

## Revenues – Service Area Risk Register – February 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	A1	<b>Revenues</b> Inadequate resources allocated to business support	<ul style="list-style-type: none"> <li>• <b>Workload demands</b></li> <li>• <b>Resignation</b></li> <li>• <b>Sickness</b></li> <li>• <b>Difficulty in recruitment</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Catastrophic short term service failure.</b></li> <li>• <b>High vulnerability to absences / turnover.</b></li> <li>• <b>Increased cost – e.g. ICT support from suppliers</b></li> <li>• <b>Inability to undertake projects.</b></li> <li>• <b>Failure to make best use of staff and ICT resources.</b></li> <li>• <b>Inefficiency</b></li> <li>• <b>Downturn in performance leading to reduced CPA score.</b></li> <li>• <b>Increased stress for other employees with the potential to lead to further absences and losses.</b></li> <li>• <b>Lack of customer focus</b></li> <li>• <b>Reactive approach to management and service delivery</b></li> </ul>
2	B2	<b>Revenues</b> Current skills levels do not meet the demands of the service (particularly ICT user skills and business support skills)	<ul style="list-style-type: none"> <li>• <b>Loss of key personnel</b></li> <li>• <b>Changes in customer or other stakeholder expectations</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lower productivity causing increased service cost.</b></li> <li>• <b>Delays in service delivery.</b></li> <li>• <b>Errors in service delivery.</b></li> <li>• <b>Downturn in performance.</b></li> <li>• <b>Increased pressure on employees if called upon to cover tasks.</b></li> </ul>
3	C1	<b>Revenues</b> Growth in properties leading to increased demand on resources	<ul style="list-style-type: none"> <li>• <b>New properties being constructed in the District</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reduced level of customer service</b></li> <li>• <b>Deterioration in performance and BVPIs</b></li> </ul>
4	C1	<b>Revenues</b> Inadequate financial resources to maintain up-to-date ICT systems	<ul style="list-style-type: none"> <li>• <b>Legislative changes</b></li> <li>• <b>Change in Government requirements</b></li> <li>• <b>Supplier upgrades</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Inefficiency</b></li> <li>• <b>Poor performance management</b></li> <li>• <b>Reduced performance</b></li> <li>• <b>Reputation risk (Council perceived as 'behind the times')</b></li> </ul>

No	Rating	Vulnerability	Trigger	Possible Consequences (including Reputation)
5	B3	<u>Revenues</u> Service fragmentation	<ul style="list-style-type: none"> <li>• Transfer of service to third party partner (call centre)</li> <li>• Increased reliance on other organisation to deliver or assist in delivery of services</li> <li>• Additional demands on partners' personnel due to increase in services</li> </ul>	<ul style="list-style-type: none"> <li>• Poorer quality of service provide to the public.</li> <li>• Increase errors in service delivery.</li> <li>• Increased demand on core staff to rectify errors and provide training and support to other service providers.</li> <li>• Reputation risk (customer not confident in the Council)</li> </ul>
6	C2	<u>Revenues</u> Limited staffing resources with small teams and a high degree of role specialisation	<ul style="list-style-type: none"> <li>• Resignation</li> <li>• Maternity</li> <li>• Sickness</li> <li>• Difficulty in recruitment</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• High vulnerability to absences.</li> <li>• Downturn in performance leading to reduced CPA score.</li> <li>• Increased stress for other employees with the potential to lead to further absences and losses.</li> </ul>
7	C2	<u>Revenues</u> Limited management capacity	<ul style="list-style-type: none"> <li>• Increasing demands from Corporate Core</li> <li>• Increasing demands from customers</li> <li>• Difficulty in undertaking activities such as project management</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective use of resources</li> <li>• Inability to deliver expected results</li> <li>• Reactive management</li> </ul>
8	C2	<u>Revenues</u> Incomplete written procedures	<ul style="list-style-type: none"> <li>• Sudden loss of experience</li> <li>• key staff leave an absence of knowledge.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to delivery service in the short term.</li> <li>• Delays in service delivery.</li> <li>• Errors in service delivery.</li> <li>• Downturn in performance.</li> <li>• Increased pressure on employees if called upon to cover tasks.</li> </ul>
9	B4	<u>Revenues</u> Poor ICT server security for the IBS Open Revenues Systems (i.e. access to server drivers other than through the IBS application)	<ul style="list-style-type: none"> <li>• Fraud</li> <li>• Error</li> <li>• Sabotage</li> </ul>	<ul style="list-style-type: none"> <li>• Catastrophic short term service failure.</li> <li>• Vulnerability to fraud.</li> <li>• Loss of reputation,</li> <li>• poor report from auditors.</li> </ul>

No	Rating	Vulnerability	Trigger	Possible Consequences (including Reputation)
10	C3	<u>Revenues</u> Significant changes to regulations Courts and Tribunals Bill	<ul style="list-style-type: none"> <li>• Government introduces significant changes to legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Significantly increased costs (i.e. &gt; £100K per year if up-front bailiff referral fee is included in Courts and Tribunals Act)</li> <li>• Delays in service delivery.</li> <li>• Errors in service delivery.</li> <li>• Downturn in performance.</li> <li>• Increased pressure on employees if called upon to cover tasks.</li> </ul>

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