Formal Risk Summary

(Corporate Risk Register)

As at: July 2016

Risk						Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Ref (TBC - the numbers below are risk numbers from workshop)	Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
3	Housing	The Council has key priorities around Housing, including ensuring housing delivery and supply for the City and enabling sufficient house building and investment.	T	Unable to deliver affordable and acceptable housing to a 'required' standard	- Insufficient housing in City - Increase in homelessness - Impact on residents - Health and quality of life issues - Adverse publicity - Reputation risk - Perception of unfairness reinforces tensions around immigration	15/07/2016	Stephen Clarke	5	4	5	4	4	4		The Council has set up a housing Company to enable it to better manage and resolve potential factors which threaten investment and service performance. The Council is reviewing its local plan, a key element being how to develop a range of housing tenures to meet the growth in demand. This includes working with surrounding districts on their plans and a review of the green belt. The Council is implementing other delivery methods for temporary accommodation and accommodation for homelesness prevention.	September 2016 December 2019 April 2017	In Progress In Progress In Progress	40% 0% 40%	Stephen Clarke Patsy Dell Dave Scholes
6	Innovative arrangements and models	The Council is exploring and implementing new models of service delivery. e.g joint venture companies. The implications of these will need to be understood and communicated, politically and operationally, including the impact it will have on roles and governance arrangements.	T	Unable to optimise the potential of innovative arrangements and models	- Missed opportunities - Council doesn't transform - Potential inertia - Unable to deliver - Uncertainty	15/07/2016	Jackie Yates	5	4	5	4	5	4		Governance processes are being put in place for each new vehicle External advice being utilised to optimise Company set-up Agreements between the Companies and the Council regarding services to be provided and fees for these services are to be agreed	March 2017 September 2016 December 2016	In Progress In Progress In Progress	30% 30% 20%	Nigel Kennedy Nigel Kennedy Jackie Yates
7	Devolution	There are potential changes to Local Government structures being mooted currently with a range of potential outcomes possible as a result, including major changes to overarching governance in the local area. Possible outcomes include Oxford City becoming a Unitary authority or potentially ceasing to exist in it's current form.	T	Risk City Council doesn't get a significant enough devolution deal	- Loss of opportunities and investment - Potential impact on community - Lack of focus on Oxford City and greater Oxford - Focus on services	15/07/2016	Caroline Green	5	4	4	4	4	3		Working with other councils in Oxfordshire and partners with a view to agreeing a way forward on devolution deal and strengthening current governance structures Working with County to ensure effective joint working continues Discussions with civil servants to understand government policy on devolution as it develops S12	Ongoing Ongoing Ongoing	In Progress In Progress In Progress	20% 20% 20%	Caroline Green Caroline Green Caroline Green
10	Climate change	Oxford has commonly been subject to a number of significant flooding and extreme weather events. Mitigation arrangements and plans have been put in place but there is a risk they could be insufficient to deal with major future flooding / extreme weather events.	T	Risk flood event happens that mitigations and plans are not sufficient to deal with	- Impact on infrastructure and housing - Widespread disruption to City and business - Cost - Return to Business As Usual challenging - Impact on public and staff	15/07/2016	Jo Colwell	5	4	5	4	5	4		Flood alleviation schemes are underway and being investigated	March 2018	In Progress	20%	Tim Sadler
8	ICT Resilience	There is an increasing demand from public and stakeholders to access the Council through digital channels. This will impact on both front facing and back office area and will require new and differing capability and skills, both people and infrastructure. There will be potential changes to manage here, as outlined in the digital strategy and proposition, which will require buy-in to be successful. The delivery of Council Services are increasingly reliant upon the resilience of ICT hardware, software and support to allow them to function properly and to provide services both internally and externally to the Council's Customers. Failure of ICT can seriously impact on the delivery of Council services	T	Unable to deliver digital strategy and proposition Loss of ICT Services due to internal issues or loss of service provision from ICT suppliers	- Inefficiency - Damage to reputation - Inefficiency - Damage to reputation - Loss of serice provision - Staff unable to perform their normal duties	15/07/2016	Helen Bishop	5	3	5	3	4	2		Robust governance arrangements in place for the Digital Strategy, the Action Plan and ongoing stakeholder engagement including CEB approval and ongoing monitoring through OD&CS Board. Site visits arranged for HoS to consider Digital Leadership initiatives at other local authorities The ICT workplan is being developed and will be updated on an ongoing basis The potential for a single account for each customer through improved integration of Council systems through enterprise application integration and real time business process automation is being investigated The contract with the Council's major ICT supplier, SCC, includes non-performance penalties which incentivise the continual operation of the Council's systems hosted by SCC There is an improvement plan for the ICT Operations team to develop a staff training programme, and to ensure that the use of resources and ICT systems is maximised.	November 2016 December 2016 March 2017 March 2017 March 2017 March 2017	In Progress In Progress Ongong In Progress Complete Ongoing	60% 40% 50% 20% 100% 50%	Jan Heath Jan Heath Paul Fleming Paul Fleming Paul Fleming Paul Fleming
1	Supporting Economic Growth	The UK decision to exit the EU (Brexit) is already having a negative impact on City and national economy, which could be exacerbated further by continued uncertainty and an exit which is unfavourable to the UK. Locally, this could manifest through loss of funding, impact on business rates, difficulty with encouraging businesses and workers into City leading to loss of skills impacting critical services. In addition there is a concern this could have an impact on universities (and funding). The current risk is the uncertainty around the exit from the EU, including scale, timeframes and position, which could be followed by an Exit agreement which disadvantages Oxford. The non delivery of key projects such as the local plan has a detrimental effect on the local economy	T	Uncertainty and Exit have a significant detrimental impact on City and Council, socially and economically Non delivery of the local plan or other key projects linked to growth and regeneration	- Pressure on City and other services - Less visitors - Reduced (and or pause in) investment - Impact on regeneration - Accumulation of changing legislation - lack capacity to deal with multiple issues - Community cohesion affected - Impact on Corporate Plan	15/07/2016	Patsy Dell	4	3	4	3	4	3		Impact on partners being monitored and close liaison with them is being maintained Impact on the local economy is being monitored Impact on business rates is being monitored There is a project plan and timescales for the delivery of the local plan and these are being closely monitored and managed.	Ongoing Ongoing Ongoing December 2019	In Progress In Progress In Progress In Progress	 0%	Val Johnson Fiona Piercy Nigel Kennedy Patsy Dell
2	Delivery of financial plan	The current budget enables us to fund the Corporate Plan, through the MTFS. There are sensitivities however, as outlined below. The outcome of the Government Business Rate Reform is less favourable than currently predicted with the MTFP. However challenges come from an income perspective, where there is a need to find £6-7m from trading activities. This is in the context that increasing income generally leads to risks around embracing new delivery models and managing demand. In addition there is major uncertainty over EU Grants in future, with them likely to cease and not necessarily be adequately funded from a UK perspective.	T	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	- Cannot fund priorities - Unable to deliver to plan - Need to make choices / cuts - Unable to transform Council or achieve Income levels	15/07/2016	Nigel Kennedy	4	3	4	3	4	3		Changes in forecasts for business rates income arising from changes in the system are being monitored Respond to Consultation Lobby through Local Government Association External advice being commissioned re: Trading Model Trading Accounts set up and new Board Trading activities and risks around these are closely monitored and potential for reductions in income will be highlighted at an early stage in monitoring meetings	February 2017 December 2017 March 2017	In Progress In Progress In Progress	10% 5% 30%	Nigel Kennedy Caroline Green Graham Bourton
4	Workforce and skills	Most services in house, challenges around recruitment and retention of high calibre staff, geographical proximity to London, high cost of housing, congested transport infrastructure.	T	Not having right skills and capacity to deliver quality and speed in dynamic environment	- Staff not accepting change - Lose people - Lack of resilience - Increased absence - Unable to deliver plans and priorities	15/07/2016	Helen Bishop	4	3	2	2	2	2	There is a national shortage of planning staff which has been recently resolved through a restructure and a reassessment of pay grades. Additional costs relating to this are reported in the budget monitoring report	Staff non-pay benefits in place and reviewed. Use benefits and market these to attract talent to the organisation. More creative methods of advertising job roles to attract a wider pool of candidates. Trying to grow our own talent to fill roles.	June 2016 March 2017	Complete In Progress	100% 25%	Justin Thorne Justin Thorne
9	Partnerships / supply chain	It is important to work collectively and coherently with key partners to find solutions. Strong relationships are key, especially at a time when there is a strain on partners and relationships. Effective relationship management across partners will help to manage risks around service delivery and reputational risk.	T	Lack of coordinated response or weak relationships with partners leads to withdrawal of services, increasing the burden on City Council services and poorer outcomes for communities.	- Ad-hoc arrangements and relationships - Disparate approach across service areas - Mixed messages - Partners withdraw - Services and initiatives affected	15/07/2016	Caroline Green	3	3	3	3	3	3		Reinforce arrangements for joint working with key partners (councils, health, police, voluntary sector, business) to identify the pressures and challenges and broker discussions to design joint solutions or mitigations	Ongoing	In Progress	30%	Caroline Green
5	Community Cohesion	There have been increases in racial tensions with pressure on estates and migrant communities. Immigration has led to new communities entering and displacement with a perception of drain on resources e.g. benefits and the local economy. The Brexit vote and outcome has highlighted differences between estates and affluent areas and has exacerbated this. The Council needs to be fair and equitable to all, and be recognised as such.	T	Risk of Council not being fair and equitable to all or being recognised as such	- Unable to communicate with community - Community fails to integrate - Demonstrations - Increase in abuse and bullying - Divided City - Unrest - People feel excluded	15/07/2016	Ian Brooke	2	2	2	2	2	2		Focus groups to be used to forward the fairness and equity agenda Key areas of concern monitored and action undertaken by officers on estates to alleviate tensions Cross Council Working Group to monitor the situation	Ongoing Ongoing August 2017	In Progress In Progress Not Started	20% 20% 0%	Val Johnson Val Johnson Catherine Hine

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