

BUILDING CONTROL

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	IV	B	Yes
2	2	Total failure of ICT systems	III	D	Yes
3	3	Loss of accommodation	III	D	Yes
6	4	Fraudulent activity	IV	F	Yes
4	5	Loss of communications	IV	D	Yes
5	6	Loss of income	IV	D	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	B	Yes
III	D	Yes
III	D	Yes
IV	F	Yes
IV	D	Yes
IV	D	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

DEVELOPMENT MANAGEMENT

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	III	E	Yes
2	2	Total failure of ICT systems	III	E	Yes
3	3	Loss of accommodation	III	E	Yes
5	4	Fraudulent activity	III	E	Yes
4	5	Loss of paper planning paper records	III	E	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
III	E	Yes
III	E	Yes
III	E	Yes
III	E	Yes
III	E	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

ENVIRONMENTAL PROTECTION

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
1	1	Insufficient staff	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
2	2	Total failure of ICT systems	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
3	3	Loss of accommodation	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
--	4	Fraudulent activity	--	--	--	II	E	No	No	New risk
4	5	One vehicle lost (accident / fire / theft)	II	C	Yes	II	C	Yes	No	Impact = no change Likelihood = no change
5	6	Whole fleet lost (accident / fire / theft)	IV	F	Yes	IV	F	Yes	No	Impact = no change Likelihood = no change
6	7	Long period of extreme weather / snow	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
7	8	Increase in parking problems	II	C	Yes	II	C	Yes	No	Impact = no change Likelihood = no change
8	9	Fuel shortage	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
9	10	H & S or DTP action	IV	F	Yes	IV	F	Yes	No	Impact = no change Likelihood = no change
10	11	Decrease in recycling rate	II	D	No	II	E	No	No	Impact = no change Likelihood = decreased
11	12	Serious accident occurs due to vehicle movement at Batchworth Depot	V	F	Yes	IV	F	Yes	No	Impact = decreased Likelihood = no change
12	13	Collection staff become ill due to heat - increased sickness, costs	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
13	14	Serious accident occurs due to crews operating machinery in extreme conditions	III	E	Yes	III	F	No	No	Impact = no change Likelihood = decreased
14	15	Increased complaints	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
15	16	Increased charges result in decreased take up of services and lower overall income	II	D	No	III	C	Yes	No	Impact = increased Likelihood = increased
16	17	Charges do not rise adequately to cover costs	II	B	Yes	II	B	Yes	No	Impact = no change Likelihood = no change

ENVIRONMENTAL PROTECTION (cont)

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
18	19	Increased flytipping	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
19	20	Committed Sum insufficient to cover future maintenance costs	II	E	No	II	D	No	No	Impact = no change Likelihood = increased
20	21	TRDC compelled to not act in its own interest by majority of Partnership	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
21	22	Costs increase above budgets	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
22	23	Member of the public injured	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
23	24	Current price structure inhibits incentives to recycle	II	F	No	II	D	No	No	Impact = no change Likelihood = increased
24	25	Service does not become popular and does not divert enough waste from landfill	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
25	--	Vehicle purchased unfit for use	III	F	No	--	--	--	No	Risk removed
26	26	Maintenance falls below required standard	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
--	27	AFM withdrawn by HCC	--	--	--	III	F	No	No	New risk
--	28	Numbers of brown bins underestimated and therefore savings not achieved	--	--	--	II	B	No	No	New risk
--	29	Equality challenge on behalf of low income families	--	--	--	II	E	No	No	New risk
--	30	Crews unable to complete work	--	--	--	II	E	No	No	New risk
--	31	Crew member has accident carrying out HCCs work	--	--	--	II	D	No	No	New risk
--	32	HCC devolve complaints to TRDC	--	--	--	II	C	Yes	No	New risk
--	33	Council runs out of cemetery land in traditional section	--	--	--	III	E	Yes	No	New risk

HOUSING NEEDS AND STRATEGY

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	IV	D	Yes
2	2	Total failure of ICT systems	IV	D	Yes
3	3	Loss of accommodation	III	D	Yes
--	4	Fraudulent activity	--	--	--

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	D	Yes
IV	D	Yes
III	D	Yes
III	E	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	New risk

LEISURE AND COMMUNITY SERVICES

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
Common risks - shared across the whole department					
1	1	Insufficient staff	III	D	Yes
2	2	Total failure of ICT systems	IV	C	Yes
3	3	Loss of accommodation	IV	D	Yes
4	4	Fraudulent activity	IV	E	Yes
5	5	Temporary closure of venue or loss of service due to infectious disease	IV	D	Yes
6	6	Usage targets linked to Key Budget Indicators are not met	III	C	Yes
7	7	Major Capital Project overruns or has unforeseen costs (excluding WPLC)	IV	D	Yes
8	8	Loss of partner or agreed partnership funding (revenue or capital)	IV	D	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
III	D	Yes
IV	C	Yes
IV	D	Yes
IV	E	Yes
IV	D	Yes
III	D	Yes
IV	D	Yes
IV	D	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = decreased
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

LEISURE AND COMMUNITY SERVICES (cont)

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
Community Partnerships risks										
9	9	Failure to achieve Community Safety targets	III	E	Yes	III	E	Yes	Yes	Impact = no change Likelihood = no change
10	--	The District Children's Trust Partnership fails to improve outcomes for children and young people	III	D	Yes	--	--	--	No	Risk removed
11	10	Failure to achieve the priorities of the Community Strategy through the LSP	III	D	Yes	III	D	Yes	Yes	Impact = no change Likelihood = decreased
12	11	Community consultation work fails to improve contact with hard to reach groups resulting in lack of clear evidence base for strategic plan	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
13	12	The Council fails to maintain its Achieving status of the equality framework and risk legal challenge	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
14	13	Targets in the Strategic Plan are not performed managed and fail to be achieved	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
--	14	Failure to engage the community in the Strategic Plan	III	E	Yes	III	E	Yes	Yes	Impact = no change Likelihood = no change
--	15	Failure to secure improvements to services	III	E	Yes	III	E	Yes	Yes	Impact = no change Likelihood = no change
Venues & Grants risks										
15	16	Council liable for fatality at leisure venue	V	E	Yes	V	E	Yes	No	Impact = no change Likelihood = no change
16	17	Serious accident to customer or member of staff	IV	E	Yes	IV	E	Yes	No	Impact = no change Likelihood = no change
17	18	Failure involving major plant or equipment at leisure venue	IV	E	Yes	IV	E	Yes	No	Impact = no change Likelihood = no change
18	19	WPLC: Loss of key project personnel	III	D	Yes	III	D	Yes	No	Impact = no change Likelihood = no change
19	--	WPLC: Project fails to deliver expected outcomes or has major latent defects	V	D	Yes	--	--	--	No	Risk removed
20	20	WPLC: Council fails to recover overspend through legal action or negotiation	V	D	Yes	V	D	Yes	No	Impact = no change Likelihood = no change
21	21	LFM: Operator fails to provide adequate service	IV	E	Yes	IV	E	Yes	No	Impact = no change Likelihood = no change
22	22	LFM: Operator collapses due to loss of Hertsmere BC contract	IV	D	Yes	IV	D	Yes	No	Impact = no change Likelihood = no change

LEISURE AND COMMUNITY SERVICES (cont)

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
Venues & Grants risks (cont)					
23	23	Failure of major Meals On Wheels provider	IV	E	Yes
24	24	Grants budget oversubscribed leading to poor publicity	II	E	No
25	25	Watersmeet: Failure to hit usage or income targets	III	D	Yes
26	26	Watersmeet: Failure to retain casual or volunteer staff	III	D	Yes
Leisure Development risks					
27	27	The Council could fail to meet its legal obligations under the Children's Act if it fails to Safeguard	V	D	Yes
28	28	A child/children could be exposed to some form of abuse if the Council fails to Safeguard	V	E	Yes
--	29	Service fails to appoint playscheme staff with relevant and appropriate training qualifications to meet Ofsted requirements for Under 8s playscheme	--	--	--
--	30	Newly installed/refurbished play/skate/gym areas fail to pass post installation inspection	--	--	--
Tree & Landscape risks					
29	31	Tree failure causes damage to property, rail accident/disaster, loss of life	V	C	Yes
30	32	Successful appeal to the High Court against new TPO	III	F	No
31	33	Successful appeal to Lands Tribunal for compensation for refusal to permit works to trees	III	F	No

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	E	Yes
II	E	No
III	D	Yes
III	D	Yes
V	D	Yes
V	E	Yes
IV	D	Yes
III	E	Yes
V	C	Yes
III	F	No
III	F	No

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	New risk
No	New risk
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

SUSTAINABILITY

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
1	1	Insufficient staff	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
2	2	Total failure of ICT systems	III	D	Yes	III	C	Yes	No	Impact = no change Likelihood = increased
3	3	Loss of accommodation	III	D	Yes	III	D	Yes	No	Impact = no change Likelihood = no change
--	4	Fraudulent activity	--	--	--	III	D	Yes	No	New risk
4	5	Failure to make progress on the sustainability action plan	II	E	No	II	E	No	Yes	Impact = no change Likelihood = no change
5	6	Local Land Charges income may not be achieved	III	C	Yes	III	C	Yes	No	Impact = no change Likelihood = no change
6	7	Parking service fails to break even financially (including impact of new legislation)	III	C	Yes	III	C	Yes	No	Impact = no change Likelihood = no change
7	8	Failure to reduce pockets of deprivation as a result of low take up on training schemes	III	D	Yes	II	D	Yes	No	Impact = decreased Likelihood = no change
8	9	Failure to deliver sustainable transport initiatives	III	D	Yes	III	C	Yes	No	Impact = no change Likelihood = increased
9	10	Failure to deliver all the actions in the Asset Management Plan	III	D	Yes	III	C	Yes	No	Impact = no change Likelihood = increased
10	11	The appointed contractor (for the garage refurbishment programme) may cease to trade	IV	D	Yes	II	E	No	No	Impact = decreased Likelihood = decreased
11	12	The contractor fails to deliver the requirements of the contract	III	D	Yes	II	D	Yes	No	Impact = decreased Likelihood = no change
12	13	The contractor is unable to progress the works resulting in a claim for loss and expense	III	D	Yes	III	D	Yes	No	Impact = no change Likelihood = no change

CUSTOMER SERVICES CENTRE

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	IV	E	Yes
2	2	Total failure of ICT systems	III	E	Yes
3	3	Loss of accommodation	III	E	Yes
4	4	Fraudulent activity	II	E	No
5	5	Total failure of telephone systems	V	E	Yes
6	6	Increased number of customer contacts	IV	E	Yes
7	7	Robbery in TRH OSS	III	E	Yes
8	8	Physical assault on staff or visitors to TRH	III	E	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	E	Yes
III	E	Yes
III	E	Yes
II	E	No
V	E	Yes
IV	E	Yes
III	E	Yes
III	E	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

DEMOCRATIC SERVICES

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	IV	D	Yes
2	2	Total failure of ICT systems	IV	D	Yes
3	3	Loss of accommodation	III	D	Yes
5	4	Fraudulent activity	III	E	Yes
4	5	Failure to provide Election	IV	D	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	C	Yes
IV	D	Yes
III	D	Yes
III	E	Yes
IV	D	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = increased
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

LEGAL PRACTICE

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	III	E	Yes
2	2	Total failure of ICT systems	III	D	Yes
3	3	Loss of accommodation	III	D	Yes
4	4	Fraudulent activity	II	F	No

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
III	E	Yes
III	D	Yes
III	D	Yes
II	F	No

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

CORPORATE SERVICES

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
Departmental risks					
1	1	Insufficient staff	III	D	Yes
2	2	Total failure of ICT systems	II	E	No
3	3	Loss of accommodation	III	E	Yes
4	4	Fraudulent activity	III	F	No
5	5	Failure to maintain sound procurement practices	III	E	Yes
6	6	Failure of Royal Mail to deliver or collect mail	III	F	No
7	7	Test reveals that the Business Continuity Plan is not workable	III	D	Yes
8	8	The Council fails to manage its principle risks and that the likelihood of them occurring increases or the impact if they do cannot be minimised	III	E	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
III	D	Yes
II	E	No
III	E	Yes
III	F	No
III	E	Yes
III	F	No
III	E	Yes
III	E	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = decreased
No	Impact = no change Likelihood = no change

CORPORATE SERVICES (cont)

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
Departmental risks (cont)					
9	9	Non-compliance with Data Protection and Freedom of Information Acts	III	F	No
10	10	Failure to tell residents about improvements	III	E	Yes
Budgetary risks - reviewed monthly and published with budget monitoring reports					
11	11	Revenue balances insufficient to meet estimated pay award increases	IV	F	Yes
12	12	Revenue balances insufficient to meet estimate of employer's pension contribution	II	F	No
13	13	Revenue balances insufficient to meet other inflationary increase	III	D	Yes
14	14	Inaccurate cash flow forecasts resulting in significant variations in estimated interest income	IV	D	Yes
15	15	Inaccurate estimates of fees and charges income	V	E	Yes
16	16	Revenue balances insufficient to meet loss of partial exemption for VAT	III	E	Yes
17	17	Major emergency requires funds beyond Bellwin Scheme and causes serious drain on balances	V	F	Yes
18	18	Balances affected by inaccurate estimate of the cost of Concessionary Fares scheme	II	F	No
19	19	The Council is faced with an increasing number of employment tribunals	II	C	Yes
20	20	Estimated savings from the cost reduction exercise (including shared services) are not achieved	V	E	Yes
21	21	The Council is faced with potential litigation and other employment related risks	III	D	Yes
22	22	The Council's government grant is adversely affected	III	C	Yes
23	23	The cost of administering Housing Benefit and Council Tax Benefit changes significantly	III	B	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
III	E	No
III	E	Yes
August 2011 risk ratings		
IV	F	Yes
II	F	No
III	D	Yes
IV	D	Yes
V	E	Yes
III	E	Yes
V	F	Yes
--	--	--
II	C	Yes
V	E	Yes
III	D	Yes
III	C	Yes
III	B	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = increased
Yes	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Risk removed
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
Yes	Impact = no change Likelihood = no change

FINANCE (SHARED SERVICES)

Risk Number		Risk Description	2011-14 Service Plan		
2011-14	2012-15		Impact	Likelihood	Treatment Plan?
1	1	Insufficient staff	IV	D	Yes
2	2	Total failure of ICT systems	IV	D	Yes
3	3	Loss of accommodation	IV	F	Yes
--	4	Fraudulent activity	--	--	--
4	5	Mortgagors fail	I	F	No
5	6	Progress against audit recommendations is not monitored, they are not implemented and internal controls are therefore weakened	I	F	No
6	7	Failure to renew banking services contract	II	F	No
7	8	Fail to close accounts on time	IV	F	Yes

2012-15 Service Plan (draft)		
Impact	Likelihood	Treatment Plan?
IV	D	Yes
IV	D	Yes
IV	F	Yes
IV	D	Yes
I	F	No
IV	E	Yes
II	F	No
IV	F	Yes

Strategic Risk?	Comments
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change
No	New risk
No	Impact = no change Likelihood = no change
No	Impact = increased Likelihood = increased
No	Impact = no change Likelihood = no change
No	Impact = no change Likelihood = no change

HUMAN RESOURCES (SHARED SERVICES)

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
--	1	Insufficient staff	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
--	2	Total failure of ICT systems	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
--	3	Loss of accommodation	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
--	4	Fraudulent activity	--	--	--	III	F	No	No	New risk
1	5	Change Management - Three Rivers pay not aligned resulting in equal pay claims at TRDC	IV	D	Yes	IV	D	Yes	No	Impact = no change Likelihood = no change
2	6	HRIS failure or similar civil disaster resulting in inability to utilise HRIS system	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
3	7	Difficulty in recruiting key staff with necessary skills/experience	III	E	Yes	III	E	Yes	No	Impact = no change Likelihood = no change
4	8	Legislation - Failure to deliver on existing or future employment legislation	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
5	9	Employment - Assault or injury to member of staff in the office, on-site or during a home visit, home working or 1:1 meetings with customers	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
6	10	Physical loss of paper files on a large scale due to flood/fire or other catastrophic event in the Town Hall accommodation	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
7	11	Employment - Strike/Dispute nationally	IV	E	Yes	IV	E	Yes	No	Impact = no change Likelihood = no change

ICT (SHARED SERVICES)

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
2	1	Insufficient staff	III	D	Yes	III	D	Yes	No	Impact = no change Likelihood = no change
3	2	Total failure of ICT systems	II	D	No	III	E	No	No	Impact = decreased Likelihood = decreased
1	3	Loss of accommodation	III	F	Yes	IV	F	Yes	No	Impact = increased Likelihood = no change
--	4	Fraudulent activity	--	--	--	II	E	No	No	New risk
4	5	Failure to deliver the ICT Capital Programme	III	C	Yes	III	D	Yes	No	Impact = no change Likelihood = decreased
5	6	Loss of portable storage device containing sensitive data	III	D	Yes	III	D	Yes	No	Impact = no change Likelihood = no change
6	7	Virus introduced to the network via storage device	II	F	No	III	F	No	No	Impact = increased Likelihood = no change
8	8	Software being removed from the corporate network	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
9	9	Disaster in Computer Centre	V	E	Yes	V	E	Yes	No	Impact = no change Likelihood = no change
10	10	Power Outage longer than 1 hour	III	C	Yes	III	C	Yes	No	Impact = no change Likelihood = no change
11	11	Slow / unreliable network communication between TRDC and WBC	V	E	Yes	IV	E	Yes	No	Impact = decreased Likelihood = no change
--	12	Insufficient handover between internal SSICT & any potential outsourcing provider	--	--	--	IV	C	Yes	No	New risk
--	13	Failure to deliver infrastructure priority roadmap and subsequent remedial work.	--	--	--	IV	D	Yes	No	New risk

REVENUES & BENEFITS (SHARED SERVICES)

Risk Number		Risk Description	2011-14 Service Plan			2012-15 Service Plan (draft)			Strategic Risk?	Comments
2011-14	2012-15		Impact	Likelihood	Treatment Plan?	Impact	Likelihood	Treatment Plan?		
1	1	Insufficient staff	I	E	No	I	E	No	No	Impact = no change Likelihood = no change
2	2	Total failure of ICT systems	II	D	No	II	D	No	No	Impact = no change Likelihood = no change
3	3	Loss of accommodation	II	D	No	II	D	No	No	Impact = no change Likelihood = no change
--	4	Fraudulent activity	--	--	--	III	E	Yes	No	New risk
4	5	Recession leads to greater take-up of benefits and added pressure on service	I	D	No	II	C	Yes	No	Impact = increased Likelihood = increased
5	6	Recession leads to more non-payment of council tax and business rates	II	D	No	II	D	No	No	Impact = no change Likelihood = no change
6	7	Recession means it is more difficult to collect sundry debts and HB overpayments	I	D	No	II	D	No	No	Impact = increased Likelihood = no change
7	8	Breach of Data Protection etc Acts	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
8	9	Injury to staff or customer	III	F	No	III	F	No	No	Impact = no change Likelihood = no change
9	10	Benefits are not realised once shared services is implemented or realised later than planned	II	E	No	II	E	No	No	Impact = no change Likelihood = no change
10	11	Operational performance drops during the transition period and early phase of implementation	II	B	Yes	II	B	Yes	No	Impact = no change Likelihood = no change
11	12	Harmonisation of operational policies to deliver business improvement is either not achieved to a sufficient level or takes longer than anticipated	II	D	No	II	E	No	No	Impact = no change Likelihood = decreased
12	13	Key staff from services leave before skills transfer has taken place, or unexpectedly	III	F	No	--	--	--	No	Risk closed
13	14	Staff not ready for new ways of working	II	E	No	--	--	--	No	Risk closed
14	15	Contracts with systems suppliers are not robust enough	I	E	No	I	E	No	No	Impact = no change Likelihood = no change