City of York Council Key Corporate Risks

KCR 0001 - Implementation of new pay & grading structure

Implementation of the pay & grading review- risks 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).

	RES	CS	NS	CE	LCCS	HASS
1. Inability to retain staff	20	19	19	15	14	14
2. Inability to recruit staff	12	19	19	15	9	14
3. Potential industrial action	14	14	19	10	6	13
4. Decline in customer service	13	14	13	10	8	9
5. Increase staff absence	6	14	14	15	9	9
6. Reduced staff productivity	13	15	15	15	14	14
7. Inability to contribute to corporate priorities	8	13	19	15	14	14
8. Reduced staff morale	15	14	13	15	14	15
9. Potential legal challenge	14	14	22	9	14	19

KCR 0002 - Delivery of the 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.

Project Work Streams	1	2	3	4	5	6
1. Land	8	8	8			
2. Construction	14	13	6			
3. Planning	13	8	14	23		
4. Change	20	19	14	14	14	
5. Financial	9	8	14	6	13	
6. Property	16	16	15	9	8	15
7. Marketing & Communications	9					
8. Procurement	6	6				

KCR 0003 - Delivery of the waste management strategy partnership

Financial risks 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.

Project Work Streams	1	2	3	4	5
1. Project Delivery	14	6	14	6	14
2. Planning Consent	21	18	14	23	13
3. Procurement	18	17	13	13	6
4. Financial	23	17	6	21	19
5. Leadership & communication	13	20	12	22	19
6. Partnership	19	6	13	14	

KCR 0004 - Budget Setting

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).

Work is currently underway to identify the risks associated with this KCR and these will be reported through the Finance and Performance Report

KCR 0005 - Delivering the Corporate Strategy

Risk of not achieving 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.

Work is currently underway to identify the risks associated with this KCR and these will be reported throught the Performance Dashboard

KCR 0006 - Delivering the Efficiency Programme

The efficiency programme contains a number of projects that, if delivered successfully, will produce millions of pounds of cashable efficiency savings which will support the council's budget, keep council taxes low, improve the quality of services and make them more efficient. The council has set aside an invest to save fund and is also going to work with private sector partner to drive through the change required to deliver these projects. Not delivering this programme of efficiencies will lead to further budget pressures and potential cuts to services rather than making them more efficient.

Work is currently underway to identify the risks associated with this KCR and these will be reported through the Strategic Procurement Progrsamme monitor.

KCR 0007 - Delivering the Local Area Agreement

Increasing adverse risks associated with not meeting the expectations set out in the White Paper.

Limited awareness of LAA within Council and amongst stakeholders   `18`

Lack of agreement of ownership for performance information and management   `18`

KCR 0008 - Implementing changes required for Comprehensive Area Agreement

The new Comprehensive Area Assessment, to be introduced from April 2009, encompasses a joint risk assessment undertaken by all local services inspectorates and will provide an independent assessment of the prospects for local areas and the quality of life for people living there. It will look at the likelihood of local and national priority outcomes being achieved by focusing on those identified in the Sustainable Community Strategy and related documents such as the Local Development Framework and the Local Area Agreement.

Work is currently underway to identify the risks associated with this KCR and these will be reported through the Single Improvement Plan

KCR 0009 - Significant programmes of change

The Council is co-ordinating and managing a range of interlinked corporate initiatives that are designed to change the way in which the organisation operates and behaves. These include easy@york, Admin accom and a range of supporting projects. Failure to coordinate change activity will lead to difficulty in resourcing multiple strands of activity, may lead to actions being missed and ultimately not to being able to occupy Hungate.

Work is currently underway to identify the risks associated with this KCR and these will be reported through the Quarterly Key Corporate Risk monitor.

KCR 0010 - Business Continuity

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 legal, financial and reputational risk.

	RES	CS	NS	CE	LCCS	HASS
1. Inability to ensure staff welfare	13	18	13	9	18	14
2. Inability to contact staff	19	18	14	8	12	12
3. Inability to provide statutory services	19	9	19	13	18	12
4. Inability to deliver services	9	13	14	12	18	13
5. Inability to prioritise & allocate resources	9	18	19	13	18	12
6. Failure to recover most time critical IT application	9	13	14	18	13	13
7. Increased staff costs	9	14	14	4	8	8
8. Increased accommodation costs	9	14	14	4	8	8
9. Increased equipment costs	9	15	14	4	8	8
10. Loss of data (hard copy)	9	14	14	18	18	9

City of York Council Key Corporate Risks

KCR 0011 - Effectively govern and manage 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.

	WW	SYP	EP	LCY	Y@L	YE	IY	YOK	HC	FP	VY	CC	SC	YPO
1. Unbudgeted financial liability to partnership	N/a	8	N/a	6	8	N/a	N/a	8	8	8	12	1	14	18
2. Inadequate governance arrangements	8	8	N/a	2	8	8	8	8	8	14	6	1	8	12
3. Failure to achieve stated outcomes	14	8	N/a	14	14	14	6	13	14	9	14	21	13	12
4. Failure to manage performance and add value	18	2	N/a	8	13	13	N/a	13	13	4	13	N/a	13	12
5. Inability to demonstrate stakeholder consultation	19	2	N/a	13	9	8	6	6	9	13	6	21	9	12
6. Inadequate medium term financial stability	N/a	14	N/a	19	N/a	N/a	N/a	13	14	13	14	21	20	9
7. Reputational impact of partnership activities	14	12	N/a	8	8	14	N/a	8	8	14	8	N/a	13	9
8. Ability to demonstrate Value for Money in use of funds	N/a	2	N/a	8	N/a	N/a	N/a	6	N/a	2	6	N/a	14	N/a