

Office Services – Service Risk Register – March 2007

(Note: **Bold** text indicates that the risk has been assessed as being above the Council’s tolerance line on the prioritisation matrix and therefore needing further attention to manage the risk. Service managers need to prepare management action plans for these risks.)

No	Rating	Vulnerability	Trigger	Possible Consequences (including Reputation)
1	B1	Limited expertise, experience and resources to implement shared services.	Government/regional/local move towards shared services.	<ul style="list-style-type: none"> • Poor implementation and project planning. • Increased failures in service delivery and standards of care; especially vulnerable during the implementation stage. • Either costs will rise or estimated savings will not be delivered. • Opportunity cost of pulling existing staff out of the day job to implement shared services. • Staff time will be taken up resolving problems/issues or dealing with the aftermath. • Reputation: public relations will be unfavourable.
2	C1	As well as work for Council services, the Graphics team provides photography and graphics for the South Cambs magazine and other publications; the team also project manages the design and production of a number of critical Council documents.	Removal of one graphics post to save money and the decision that the remaining graphics officer will work on statutory work only.	<ul style="list-style-type: none"> • Work other than statutory will be done out of house at substantially higher overall cost to the Council. • Gershon savings of £8k will not be carried forward into future years. • Quality standards and corporate identity will suffer. • Council magazine and other publications will have less photography and graphics input. The magazine relies on advertising to fund its publication; this may affect the degree of advertising. • The reduced team will not be able to still fulfil its project management role, leading to late publications/ submissions and errors that could leave the Council exposed. • Reputation: poor perception of the Council.

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3	C3	The authority needs to improve its procurement system and practices in order to generate cost efficiencies and savings and implement e-procurement to meet IEG and Gershon requirements.	The IBS procurement system does not meet the needs of the Council.	<ul style="list-style-type: none"> • The authority has to find another solution, which may have initial and ongoing costs. • Savings needed to meet other services' requirements may not be achieved. • The authority may not meet Gershon or other targets. • Reputation: the authority may be seen as not making sufficient use of e-procurement options.
4	C3	The Northstowe project requires the Council to procure goods and services. The Council may not have the appropriate expertise, capacity, skills and a suitable project plan in place.	Northstowe project now gaining momentum.	<ul style="list-style-type: none"> • The Council's costs may rise unnecessarily. • Contract terms may disadvantage the Council. • Procurement may be left to the last minute, leading to delays. • Council/EU procedures may not be followed correctly, leading to issues about fairness and transparency. • Resources could be stretched further than necessary (e.g. Legal) due to poor planning. • Reputation: poor PR if the Council does not obtain good value for money etc.
5	C3	Each of the Office Services functions is performed by small teams.	Staff sickness.	<ul style="list-style-type: none"> • Remaining staff unable to provide full service. • Cover required from other staff, having a knock-on effect on their services. • Need to employ temporary staff to cover shortfall. • Reputation: visitors' perception or experience of reception capability is reduced. • Reputation: criticism over contingency arrangements. • Note: increase in future expectations/requirements of the functions may not be able to be met from current capacity.
6	C3	The staff toilet cores are linked to one foul water drainage system.	Drain blockage or failure.	<ul style="list-style-type: none"> • Staff inconvenience. • Possible health and hygiene issues. • Repair costs or call out charges to clear blockages. • Reputation: staff etc dissatisfaction/ disillusionment with building facilities.

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7	A6	Housing, planning, environmental health, finance and resources, and community services, together with policy and performance, communications and other services, are co-ordinated from the Cambourne HQ.	Fire at Cambourne HQ.	<ul style="list-style-type: none"> • Death of, or injury to, staff or customers • Loss of (part of) building. • Disruption to internal processes. • Disruption of services to the public. • Alternative public access arrangements, notification and cost. • Reputation: public perception of fire detection or prevention systems to be inadequate. • Reputation: criticism over alternative arrangements.
8	A6	The Cambourne HQ water systems need to be kept free from bacterial infection.	Bacterial infection occurs.	<ul style="list-style-type: none"> • Death, or serious illness, of staff or customers. • Closure of Cambourne HQ. • Disruption of services to the public. • Disruption to internal processes. • Alternative public access arrangements, notification and cost. • Cost of remedial action. • Litigation: corporate or personal cases brought against the authority or officers (HSE involvement ?). • Fine. • Reputation: national adverse publicity. • Reputation: resignation of leading Member(s) or chief officer(s).
9	B5	ICT services, lighting and telephones at the Cambourne HQ are reliant on power supplies.	Power failure at Cambourne HQ.	<ul style="list-style-type: none"> • No ICT, phones, lighting etc. • Disruption of services to the public. • Reputation: staff etc dissatisfaction/ disillusionment with building facilities. • Reputation: criticism over standby arrangements.

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10	B5	Some 350 staff work at the Cambourne HQ.	Illness epidemic.	<ul style="list-style-type: none"> • A number of staff affected. • Lack of services to the public. • Effect on achievement of corporate objectives, priorities. • Disruption to internal processes; possible breakdown of internal control. • Possible additional cost of covering essential services. • Inability to provide statutory service or meet legal obligations. • Reputation: visitors' perception or experience of services is reduced. • Reputation: criticism over contingency arrangements.
11	B5	The Risk Management Group considers potential strategic risks facing the authority, assesses their priority and nominates the officers responsible for implementing any required action plans.	A strategic risk materialises.	<ul style="list-style-type: none"> • This depends on the nature of the risk event, but could include: service disruption, financial loss, reputation, statutory service/ legal obligations, or people.
12	C4	Water supplies are linked to one mains supply and pumps.	Water supply or pump failure.	<ul style="list-style-type: none"> • No fresh water. • May affect drinking water supply. • May affect toilet flushing. • Staff discomfort. • Repair costs or call out charges. • Possible health and hygiene issues. • Reputation: staff etc dissatisfaction/ disillusionment with building facilities.
13	C4	Service managers consider potential risks affecting their services, assess their priority and implement any required action plans.	A service risk materialises.	<ul style="list-style-type: none"> • This depends on the nature of the risk event, but could include: service disruption, financial loss, reputation, statutory service/ legal obligations, or people.

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14	B6	The Cambourne HQ has an ETFE roof.	Extreme gales.	<ul style="list-style-type: none"> • Damage to ETFE roof or other building structure. • Loss of (part of) building. • Disruption to internal processes. • Disruption of services to the public. • Alternative public access arrangements, notification and cost. • Reputation: public perception of building design or construction to be inadequate. • Reputation: criticism over alternative arrangements.
15	B6	Recent nationwide spate of parcel bombs and suspect packages.	Actual parcel bomb.	<ul style="list-style-type: none"> • Injury to post opening staff. • Evacuation of building. • Disruption of services to the public. • Staff unable to access cars to go home. • Lack of alternative temporary accommodation for staff in the vicinity while evacuation is taking place. • Damage to building. • Litigation: claim against authority or officers over post opening arrangements (HSE involvement ?). • Reputation: criticism over post opening arrangements. • Reputation: staff etc dissatisfaction with contingency arrangements.
16	C5	Recent nationwide spate of parcel bombs and suspect packages.	Suspect package.	<ul style="list-style-type: none"> • Evacuation of building. • Disruption of services to the public. • Staff unable to access cars to go home. • Lack of alternative temporary accommodation in the vicinity for staff while evacuation is taking place. • Reputation: staff etc dissatisfaction with contingency arrangements.
17	C5	Some 350 staff work at the Cambourne HQ.	Major blockage on roads (A428, A14, M11, A1).	<ul style="list-style-type: none"> • Staff unable to get to Cambourne HQ. • Lack of services to the public. • Reputation: public perception or experience of services is reduced.

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18	C5	Heating and hot water for staff comfort at the Cambourne HQ are reliant on gas supplies.	Gas failure at Cambourne HQ.	<ul style="list-style-type: none"> • No heating, hot water. • Staff discomfort. • Reputation: staff etc dissatisfaction/ disillusionment with building facilities. • Reputation: criticism over standby arrangements.

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