

Asset misappropriation	Detail	Relevant to NPA	Scoring November 2020			Scoring April 2023			Scoring October 2025			Trend	Comments Provided (October 2025)
			Impact	Likelihood	Total	Impact	Likelihood	Total	Impact	Likelihood	Total		
Billing schemes	Recording of false credits, rebates or refunds to customers.	Y	3	1	3	3	1	3	3	1	3	No change	No change on previous review. Sales transactions and credits/ refunds limited. Controls around authorisation of refunds
Billing schemes	Over-billing customers.	Y	2	1	2	2	1	2	2	1	2	No change	No change on previous review. Sales transactions limited. Controls around raising sales invoices
Billing schemes	Pay and return schemes (where an employee creates an overpayment to a supplier and pockets the subsequent refund).	Y	3	1	3	3	1	3	3	1	3	No change	
Billing schemes	Using fictitious suppliers or shell companies for false billing.	Y	2	1	2	2	1	2	2	1	2	No change	
Cheque fraud	Cheque kiting (a fraud scheme using two deposit accounts to withdraw money illegally from the bank).	N	-	-	-	-	-	-	-	-	-		
Cheque fraud	Paying a cheque to the company knowing that insufficient funds are in the account to cover it.	N	-	-	-	-	-	-	-	-	-		
Cheque fraud	Theft of company cheques.	Y	2	1	2	2	1	2	2	1	2	No change	No change on previous review. Cheques stored securely under dual control
Cheque fraud	Tampering with company cheques (payee/amount).	Y	3	1	3	3	1	3	2	1	2	No change	
Cheque fraud	Duplicating or counterfeiting of company cheques.	Y	2	1	2	2	1	2	2	1	2	No change	
Cheque fraud	Depositing a cheque into a third party account without authority.	Y	2	1	2	2	1	2	2	1	2	No change	
False payment requests	Employee creating false payment instruction with forged signatures and submitting it for processing.	Y	3	3	9	3	3	9	3	2	6	Decrease	Decreased since previous review. Whilst fraud risk increases with email authorisation of payment instruction with mailbox delegation this should be mitigated with ICT password controls
False payment requests	False email payment request together with hard copy printout with forged approval signature.	N	-	-	-	-	-	-			-		Not applicable with electronic approval practises.
False payment requests	Taking advantage of the lack of time which typically occurs during book closing to get false invoices approved and paid.	Y	3	1	3	3	1	3	3	1	3	No change	
Inventory and fixed assets	Theft of inventory.	Y	2	3	6	2	3	6	2	3	6	No change	No change on previous review.
Inventory and fixed assets	False write offs and other debits to inventory.	Y	2	2	4	2	2	4	2	2	4	No change	No change on previous review. Values of stock held are low.
Inventory and fixed assets	Receiving free or below market value goods and services from suppliers.	Y	3	2	6	3	2	6	3	2	6	No change	
Inventory and fixed assets	Theft of fixed assets, including computers and other IT related assets.	Y	3	3	9	3	3	9	3	2	6	Decrease	IT assets tagged and controlled and introduction of Arcspeed will streamline process and assigning of assets for better tracking.
Inventory and fixed assets	False sales of inventory.	Y	2	2	4	2	2	4	2	2	4	No change	
Inventory and fixed assets	Unauthorised private use of company property.	Y	1	3	3	1	3	3	1	3	3	No change	No change. Fleet policy enforced to ensure likelihood of this occurring is minimised.
Inventory and fixed assets	Employees trading for their own account.	Y	2	2	4	2	2	4	2	2	4	No change	
Inventory and fixed assets	Theft or abuse of proprietary or confidential information (customer information, intellectual property, pricing schedules, business plans, etc).	Y	1	1	1	2	2	4	2	2	4	No change	
Misuse of accounts	Wire transfer fraud (fraudulent transfers into bank accounts).	Y	3	1	3	3	1	3	3	1	3	No change	No change on previous review.
Misuse of accounts	Unrecorded sales or receivables.	Y	2	2	4	2	2	4	2	2	4	No change	
Misuse of accounts	Stealing passwords to payment systems and inputting series of payments to own account.	Y	5	1	5	5	1	5	5	1	5	No change	
Misuse of accounts	Employee account fraud (where an employee is also a customer and the employee makes unauthorised adjustments to their accounts).	Y	3	1	3	3	1	3	3	1	3	No change	
Misuse of accounts	Writing false credit note to customers with details of an employee's personal bank account or of an account of a company controlled by the employee.	Y	2	1	2	2	1	2	2	1	2	No change	
Payroll	Abuse of commission schemes.	N	-	-	-	-	-	-	-	-	-		

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Payroll	False workers' compensation claims.	N	-	-	-	-	-	-	-	-	-	-	
Payroll	Theft of employee contributions to benefit plans.	N	-	-	-	-	-	-	-	-	-	-	
Payroll	Falsifying work hours to achieve fraudulent overtime payments.	Y	2	3	6	2	3	6	2	3	6	No change	Overtime has to be agreed in advance and deviation would result in a review by the line manager
Payroll	Abuse of holiday leave or time off entitlements.	Y	2	3	6	2	3	6	2	3	6	No change	
Payroll	Submitting inflated or false expense claims.	Y	2	2	4	2	2	4	2	2	4	No change	These are reviewed by line manager before payment. Any anomalies would be followed up
Payroll	Adding private expenses to legitimate expense claims.	Y	2	2	4	2	2	4	2	2	4	No change	
Payroll	Applying for multiple reimbursements of the same expenses.	Y	2	2	4	2	2	4	2	2	4	No change	
Payroll	Fictitious (or ghost) employees on the payroll.	Y	2	1	2	2	1	2	2	1	2	No change	
Payroll	Improper changes in salary levels.	Y	2	1	2	2	1	2	2	1	2	No change	
Procurement	Intercepting payments to suppliers.	Y	3	1	3	3	1	3	3	1	3	No change	
Procurement	Submitting for payment false invoices from fictitious or actual suppliers.	Y	3	2	6	3	1	3	3	1	3	Decrease	Fiance & Procurement Policies updaed.
Procurement	Marked up invoices from contracts awarded to supplier associated with an employee.	Y	3	2	6	3	2	6	3	2	6	No change	
Procurement	Altering legitimate purchase orders.	Y	3	2	6	3	2	6	3	2	6	No change	
Procurement	Falsifying documents to obtain authorisation for payment.	Y	3	2	6	3	2	6	3	2	6	No change	
Procurement	Forging signatures on payment authorisations.	Y	-	-	-	2	1	2	2	1	2	No change	With electronic approvals, this is not a risk. Risk is associated with email account and password sharing
Procurement	Sending fictitious or duplicate invoices to suppliers.	Y	2	1	2	2	1	2	2	1	2	No change	
Procurement	Improper use of company credit cards.	Y	1	2	2	1	2	2	2	1	2	No change	No change on previous review. Likelihood reduced as mitigating controls in place, including limits on credit cards.
Procurement	Improper changes to supplier payment terms or other supplier details.	Y	2	1	2	2	1	2	2	1	2	No change	
Procurement	Sale of critical bid information, contract details or other sensitive information.	Y	2	1	2	2	1	2	2	1	2	No change	
Theft of cash	Stealing incoming cash or cheques through an account set up to look like a bona fide payee.	Y	2	2	4	2	2	4	2	1	2	Decrease	Impact reduced as use of cash has decreased (lower value of cash transactions)
Theft of cash	Taking money from the till.	N (Jan 25 onwards)	2	2	4	2	2	4	2	2	4	No change	
Theft of cash	Skimming of cash before recording revenues or receivables (understating sales or receivables).	Y	2	2	4	2	2	4	2	2	4	No change	
Theft of cash	Stealing from petty cash.	Y	1	2	2	1	2	2	1	2	2	No change	