

**Devon Audit Partnership - Strategic and Operational Risk Register Updated May 2015**

Ref	Risk Description	Inherent			Mitigating control	Controlled			Further action required	By When
		Impact *	Probability	RISK *		Impact	Probability	RISK		
<b>Strategic Risks</b>										
S1	Failure to recruit and retain key staff (due to staff dissatisfaction, inability to offer permanent contracts etc.)	3	3	9	Value staff by ensuring we embrace “investors in people” approaches. Ensure a wide pool of expertise from a wide selection of “associates”	2	2	4	IIP assessment completed, but “lessons learnt” not yet fully embedded. Action required in this area. Continue to build up “associates”	Summer 2015
S2	Change in priorities or dissatisfaction of one of the founding partners results in a partner leaving.	4	2	8	Continued development of service. Impact of a single founding partner leaving now reduced due to reduced contribution of partners and increase of funding from other clients. Evidence of “added value”.	3	2	6	Continue to work with the Partnership Cttee and explain the benefits that DAP bring to each partner.  Deliver plan and ensure that we “add value” in a way appreciated by each client.  Work with new members at each audit committee to inform them of the value of internal audit and the DAP approach.	Ongoing  Ongoing  Summer 2015
S3	Loss of data due to IT failure / unable to use secure data transfer arrangements	3	2	6	Part of DCC network – so lots of resilience. Data sharing agreements prepared and shared / agreed with each partner. Use of Mki – hosted software supplier.	2	2	4	Data sharing agreements updated to reflect legal advice in March 2015.  Ensure keep “up to date” with changes and ensure that agreements reflect best practice.	Ongoing

S4	Growing the partnership through collaboration with other partners could be a distraction to the maintenance and development of our current business.	2	1	2	“Business Development” allocated to an audit manager to ensure that management team know this is being addressed and can concentrate on day to day activities.	1	1	1	None.	
S5	Pace of change, type of change and political impacts prevent the partnership from being an effective vehicle for growth.	2	2	4	Continue to monitor and ensure that a “partnership” is the best vehicle for DAP. Other options could include Move to a .gov organisation Join with other organisations (e.g. SWAP)	1	1	1	Be prepared to consider a number of scenarios and develop viable strategies.	

### Operational risks

O1	Failure to deliver agreed audit plan in line with current targets resulting in increased control risk to clients and lack of confidence in DAP as a provider.	3	2	6	Close and effective management of work against plans. Clear understanding and control of time spent on “overheads” / non productive work.	2	2	4	Make best use of IT to ensure valuable people resource is used as effectively as possible. Strong and effective management to tackle areas of concerning performance.	Ongoing
O2	Inefficient or expensive IT arrangements	2	3	6	Service provided by DCC. Hosted Audit Management system (Mki). Investment in broadband line at Torbay.	2	2	4	ICT arrangements under constant review to ensure we get best value and meet PSN requirements	Ongoing
O3	Insufficient revenue budgets to deliver service	2	1	2	Signed SLA with main partners.	1	1	1	Ensure that we invoice accurately (based on data from	Ongoing

	effectively				Signed SLA's with other customers (Fire, Police, Torridge etc)				Mki) and promptly !	
O4	Failure to make savings or generate increased efficiencies	3	2	6	Good notice of what is required. Good understanding of cost base and use of temp staff / associates to "turn up" or "turn down" our staffing commitments.	2	1	2	Continuous monitoring. Continuous need to sell services to other clients.	Ongoing
O5	Accommodation may be too expensive for our requirements.	2	2	4	Continue to monitor costs of accommodation and compare to market. Meets all H&S requirements	1	1	1	Ongoing analysis of IT and accommodation needs maximising mobile working and flexible staff resource.	Oct 2015

\* Risk score based upon the DCC approach to Risk Management. <http://staff.devon.gov.uk/riskmanagementstrategy2011.pdf>