policy in place; Fraud Officer and Business Rates Assurance Manager in post; NFI checks; Government housing benefit matching scheme (HBMS); use of prosecution, cautions and penalties; publication of prosecutions to act as a deterrent; prevention and detection controls in place; LCFP & CIPFA	3	Probable	4	Critical impact	12	High risk	Cautious	N	Tolerate	N/A	N/A					
F2	Governance	Electoral fraud	Risk of fraudulent voting; fraudulent acts by canvassers, poll clerks/officers; fraudulent acts by individuals	LB	Supervisory role at counts; postal votes count supervised; access controls at polling stations and counts; ballot box controls; application form checks	2	Possible	4	Critical impact	8	Medium risk	Cautious	Y	Tolerate	N/A	N/A					
F3	Financial	Financial fraud	Risk of BACS fraud; BACS = electronic processing of financial transactions (originally Bankers Automated Clearing System); risk of investment fraud; risk of payment of bogus invoices; risk of manipulation to inappropriately write-off invoices; Risk of misrepresenting the assets and income of the Council; accounting risk is highly regulated and corporate fraud instances are infrequent; approximately £8m staffing, plus £5m supplies and services per annum; Risk of ineffective controls in place leading to money laundering through cash overpayments and subsequently obtaining a refund; risk of cheque fraud leading to theft, tampering, deposit to third party, cashing personal cheques	AS	Physical security and system access controls in place; separation of duties; treasury management policy; regular bank reconciliations; contract regulations in place; validation with supporting documentation; regular independent audits; electronic payment instead of cheques wherever possible and use of cheques is now minimal; NFI checks; annual fraud report to Audit & Governance Committee	2	Possible	4	Critical impact	8	Medium risk	Cautious	Y	Tolerate	N/A	N/A					
F4	Governance	Payroll fraud	Risk of ghost employees; amended payment details; changes to expenses and reductions; withholding payroll leavers; risk of overclaiming of allowances	JB	System access controls in place; authentication of changes required; HR guidance and policy in place; payment controls in place; independent checks carried out; NFI checks	2	Possible	4	Critical impact	8	Medium risk	Cautious	Y	Tolerate	N/A	N/A			Reviewed 23.12.20 - no change		
F5	Physical	Theft	Risk of theft of intellectual property and information; theft or abuse of confidential information; risk of theft of computer equipment; false write-offs; risk of theft of purchase cards and/or PINs; risk of theft of cash; risk of theft of non ICT assets and unauthorised use of Council assets e.g. stores, materials, vehicles, plant	JG / PP / SR	Anti-fraud and corruption policies; whistleblowing policy; IT security policy; password technology; data searches; physical security measures in place; asset tagging; inventory maintained; IT security policy in place; financial regulations; contract regulations; policies in place for use of purchase cards and taking cash payments; bank controls; regular audits; asset tagging; inventories maintained; mileage records kept	2	Possible	4	Critical impact	8	Medium risk	Cautious	Y	Tolerate	N/A	N/A					
F6	Governance	Bribery, inducement, conflict of interest	Risk of bribery, blackmail, favouritism or corruption leading to debts being waived or reduced; or assets obtained at a favourable price; or other inappropriate gain; risk of inducement from Members or staff receiving gifts, hospitality, foreign travel; risk of non declaration of conflicts of interest	KC / LB	Constitution; anti-fraud and corruption policies; whistleblowing policy; codes of conduct; Bribery Act; hospitality register; register of interests; public scrutiny; Audit & Governance Committee; Annual Governance Statement; Directors' Assurance Statement; annual reminder to staff and Members	2	Possible	3	Major impact	6	Medium risk	Cautious	Y	Tolerate	N/A	N/A					
F7	Contractual	Procurement fraud	Risk of procurement fraud; contractor or supplier selected as a result of favouritism or corruption; corrupt tendering process; weak contract management; abuse of position for personal gain; risk of ghost suppliers or amended payment details	PP	Contract regulations; anti-fraud and corruption policies; whistleblowing policy; code of conduct; system access controls in place; authentication required; procurement advice from Kings Lynn & West Norfolk Council; gifts and hospitality policy	2	Possible	3	Major impact	6	Medium risk	Cautious	Y	Tolerate	N/A	N/A					
F8	Governance	Recruitment fraud	Risk of recruitment fraud, bogus people and/or bogus qualifications	JB	Clear recruitment guidance in place including the requirement to check references; NFI checks; CRB checks	2	Possible	3	Major impact	6	Medium risk	Cautious	Y	Tolerate	N/A	N/A			reviewed 23.12.20 - no change		

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F9	Contractual	Contractor fraud	Risk of collusion between contractors	CMT	Contract regulations; anti-fraud and corruption policies; contract audits; audit of tender procedures; continue to raise awareness of managers need to be vigilant; procurement advice from Kings Lynn & West Norfolk Council	2	Possible	2	Minor impact	4	Medium risk	Cautious	Y	Tolerate	N/A	N/A				
F10	Governance	Employee fraud	Risk of employee fraud e.g. taking flexi time not due, not working contracted hours, falsified timesheets, overtime and expenses	JB	Line management and working time records; HR policies and procedures; sickness reporting; countersignatures; collusion needed; budgetary control reports	2	Possible	3	Major impact	6	Medium risk	Cautious	Y	Tolerate	N/A	N/A			Reviewed 15.12.20 - no change	
F11	Governance	Insurance fraud	Risk of false and/or inflated insurance claims being made	PP	Low number of claims received, appropriate investigation and authorisation of insurance claims; National Fraud Initiative (NFI)	1	Hardly ever	3	Major impact	3	Medium risk	Cautious	Y	Tolerate	N/A	N/A				
F12	Governance	Business Rates Grant Fraud	Risk of fraudulent claimed grants Business Rates Grants issued as part of the Coronavirus Support Scheme	KC	Cross checking of information; application and documentation checks; ; fraud policy in place; Business Rates Assurance Manager in post; ; matching scheme (HBMS); use of prevention and detection controls in place - Post Grant check assurance checking in place.	3	Probable	3	Major impact	9	Medium risk	Cautious	Y	Tolerate	N/A	N/A				