

Formal Risk Summary
(Oxford)

As at: Sep-2016

Ref	Title	Risk description	Risk		Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
			Opp/ threat	Cause			Consequence	I	P	I	P	I		P	Control description	Due date	Status	Progress
CRR-037	Devolution	Risk that the City Council doesn't get a significant enough devolution deal	T	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 its current form.	15-Jul-2016	Caroline Green	5	4	4	4	4	3		Discussions with civil servants to understand government policy on devolution as it develops S12		Ongoing	20%	Caroline Green
														Working with County to ensure effective joint working continues		Ongoing	20%	Caroline Green
														Working with other councils in Oxfordshire and partners with a view		Ongoing	20%	Caroline Green
CRR-040	Climate change	Risk that a flood event happens that mitigations and plans are not sufficient to deal with	T	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. The risk arises through a flood event happening that mitigations and plans are not sufficient to deal with	15-Jul-2016	Jo Colwell	5	4	5	4	5	4		Flood alleviation schemes are underway and being investigated	31-Mar-2018	In Progress	20%	Tim Sadler
CRR-031	Supporting Economic Growth	The uncertainty around the exit from the EU, including scale, timeframes and position, and an Exit agreement which disadvantages Oxford plus the non-delivery of key projects such as the local plan which have a detrimental effect on the local economy	T	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). 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	15-Jul-2016	Patsy Dell	4	3	4	3	4	3		Impact on business rates is being monitored		Ongoing		Nigel Kennedy
														Impact on partners being monitored and close liaison with them is		Ongoing		Val Johnson
														Impact on the local economy is being monitored		Ongoing		Fiona Piercy
														There is a project plan and timescales for the delivery of the local	31-Dec-2019	In Progress	0%	Patsy Dell
CRR-032	Delivery of financial plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	T	The current budget enables us to fund the Corporate Plan, through the MTF5. There are sensitivities however, as outlined below. The outcome of the Government Business Rate Reform is less favourable than currently predicted with the MTFP. Challenges come from an income perspective, where there is a need to find £5-7m from trading activities. This is in the context that increasing income generally leads to risks	15-Jul-2016	Nigel Kennedy	4	3	4	3	4	3		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	31-Mar-2017	Not Started	30%	Graham Bourton
														External advice being commissioned re: Trading Model	31-Mar-2017	In Progress	30%	Graham Bourton
														Respond to Consultation / Lobby through Local Government	31-Dec-2017	In Progress	5%	Caroline Green
														Trading Accounts set up and new Board	31-Mar-2017	In Progress	30%	Graham Bourton
CRR-033	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	15-Jul-2016	Stephen Clarke	5	4	4	3	4	3		The Council is implementing other delivery methods for temporary accommodation and accommodation for homelessness prevention.	30-Apr-2017	In Progress	40%	Dave Scholes
														The Council has set up a housing Company to enable it to better	30-Sep-2016	In Progress	40%	Stephen Clarke
														The Council is reviewing its local plan, a key element being how to	31-Dec-2019	In Progress	0%	Patsy Dell
CRR-036	Innovative arrangements and models	The Council is unable to optimise the potential of innovative arrangements and models	T	The Council is exploring and implementing new models of service delivery, e.g joint venture companies. There is a risk that the implications of these are not understood and communicated, politically and operationally, including the impact it will have on roles and governance arrangements.	15-Jul-2016	Jacqui Yates	5	4	4	3	4	3		Agreements between the Companies and the Council regarding services to be provided and fees for these services are to be agreed	31-Dec-2016	In Progress	20%	Jacqui Yates
														External advice being utilised to optimise Company set-up	30-Sep-2016	In Progress	30%	Nigel Kennedy
														Governance processes are being put in place for each new vehicle	31-Mar-2017	In Progress	30%	Nigel Kennedy
CRR-038	ICT Resilience	Non delivery of digital strategy or failure of the ICT service delivery	T	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 risk arises through the Council being unable to deliver digital strategy and proposition 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. The risk arises through the Council being unable to deliver digital strategy and proposition	15-Jul-2016	Helen Bishop	5	3	4	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.	30-Nov-2016	In Progress	60%	Jan Heath
														Site visits arranged for HoS to consider Digital Leadership initiatives	31-Dec-2016	In Progress	40%	Jan Heath
														The contract with the Council's major ICT supplier, SCC, includes	31-Mar-2017	Completed	100%	Paul Fleming
														The ICT workplan is being developed and will be updated on an	31-Mar-2017	Ongoing	50%	Paul Fleming
														The potential for a single account for each customer through	31-Mar-2017	Not Started	20%	Paul Fleming
														There is an improvement plan for the ICT Operations team to	31-Mar-2017	Ongoing	50%	Paul Fleming

CRR-039	Partnerships / supply chain	Risk that the Council does not work collectively and coherently with partners	T	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. 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.	<ul style="list-style-type: none"> - Ad-hoc arrangements and relationships - Disparate approach across service areas - Mixed messages - Partners withdraw - Services and initiatives affected 	15-Jul-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	30%	Caroline Green
CRR-034	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	<ul style="list-style-type: none"> - Staff not accepting change - Lose people - Lack of resilience - Increased absence - Unable to deliver plans and priorities 	15-Jul-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.	More creative methods of advertising job roles to attract a wider pool of candidates. Trying to grow our own talent to fill roles.	31-Mar-2017	In Progress	25%	Justin Thorne
CRR-035	Community Cohesion	The Council needs to be fair and equitable to all, and be recognised as such.	T	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 Brent vote and outcome has highlighted differences between estates and affluent areas and has exacerbated this. The Council is not being fair and equitable to all or is not recognised as such	<ul style="list-style-type: none"> - Unable to communicate with community - Community fails to integrate - Demonstrations - Increase in abuse and bullying - Divided City - Uninvest - People feel excluded 	15-Jul-2016	Ian Brooke	2	2	2	2	2	2		Staff non-pay benefits in place and reviewed. Use benefits and Cross Council Working Group to monitor the situation	30-Jun-2016 31-Aug-2017	Completed Not Started	100% 0%	Justin Thorne Catherine Hine
														Focus groups to be used to forward the fairness and equity agenda		Ongoing	20%	Val Johnson	
														Key areas of concern monitored and action undertaken by officers		Ongoing	20%	Val Johnson	

Current Risk Score

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk and reduce the Council's exposure.

Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.