

Formal Risk Summary

(Oxford)

As at: Jun-2017

Ref	Title	Risk description	Risk		Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
			Opp/ threat	Cause				I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
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 ventures 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.	- Missed opportunities - Council doesn't transform - Potential inertia - Unable to deliver - Uncertainty	1-Apr-2016	Jaqui Yates	5	4	4	4	4	4		Agreements between the Companies and the Council regarding services to be provided and fees for these services are to be agreed. Stakeholder agreements agreed and governance arrangements in place	1-Nov-2017	In Progress	50%	Jaqui Yates
CRR-031	Supporting Economic Growth	Uncertainty around the exit from the EU may disadvantage Oxford. Non-delivery or underperformance of key growth-related projects such as Oxford to Cambridge Corridor or the local plan could 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  There are a number of key growth supporting external investment related projects - e.g. NIC Oxford - Cambridge corridor that have the potential to bring infrastructure funding to support growth. There are also specific growth and development related projects like the emerging local plan or other key projects such as the station area regeneration that are linked to growth and regeneration and future economic success. Failure to maintain opportunities through bidding for or securing delivery of these projects could impact adversely on maintaining economic success or	- Adverse impact on Oxford economy and its key institutions - Less visitors - Reduced (and/or pause in) investment - Impact on regeneration and investment in infrastructure to support growth - Accumulation of changing legislation - Lack capacity to deal with multiple issues - Community cohesion affected - Impact on Corporate Plan	1-Apr-2016	Patsy Dell	4	3	4	3	4	3	Close working with partners & government departments where funding is being bid for, monitoring of local economic indices, monitoring of development industry activities.	External advice being utilised to optimise Company set-up Governance processes are being put in place for each new vehicle	1-Nov-2017 1-Nov-2017	In Progress In Progress	50% 50%	Nigel Kennedy Nigel Kennedy
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 MTFP. There are sensitivities however, as outlined below. The outcome of the Government Business Rate Reform is less favourable than currently predicted within the MTFP.  Challenges come from an income perspective, where there is a need to find £7m from trading activities. This is in the context that business rates are under review.	- Council fund priorities - Unable to deliver to plan - Need to make choices / cuts - Unable to transform Council or achieve income levels	1-Apr-2016	Nigel Kennedy	4	3	4	3	4	3		Impact on business rates is being monitored Impact on partners being monitored and close liaison with them is being monitored There is a project plan and timescales for the delivery of the local 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 30-Apr-2018 30-Apr-2018 31-Dec-2019	Completed Ongoing Ongoing In Progress	100% 30% 100% 50%	Nigel Kennedy Mish Tular Fiona Pheny 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	- 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	1-Apr-2016	Stephen Clarke	5	4	3	3	3	2		External advice being commissioned re Trading Model Respond to Consultation / Lobby through Local Government Trading Accounts set up and new Board	31-Mar-2017 31-Dec-2017 31-Mar-2017	In Progress In Progress Ongoing	40% 5% 100%	Graham Bourton Caroline Green Graham Bourton
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	- Staff not accepting change - Lose people - Lack of resilience - Increased absence - Unable to deliver plans and priorities	1-Apr-2016	Helen Bishop	4	3	3	3	3	3	We are finding it hard to fill certain job roles in the organisation, whether sourcing ourselves in an agency. We are organising a recruitment roadshow which may help mitigate our ability to recruit locally.	The Council is implementing other delivery methods for temporary accommodation and accommodation for homelessness prevention. Both Real Lettings and OCOs own property fund purchases are on programme. Rent Guarantee scheme launched.  The Council has set up a wholly owned housing Company to enable it to deliver its housing strategy The Council is reviewing its local plan, a key element being how to use creative methods of advertising job roles to attract a wider pool of candidates. Trying to grow our own talent to fill roles.	30-Apr-2018 30-Apr-2018 31-Dec-2019 31-Mar-2017	Ongoing Ongoing In Progress In Progress	20% 20% 0% 95%	Mish Tular Mish Tular Patsy Dell Paul Adams
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 Brexit vote and outcome has highlighted differences between estates and affluent areas and has exacerbated this. The Council is not or is not seen to be being fair and equitable to all.	- Unable to communicate with community - Community fails to integrate - Demonstrations - Increase in abuse and bullying - Divided City - Unrest - People feel excluded	1-Apr-2016	Ian Brooke	2	2	4	2	4	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%	Paul Adams Catherine Hine
CRR-037	Devolution	Risk that the City Council doesn't get a significant devolution deal	T	County, South and Vale are pursuing bid for county unitary, opposed by city and other districts. If successful this could lead to the abolition of the city council. The Unitary proposal also poses a significant threat to collaborative working and governance arrangements needed to secure investment in infrastructure from government, particularly in light of opportunity presented by NIC Oxf-Cams work.	- Loss of opportunities for significant infrastructure investment - Potential negative impact on community through loss of local accountability for investment services - Lack of focus on Oxford City Region economy	1-Apr-2016	Caroline Green	5	4	3	3	3	3		Focus groups to be used to forward the fairness and equity agenda How issues of concern monitored and action undertaken by officers Understand Government policy on devolution. Make case to support economic growth, infrastructure & housing through collaborative governance. Make joint representation on County proposal. Work with Councils in Oxfordshire & LEP to build a way forward.	30-Apr-2018 30-Apr-2018 30-Sep-2017	Ongoing Ongoing Ongoing	20% 20% 50%	Mish Tular Mish Tular Caroline Green
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 areas 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 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 service provision - Staff unable to perform their normal duties	1-Apr-2016	Helen Bishop	5	3	4	3	4	3		Robust governance arrangements in place for the Digital Strategy, the Action Plan and ongoing stakeholder engagement including CEB approval and ongoing monitoring through ODOCS Board	31-Mar-2017	In Progress	80%	Jan Heath
														Site visits arranged for H&S to consider Digital Leadership initiatives The contract with the Council's major ICT supplier, SCC, includes The ICT workplan is being developed and will be updated on an	31-Dec-2016 31-Mar-2017 31-Mar-2017	In Progress Completed Ongoing	40% 100% 100%	Jan Heath Vic Frewan Vic Frewan	

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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.	- Ash-hoc arrangements and relationships - Disparate approach across service areas - Mixed messages - Partners withdraw - Services and initiatives affected	1-Apr-2016	Caroline Green	3	3	3	3	3	2		The potential for a single account for each customer through There is an improvement plan for the ICT Operations team to Relationship 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	31-Mar-2017	Not Started	20%	Vic Frewin
																	31-Mar-2017	In Progress	65%	Vic Frewin
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	- Impact on infrastructure and housing - Widespread disruption to City and business - Cost - Return to Business As Usual challenging - Impact on public and staff	1-Apr-2016	Jo Colwell	5	4	3	3	2	3		Flood alleviation schemes are underway and being investigated	31-Mar-2018	In Progress	20%	Tim Sadler

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.