

**All Risks**

As at: Sep-2012

Appendix B

Ref	Title	Risk		Cause	Consequence	Date Raised	Owner	Gross Current Residual						Control description	Controls	
		Risk description						I	P	I	P	I	P		Due date	Owner
<b>City Development</b>																
SRR-001-CD	Service Failure	Major service failure due to significant loss of ICT, staff etc	Major systems failure - major health pandemic etc	Reduction in staff or premises availability means a reduced service to customers and or a backlog of work to be cleared.	28-Feb-2011	Niko Grigoropoulos	4	3	4	3	3	3	Ensure that the Business Continuity Plan is robust and up to date. Test the Plan and have contingency plans in place.	31/3/2012	Michael Crofton-Briggs	
SRR-009-CD	Opposition	Opposition especially to emerging statutory plans,	Local public, groups, organisations or political parties object to policies in emerging documents and choose to use many and all avenues to express objection, including some outside normal procedures and all drawing a lot of media attention	Delay, extra costs, reputational risk, possibly amendments to policies.	28-Feb-2012	Niko Grigoropoulos	4	4	4	3	4	2	Communication strategy on front footgetting out messages, careful following of procedures	31/3/2013	Mark Jaggard	
<b>Corporate Property</b>																
SRR-012-CA	Budget Management	Budget overrun	Failure to manage cost centres	Budget overrun/ service cuts.	28-Feb-2011	Lorraine Newman-Robson	3	3	4	3	4	3	Monthly reviews of KPIs/ budget	31/3/2013	Richard Hawkes	
SRR-009-CA	Blackbird Leys Swimming Pool	Costs of development exceed budget availability either through extended brief requirements or expense of tender. Delay to project due to external influences. Lack of staff resourced to adequately manage the project	Lack of effective Project controls/Change control. Disposals risk Planning permission	Budget and time overrun. Shortfall in capital receipts. Refusal of planning permission.	30-Jun-2011	Ian Gordon	4	4	4	4	3	3	Close control of brief and budget. Agreement with successful contractor regarding tender price. Continual review of risk matrix. Dedicated staff to supervising officer working closely with project manager and cost consultant. Back fill to cover CA role	31/3/2013	John Bellenger	
SRR-001-CA	Staff recruitment and retention	Inability to recruit and/or retain staff on proposed terms and condition.	Terms and conditions of employment are not sufficiently attractive to attract permanent staff.	Required skills and capacity are not available to deliver required work programmes.	28-Feb-2011	Lorraine Newman-Robson	3	1	4	3	4	3	Backfill with temporary staff and contractors where necessary	31/3/2013	Lorraine Newman-Robson	
SRR-011-CA	Uniform Property Management System	Inaccurate data and inability to align with Agresso incomes could lead to incorrect billing of tenants and calculation of income	Manual interfaces for change control and reconciliation with systems	Missed income, corruption of data, inability to forecast budgets etc.	28-Feb-2011	Richard Hawkes	3	3	4	3	4	3	Collaboration with Finance and frequent manual reconciliation of systems	31/3/2013	Richard Hawkes	
SRR-007-CA	Westgate re-development	Scheme is unviable	Project proves not viable and/or there are delays in delivery due to current economic downturn, inability to fund etc.	Scheme does not proceed.	28-Feb-2011	Lorraine Newman-Robson	4	3	4	3	3	3	Ongoing dialogue with Land Securities and County Council on highway matters. Commercial terms agreed and legals instructed	31/3/2013	Steve Sprason	
<b>Direct Services</b>																
SRR-004-DS	Customer Satisfaction	Failure to maintain or improve customer satisfaction levels.	Customer expectations increase annually.	Customer dissatisfaction with the service.	1-Dec-2009	Joanne Gardner	4	3	4	4	3	3	Monitor customer involvement and derive the benefits from the CRM system	31/3/2011	Joanne Gardner	
<b>Environmental Development</b>																
SRR-001-ED	Service Failure	Opportunity to embed HMO licensing across the City and to regulate the private rented sector	Systems failure/ poor delivery of service; inadequate engagement; non-compliance with regulation/ legislation	Damage to Council reputation and potentially finances; risks to occupiers, neighbours	28-Feb-2011	Ian Wright	4	3	4	3	4	2	Ensure that the HMO Business Plan is robust and up to date	31/3/2012	Ian Wright	
SRR-013-ED	Public Health Protection	Threats to public health eg., from food borne communicable disease	Uncontrolled spread of diseases; illness and possible deaths; damage to Council reputation.	Failure to adequately control/respond to outbreaks.	1-Apr-2012	Ian Wright	4	4	4	3	4	3	Competent and experienced specialist staff, effective links with the CCDC; protocols for outbreak and control		Ian Wright	
<b>Housing</b>																
SRR-009-HC	HRA Business Plan Delivery failure	Complex strategic/financial/operational project dependant upon significant reductions in cost-base for successful delivery	Combination of reform of HRA financial structure, Council aspirations for the Landlord Service and development of new social housing, higher than average repair and maintenance costs in some areas and changes to rent collection arrangements.	Failure to realise savings would lead to reduction in service levels, as debt servicing will need to take priority for first call on funds.	6-Mar-2012	Stephen Clarke	4	3	4	4	4	3	Fundamental Service Review of Repairs and Maintenance and Revenue collection		Stephen Clarke	
<b>Human Resources and Facilities</b>																
SRR-007-PC	Income Targets	Non achievement of Town Hall income targets	Impact of economic circumstances; delays in building upgrade and, or maintenance programme.	Reduction of service to community and visitors.	30-Apr-2011	Tina Hollis	4	4	4	4	3	4			Tina Hollis	

**Current Risk Score**

A risk is first identified it will be the same as the gross risk score. The current risk score is tracked to manage the risk and reduce the Council's exposure.

**Residual Risk Score**

A risk score shows how effective your action plans are at managing the risk.

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