













Financial

Risk	Risk Owner	Inherent Risk	Control Title		Control Effectiveness	Residual Risk	Risk Status	Key Messages
Change in industry conditions leads to financial loss	Joe Smith	<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>				<div></div> <div>Medium</div> <div>Out of Tolerance</div> <div>Low</div>	<div>↔</div>	
Reduced transaction costs due to harmonious working practices	Joe Smith	<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>				<div></div> <div>Low</div> <div>Within Tolerance</div> <div>Low</div>	<div>↔</div>	
SMCR has insufficient financial capacity to deliver the new FDS system beyond ePoC (June 2022) and DDG (June 2023) funding	Joe Smith	<div></div> <div>Extreme</div> <div>Out of Tolerance</div> <div>Low</div>				<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>	<div>↑</div>	<p>Negotiate a separate FDS program budget with appropriate acquittal and reporting process. Appropriate resourcing provided to SMCR to support the FDS program including SMCR led projects. Budget to include consideration of a range of factors beyond just the cost of the new FDS system itself and not limited to the following:</p> <ul style="list-style-type: none">- impacts on existing SMCR systems, products and services- system changes and implementation- staff training- integration with existing systems- data migration (in and out)- risk reduction- contingency for budget v actual variance- changes to the profile of SMCR staffing to support the capture, transformation and presentation of data. Additional SMCR resources will be required post go-live to ensure the new model operates effectively and that any changes can be addressed efficiently
Inadequate funding for capital projects asset replacement and infrastructure	Joe Smith	<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>	1. Effective and efficient use of the balance of ex CIP funds.		<div></div> <div>Low</div> <div>Within Tolerance</div> <div>Low</div>	<div>↓</div>	Residual risk remains Low with funds approved and provided for 2021-22 asset replacement and commitment to discuss future requirements in context of FDS.Business Case currently being prepared for future FDS funding for consideration by DESE.	
			2. Planning for future capital adequacy requirements.					
There will be insufficient funding available in future years to ensure adequate support of SMCR business systems	Joe Smith	<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>	1. Annual publication of IT baseline expenditure analysis including IT costs, benefits and relationship to AIPs.		<div></div> <div>Low</div> <div>Within Tolerance</div> <div>Low</div>	<div>↓</div>	Residual risk rating remains Low, as 2019-22 Statistics and Research Services Funding Agreements have been signed, which provides funding certainty for the next three years to maintain business systems.	
			2. Inclusion of IT costs within AIPs against relevant deliverables.					
Change in industry conditions leads to financial loss	Joe Smith	<div></div> <div>High</div> <div>Out of Tolerance</div> <div>Low</div>				<div></div> <div>Medium</div> <div>Out of Tolerance</div> <div>Low</div>	<div>↓</div>	<p>Internal data collection and review by Payroll.</p> <p>Leave provisions are reviewed by Finance and subject to external audit.</p> <p>The leave management plan continues to be used and is a useful visual tool to assist Managers focus on areas requiring management.</p> <p>With travel restrictions easing, it is hopeful appetite to take leave increases.</p>