CUSTOMER SERVICES RISK REGISTER OCTOBER 2010   Appendix A

Corporate PRIORITY	Service area objectives	ID	Category	Risk Owner	Risk Cause (as a result of)	The Risk (there is a risk that)	Risk Impact (which may result in)	Inherent Risk Scores (assume no controls) Impact (1-5)	Probability (1-5)	Score (I x P)	Mitigation Actions and Controls	Actual Risk Scores (current position) Impact (1-5)	Probability (1-5)	Score (I x P)	Residual Risk Scores (after mitigating actions and controls) Impact (1-5)	Probability (1-5)	Score (I x P)	Action Owner	Action Due Date	Progress update and estimated completion date	Date Action Completed
Strong Partnerships and Engaged Communities	Explore opportunities for shared services with other local authorities/ partners.	CS1	Service delivery	MG	Lack of commitment and buy in from partners	No opportunities for shared service	vfm Profile not improved	4	3	12	Continue with joint workshops and agree joint delivery standards and vision	4	2	8	3	3	9	MG	On-going	Workshops in place for both contact centre and OSS shared service plans	
	Work with NCC and DWP to implement the Tell Us Once Approach	CS2	Service delivery	MG	NCC does not buy in to the project	The project will not be implemented	Central government insistence on implementation	3	3	9	Work with NCC through joint workshops and OSS Transformation	3	3	9	3	2	6	MG / KG	On-going	NCC now engaged with OSS project and agreement in place for registration services. Nov - Awaiting approval of NCC business case.	
An efficient, well managed organisation that puts our customers at the heart of what we do	Develop fit for purpose service area consultation and engagement approach	CS3	Service delivery	CD	User needs not regularly taken into consideration	Service improvements not made	service does not satisfactorily meet user needs	4	2	8	Develop consultation plan, conduct regular monthly surveys and use complaints to improve	3	1	3	4	1	4	CD	Closed	Following performance meeting and meeting with Sue Morrell, probability has now lowered. As from Nov 10 this risk has now been removed.	Nov-10
	Embed and monitor corporate service standards and review local standards	CS4	Service delivery	MG	No monitoring of service standards	Service improvements not made	Poor customer service	4	4	16	Develop and implement corporate mystery shopping programme	3	3	9	3	3	9	CD	Apr-11	Dialogue on coporate plan in place. Local mystery shopping underway. October Update - A county mystery shopping group has now started, therefore reduction in both probability and impact scores. Nov 10 Corporate customer services training now rolling out and due to be completed in April 2011. Customer Service Excellence Accreditation now for large areas of the Council: CS and ICT, Finance and Support Directorate and Leisure Services	
	Continue the implementation of the Customer Excellence Strategy	CS5	Service delivery	MG	Lack of buy in and commitment from service areas	Customer Excellence not achieved across the organisation	Silo working, inconsistent service, poor access to services inspection result	5	4	20	Engage members, managers and through workshops and customer service training	4	2	8	3	1	3	CD	Mar-11	Customer service programme underway to include further migration. Following performance meeting and meeting with Sue Morrell, probability has now lowered	
	Develop and implement a corporate mystery shopping programme	CS6	Service delivery	MG	Lack of funding	No measurement of corporate customer service standards	Poor access to services inspection, inconsistent customer service	4	4	16	Present business case and share costs across the organisation for a robust mystery shopping programme	3	1	3	3	2	6	CD	Closed	No further action taken. Nov 10 this risk has now been removed.	Nov-10
	Optimise the contact centre operation	CS7	Service delivery	CD	Lack of resources	Performance drops in the contact centre	Poor customer service	4	3	12	Develop full resource and project plan with clear timescales for implementation	4	2	8	4	2	8	CD	Apr-11	Optimisation action plan has been drawn up and is set for implementation. Dedicated project resources have been assigned.	
	Develop the One Stop Shop	CS8	Service delivery	KG	Cliftonville office move	Projects clash	One Stop Shop improvements not done	3	3	9	Work closely with the Project team for CV office move to ensure timescales and dependencies are matched	4	2	8	3	2	6	KG	Apr-11	KG liaising closely with Tom Bates. Now work now scheduled to start and KG attending inter dependancy meetings. OSS build work commenced 20/12/10	
	Provide increased opportunities for self-service through the web and automated telephony	CS9	Corporate	CD	Silo working	inconsistent web offer	no improvement to services, confusion for web customers	4	4	16	Develop web strategy and channel shift targets. Establish corporate working group for channel shift	3	3	9	4	3	12	MG	Mar-11	Web strategy group in place, further channel shifting stratery to work along side. October update - channel strategy group has now started. Request to upgrade this to the strategic risk register, category updated. Nov 10 draft strategy compliled and circulated, will be presented to customer services programme board Dec 10.	
	Use and share knowledge of employee satisfaction	CS10	Service delivery	CD	Lack of information to team leaders	No improvement plans are put in place	Decreased staff satisfaction and morale	5	4	20	Hold workshop with managers and team leaders to develop action plan from Employee opinion survey	3	3	9	3	2	6	CD	Completed	Customer services away held 19/5/10. Actions from away day completed. Awaiting further ERS due this month.	Nov-10
	Achieve efficiency savings	CS11	Service delivery	MG	Increased customer demand	Web development does not take place	Channel shift targets are not met	3	4	12	Prioritise web development to ensure that highest take up services are on line first	4	2	8	3	3	9	MG	Feb-11	Development currently underway to use google maps, to ensure that easier customer access to reporting on--line is avaliable. Nov - Marketing activities planned for full website Feb 11.	
	Develop our employees to provide excellent, customer focussed services	CS12	Service delivery	CD	Lack of corporate customer service training	Staff are not engaged in customer service	Poor customer service	3	3	9	Work with learning and development to ensure the full delivery of a corporate customer service training programme	4	1	4	3	3	9	CD	Mar-11	Training programme in development and scheduled to start in December 2010	
	Maintain robust data quality practices	CS13	Service delivery	CD	Poor data collection practices	data is inconsistent	poor decision making	3	3	9	Procedures and methodology for all performance indicators	3	2	6	3	3	9	CD	Jan-11	All data quality procedures in place. Nov 10 review of cso07 currently underway.	
	Improve the management and monitoring of sickness absence	CS14	Service delivery	CD	Lack of management information	Sickness is inconsistently managed	increased sickness	3	3	9	Regular sickness clinics held with HR and Managers	4	2	8	3	3	9	All managers T/L's	Mar-11	Nov 10 sickness clinics held with HR in Nov, although still problems with obtaining sickness reports from 1st care.	
	Ensure business continuity requirements are fulfilled	CS15	Service delivery	CD	Lack of communincation of BC responsibilities	service failure in an emergency	loss of reputation, customer dissatisfaction	5	3	15	Monitor business continuity action plan at monthly management meeting	3	1	3	3	1	3	All managers T/L's	Completed	All monthly updates ongoing, to be reviewed once move to GH has been completed	
	Migrate remaining services to the contact centre / OSS	CS28	Corporate	MG	Access to service channels is not well publicised. The councils first point of contact for customer services does not offer comprehensive access to all council services. Services fail to engage with the development of the front office environment. Front to back office hand off processes are not well defined and service level agreements are not implemented. Consistent standards of service are not developed and implemented across all services. Customer facing employees are not well trained and committed to customer delight. Cross directorate working creates barriers to service delivery	Fail to deliver a consistently positive customer experience	Customers are unclear how to access services. Customers have to make serveral attempts to gain information or request a service. Failure to achieve against NI14. Operating costs are high due to levels of re-work and waste. Customer receive inconsistent service responses depending on who they are liaising which. Customer satisfaction levels are low. Council reputation is damaged. Employee satisfaction is negatively impacted	4	5	20	Conduct a programme of business change which migrates as many services to the front office as possible. Ensure council wide adoption of a shared view of what constitutes excellent customer service. Regularly use customer feedback to improve performance.	4	3	12	4	2	8	All managers T/L's	Mar-11	Customer Services Programme board has been created and each migration will be discussed and agreed at programme level. October update - Programme Board have agreed for business case to be written for all of housing management calls to be migrated to the contact centre. Nov 10 - Options appraisal has been presented to housing in relation to the migration of tenancy management calls. LW to make final decision in relation to FTE resource transfer. 0300 number has now been agreed to enable one number for NBC.	
	Develop external customer charter	CS29	Corporate	CD	Customers do not know what levels of service to expect.	Failure to manage customer expectations	Dissatisfied customers, increased complaints, customers making increased repeat contacts leading to increased operating costs and loss of reputation.	4	4	16	Develop and publish external customer charter by engaging with customer and that communication is clear.	3	2	6	4	2	8	MG	Jan-11	Nov - Service standards have been launched, to be reviewed in monitored as an on-going process. More communication activity required to staff. (January 2011)	