

Key Corporate Risks Identified by CMT and Validated by CLG

	Risk	Risk Description	Impact	Likelihood	CMT	Owner	Score
1	Job evaluation review	Job Evaluation presents a whole raft of potential risks to the Council. These range from lawfulness issues (e.g. meeting statutory deadlines) and financial considerations (i.e. affordability) to employee relations problems (e.g. industrial action, demoralised workforce, recruitment and retention issues etc).	Major	Probable	Yes	CMT	20
2	Failure to maintain or improve CPA score in January 2008	Reputational and possible future funding risks of scoring less than 'good' but an increased likelihood of such an outcome due to 'the harder test', re-inspection of key blocks in 2007 that may not be sustained at 2002 level and failure to make sufficient improvements in organisational infrastructure/other issues marked down in previous years	Major	Probable	Yes	CMT	20
3	Unsuccessful delivery of accommodation review project	Efficiencies and facilitation of cultural change through rationalisation to one-site operations. The project relies and has interdependencies with other programmes of work such as FMS replacement and Easy@york.	Major	Possible	Yes	Director	19
4	Failure of waste management strategy partnership	Financial penalties of failing to manage satisfactory partnership solution to waste agenda. Partnership solution with NYCC introduces risks to the programme from CYC perspective (control, breakdown of effective working, governance etc). Project risks of the partnership have been identified and are being managed by NYCC as the lead body	Major	Possible	Yes	Director	19
5	Implications of the forecast budget funding gap	Issues and risks associated with future funding pressures (failure to deliver statutory services, staff relations problems, on-going political pressures to cut Council infrastructure to reduce impact on front line delivery etc). Lack of a streamlined and clear budget process resulting in the risk of double counting and no clear links to corporate planning.	Major	Possible	Yes	CMT	19
6	Failure to deliver transformational government	Organisation fails to coordinate and manage a range of cultural and behavioural shifts that enable the organisation to transform, become more customer focused, efficient and place shapers in the region. (OEP, easy@york & Admin Accommod etc).	Major	Possible	Yes	CMT	19

7	Failure to address BCP	The Council has a duty to ensure the continuity of its services to residents and customers. Business continuity plans should act as mitigating controls capable of reducing the impact of specific risks such as fire, flood or loss of staff. The lack of these plans reduces the Council's ability to respond and increases the level of exposure to associated reputational risk.	Major	Possible	Yes	Director	19
8	Partnering/partnerships	Governance issues around the proper management of partnerships is not robust and leaves the Council open to a variety of potential problems and threats to the organisation. Implications for CPA UOR in 2006 and 2007 refresh exercises and knock on effect on the corporate CPA in 2008.	Major	Possible	Yes	CMT	19
9	Failure to deliver Council Strategy	Public failure to achieve stated priorities, associated risks range from reputation issues, political embarrassment and CPA implications to lost opportunities to improve organisational performance across a coherent cultural and management change programme	Moderate	Probable	Yes	CMT	15
10	Failure of the strategic procurement programme	There will be about 15 key strategic procurements set out in the new Strategic Procurement Programme. The overall risk is that the programme will not ensure the effective corporate management of strategic procurement at the Council. There are also a whole range of risks associated with the failure of departments to deliver any individual project.	Moderate	Possible	Yes	Director	14
11	Failure to deliver LAA	Increasing adverse risks associated with failure further to the expectations set out in the White Paper. Felt to be higher risk issue also due to lack of commitment/investment in LSP and other partnerships by the organisation in the past.	Moderate	Possible	Yes	CMT	14