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Initial Risk Assessment			Option 1 - Bring Service Back In-House		
ID	Risk Category	The Risk <i>(there is a risk that)</i>	Risk Cause <i>(as a result of)</i>	Risk Impact <i>(which may result in)</i>	Risk Likelihood (L/M/H)
2	Financial	LA error achievement across operations	Requirement to maintain level of LA Error Pressure in terms of cost vs benefits	Impact on amount of actual subsidy received due to not meeting DWP threshold for error and admin delay when processing claims	H
3	Financial	Maintaining level of collection - Council Tax	Changing economic environment and reduction to income levels through welfare reforms will continue to put pressure on collection	Reduction in council tax collected, resulting in pressure on council budgets	M
5	Service Delivery	Loss of Key personnel / expertise	Risk of losing staff during period of change and transition / uncertainty around impact of Universal Credit on local jobs	Impact on staff morale and performance against agreed KPI's	H
6	Financial	Cultural change process does not achieve a cohesive and highly managed / performing set of operations	Direct impact on savings and performance.		L
8	Financial	Supported Housing localisation	Ring – fenced, frozen budgets localised with growth impacting local economies in terms of enhanced housing management paid as part of Housing Benefit.		L
10	Service Delivery	High dependency on ICT projects	Non alignment of contractual obligations in respect of service delivery and performance targets.	Expected service efficiency and performance benefits not delivered	H
12	Service Delivery	Impact of Welfare reform and in particular Universal Credit	General uncertainty of the future of welfare locally.	could impact growth and investment in the service / impact on the delivery of savings	M
13	Service Delivery	KPI's / Business case savings are not achievable or impacted by changes in local and national economic environment i.e. banking crisis, BREXIT	see above	see above	M

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14	Service Delivery	Resistance to change among staff as change threatens individuals' jobs and career paths. Also anomalies created by differential terms and conditions among staff	Failure to address staffing concerns, redeployment and redundancy issues early on	Reduced service delivery/performance and loss of reputation and confidence in the service	H
16	Customers /citizens	Lack of clarity of existing operational performance pressures	Impact on future service delivery of agreed KPI's	Loss of reputation and confidence in the service	H
17	Service Delivery	Ability to respond adequately to seasonal peaks and troughs in workload.	Cost of building in resilience into staffing structure.	Delays in processing claims and potential reduction in collection rates.	H

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Initial Risk Assessment			Option 2 - Alternative Provider		
ID	Risk Category	The Risk <i>(there is a risk that)</i>	Risk Cause <i>(as a result of)</i>	Risk Impact <i>(which may result in)</i>	Risk Likelihood (L/M/H)
2	Financial	LA error achievement across operations	Requirement to maintain level of LA Error recovered at NBC / Pressure in terms of cost vs benefits	Impact on amount of actual subsidy received due to not meeting DWP threshold for error and admin delay when processing claims	M
3	Financial	Maintaining level of collection - Council Tax	Changing economic environment and reduction to income levels through welfare reforms will continue to put pressure on collection	Reduction in council tax collected, resulting in pressure on council budgets	L
4	Service Delivery	Competing KPI's set for the service by operation	Difference in priorities between unitary and districts / Boroughs in terms of priority i.e. collection vs benefits performance	Resource not distributed fairly, affecting performance	M
5	Service Delivery	Loss of Key personnel / expertise	Risk of losing staff during period of change and transition to the shared service / uncertainty around impact of Universal Credit on local jobs	Impact on staff morale and performance against agreed KPI's	H
6	Financial	Cultural change process does not achieve a cohesive and highly managed / performing set of operations	Direct impact on savings and performance.		H
7	Financial	Failure to deliver promised efficiencies/ growth / income generation.	Lack of growth impact longterm continued cost reduction of service		M
8	Financial	Supported Housing localisation	Ring – fenced, frozen budgets localised with growth impacting local economies in terms of enhanced housing management paid as part of Housing Benefit.		L
10	Service Delivery	High dependency on ICT projects	Non alignment of contractual obligations in respect of service delivery and performance targets.	Expected service efficiency and performance benefits not delivered	H
11	Service Delivery	Competing priorities	Change of focus, savings vs performance	Lack of clarity and focus in terms of future development	L

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12	Service Delivery	Impact of Welfare reform and in particular Universal Credit	General uncertainty of the future of welfare locally.	could impact growth and investment in the service / impact on the delivery of savings	M
13	Service Delivery	KPI's / Business case savings are not achievable or impacted by changes in local and national economic environment i.e. banking crisis, BREXIT	see above	see above	L
14	Service Delivery	Resistance to change among staff as change threatens individuals' jobs and career paths. Also anomalies created by differential terms and conditions among staff may make working practices difficult	Failure to address staffing concerns, redeployment and redundancy issues early on	Reduced service delivery/performance and loss of reputation and confidence in the service	H
16	Customers /citizens	Lack of clarity of existing operational performance pressures	Impact on future service delivery of agreed KPI's	Loss of reputation and confidence in the service	M
17	Service Delivery	Possible inability to tailor service delivery to meet local needs.	Standardisation of processes across all contracts now common practice by providers.	Inflexibility in way service delivered to customers.	H

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Initial Risk Assessment			Option 3 - Special Delivery Vehicle		
ID	Risk Category	The Risk <i>(there is a risk that)</i>	Risk Cause <i>(as a result of)</i>	Risk Impact <i>(which may result in)</i>	Risk Likelihood (L/M/H)
1	Financial	Lack of financial clarity from separate budget entitles of joining partners leads to budget pressures in partnership.	Built in pressures emerge post commencement of the partnership.	Impact on overall savings agreed for the partnership and or impact on performance	M
2	Financial	LA error achievement across operations	Requirement to maintain level of LA Error recovered at NBC. Pressure in terms of cost vs benefits.	Impact on amount of actual subsidy received due to not meeting DWP threshold for error and admin delay when processing claims	M
3	Financial	Maintaining level of collection - Council Tax	Changing economic environment and reduction to income levels through welfare reforms will continue to put pressure on collection	Reduction in council tax collected, resulting in pressure on council budgets	M
4	Service Delivery	Competing KPI's set for the service by operation	Difference in priorities between unitary and districts / Boroughs in terms of priority i.e. collection vs benefits performance	Resource not distributed fairly across partners, affecting performance	M
5	Service Delivery	Loss of Key personnel / expertise	Risk of losing staff during period of change and transition to the shared service / uncertainty around impact of Universal Credit on local jobs	Impact on staff morale and performance against agreed KPI's	H
6	Financial	Cultural change process does not achieve a cohesive and highly managed / performing set of operations	Direct impact on savings and performance.		L
7	Financial	Failure to deliver growth of the partnership through new partners of services	Lack of growth impact longterm continued cost reduction of service		H
8	Financial	Supported Housing localisation	Ring – fenced, frozen budgets localised with growth impacting local economies in terms of enhanced housing management paid as part of Housing Benefit.		L

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10	Service Delivery	High dependency on ICT projects	Non alignment of contractual obligations in respect of service delivery and performance targets.	Expected service efficiency and performance benefits not delivered	H
11	Service Delivery	Competing priorities from founding partners	Change of focus by founding partners savings vs performance	Lack of clarity and focus for the partnership in terms of future development	L
12	Service Delivery	Impact of Welfare reform and in particular Universal Credit	General uncertainty of the future of welfare locally.	could impact growth and investment in the service / impact on the delivery of savings	M
13	Service Delivery	KPI's / Business case savings are not achievable or impacted by changes in local and national economic environment i.e. banking crisis, BREXIT	see above	see above	M
14	Service Delivery	Resistance to change among staff as change threatens individuals' jobs and career paths. Also anomalies created by differential terms and conditions among staff may make harmonised working practices difficult	Failure to address staffing concerns, redeployment and redundancy issues early on	Reduced service delivery/performance and loss of reputation and confidence in the service	M
16	Customers/citizens	Lack of clarity of existing operational performance pressures	Impact on future service delivery of agreed KPI's	Loss of reputation and confidence in the service	M
17	Service Delivery	Failure to identify a suitable Authority wishing to enter into a partnership agreement with NBC, or, potential partner withdraws during negotiations.	The timescales involved in finding and successfully negotiating a partnership with a potential partner Authority.	Risk to service delivery.	H

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Initial Risk Assessment			Option 4 - Continue as LGSS Partner		
ID	Risk Category	The Risk <i>(there is a risk that)</i>	Risk Cause <i>(as a result of)</i>	Risk Impact <i>(which may result in)</i>	Risk Likelihood (L/M/H)
1	Financial	Lack of financial clarity from separate budget entitles of joining partners leads to budget pressures in partnership.	Built in pressures emerge post commencement of the partnership.	Impact on overall savings agreed for the partnership and or impact on performance.	M
2	Financial	LA error achievement across operations	Requirement to maintain level of LA Error recovered at NBC / maximise subsidy at MKC going forward. Pressure in terms of cost vs benefits	Impact on amount of actual subsidy received due to not meeting DWP threshold for error and admin delay when processing claims	M
3	Financial	Maintaining level of collection - Council Tax	Changing economic environment and reduction to income levels through welfare reforms will continue to put pressure on collection	Reduction in council tax collected, resulting in pressure on council budgets	L
4	Service Delivery	Competing KPI's set for the service by operation	Difference in priorities between unitary and districts / Boroughs in terms of priority i.e. collection vs benefits performance	Resource not distributed fairly across partners, affecting performance	M
5	Service Delivery	Loss of Key personnel / expertise	Risk of losing staff during period of change and transition to the shared service / uncertainty around impact of Universal Credit on local jobs	Impact on staff morale and performance against agreed KPI's	M
6	Financial	Cultural change process does not achieve a cohesive and highly managed / performing set of operations	Direct impact on savings and performance.		L
7	Financial	Failure to deliver growth of the partnership through new partners of users of LGSS services	Lack of growth impact longterm continued cost reduction of service		L
8	Financial	Supported Housing localisation	Ring – fenced, frozen budgets localised with growth impacting local economies in terms of enhanced housing management paid as part of Housing Benefit.		L

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10	Service Delivery	High dependency on ICT projects	Non alignment of contractual obligations in respect of service delivery and performance targets.	Expected service efficiency and performance benefits not delivered	M
11	Service Delivery	Competing priorities from founding partners	Change of focus by founding partners savings vs performance	Lack of clarity and focus for the partnership in terms of future development	L
12	Service Delivery	Impact of Welfare reform and in particular Universal Credit	General uncertainty of the future of welfare locally.	could impact growth and investment in the service / impact on the delivery of savings	M
13	Service Delivery	KPI's / Business case savings are not achievable or impacted by changes in local and national economic environment i.e. banking crisis, BREXIT	see above	see above	L
14	Service Delivery	Resistance to change among staff as change threatens individuals' jobs and career paths. Also anomalies created by differential terms and conditions among staff may make harmonised working practices difficult.	Failure to address staffing concerns, redeployment and redundancy issues early on.	Reduced service delivery/performance and loss of reputation and confidence in the service.	L
16	Customers/citizens	Lack of clarity of existing operational performance pressures	Impact on future service delivery of agreed KPI's	Loss of reputation and confidence in the service	M