

Formal Risk Summary

(Oxford)

As at: Nov-2017

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	Action Owner
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	- 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		Impact on business rates is being monitored	31-Mar -2017	Completed	100%	Nigel Kennedy
															Impact on partners being monitored and close liaison with them is being maintained	30-Apr -2018	In Progress	30%	Mish Tullar
															Impact on the local economy is being monitored	30-Apr -2018	Ongoing	100%	Fiona Piercy
				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															

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				regeneration that are linked to growth and regeneration and future economic success. failure to maximise opportunities through bidding for or securing delivery of these projects could impact adversely on maintaining economic success or the type of future growth that Oxford needs in future.										There is a project plan and timescales for the delivery of the local plan and these are being closely monitored and managed.	31-Dec-2019	In Progress	50%	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	<p>The current budget enables us to fund the Corporate Plan, through the MTFs. There are sensitivities however, as outlined below.</p> <p>The outcome of the Government Business Rate Reform is less favourable than currently predicted with the MTFP.</p> <p>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.</p>	<ul style="list-style-type: none"> - Cannot 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		<p>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</p> <p>External advice being commissioned re: Trading Model</p> <p>Respond to Consultation / Lobby through Local Government Association</p> <p>Trading Accounts set up and new Board</p>	31-Mar-2018	In Progress	50%	Graham Bourton
															31-Mar-2018	In Progress	50%	Graham Bourton	
															31-Dec-2018	In Progress	50%	Caroline Green	
															31-Mar-2018	In Progress	50%	Graham Bourton	

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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	<ul style="list-style-type: none"> - 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		The Council is implementing other delivery methods for temporary accommodation and accommodation for homelessness prevention. Both Real Lettings and OCCs own property fund purchases are on programme. Rent Guarantee scheme launched.	31-Dec -2017	In Progress	80%	Dave Scholes
															The Council has set up a wholly owned housing Company to enable it to better deliver affordable housing. Business plan agreed, loans to company agreed as part of Council budget process, development programme moving to delivery stage.	30-Sep -2016	Completed	100%	Stephen Clarke
															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.	31-Dec -2019	In Progress	30%	Patsy Dell
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 	1-Apr -2016	Helen Bishop	4	3	3	3	3	3		More creative methods of advertising job roles to attract a wider pool of candidates. Trying to grow our own talent to fill roles.	1-Apr -2018	In Progress	95%	Paul Adams
															Staff non-pay benefits in place and reviewed. Use benefits and market these to attract talent to the organisation.	30-Jun -2016	Completed	100%	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	<ul style="list-style-type: none"> - 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		Cross Council Working Group to monitor the situation	31-Mar -2018	Not Started	0%	Catherine Hine
															Focus groups to be used to forward the fairness and equity agenda	30-Apr -2018	Ongoing	20%	David Growcott

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				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											Key areas of concern monitored and action undertaken by officers on estates to alleviate tensions	30-Apr-2018	Ongoing	40%	David Growcott
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.	- Missed opportunities - Council doesn't transform - Potential inertia - Unable to deliver - Uncertainty	1-Apr-2016	Jacqui Yates	5	4	4	3	3	3		Agreements between the Companies and the Council regarding services to be provided and fees for these services are being drafted and finalised. Project teams are in place to support both wholly owned companies	1-Apr-2018	In Progress	70%	Jacqui Yates
															External advice being utilised to optimise Company set-up	1-Apr-2018	In Progress	95%	Nigel Kennedy
															Governance processes are being put in place for each new vehicle. Shareholder agreements & Business plans have been agreed as have schemes of delegation. Directors have attended IOD training.	1-Apr-2018	In Progress	90%	Nigel Kennedy

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CRR-037	Devolution	Risk that the City Council doesn't get a significant enough 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 proposals also pose 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 though loss of local accountability for investment and services - Lack of focus on Oxford City Region economy	1-Apr-2016	Caroline Green	5	4	4	2	4	2	The unitary proposal has been formally submitted and the City, WODC and Cherwell submitted representations against it. It is still in the system with no clarity about if or when it will be considered. Subsequently all the Oxfordshire authorities have been working together on a housing & growth deal and have signed an outline agreement with Government. This is subject to all Councils' approval. The deal and the recent NIC Ox-Cam study strengthens collaborative working in Oxfordshire and the position of the Growth Board and will add to an argument to focus on growth & housing delivery rather than restructuring should the SoS indicate that he intends to make a decision on the restructuring proposal.	Work with all Oxfordshire Authorities to develop a delivery plan for the deal & make the case to all councils for agreeing the Housing & Growth Deal. National & local government focus needs to be on supporting economic growth, infrastructure & housing.	18-Dec-2018	Ongoing	50%	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	- Inefficiency - Damage to reputation - Inefficiency - Damage to reputation - Loss of service provision	1-Apr-2016	Helen Bishop	5	3	3	3	3	3		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.	1-Apr-2018	In Progress	90%	Jan Heath

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				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	- Staff unable to perform their normal duties										Site visits arranged for HoS to consider Digital Leadership initiatives at other local authorities	1-Apr-2018	In Progress	40%	Jan Heath
				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											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	31-Mar-2017	Completed	100%	Vic Frewin
															The ICT workplan is being developed and will be updated on an ongoing basis	31-Mar-2017	Ongoing	100%	Vic Frewin
															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	1-Apr-2018	In Progress	20%	Vic Frewin
															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.	1-Apr-2018	In Progress	65%	Vic Frewin

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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	3	3	Summer and Autumn have been dry. Flood events are more likely in the winter months but are weather dependent. Oxford Flood Alleviation Scheme remains on track but with funding gap of £4.35M. OFAS is led by Environment Agency with input by Oxford City Council in terms of partnership funding and significant officer input.	Flood alleviation schemes are underway and being investigated	31-Mar-2018	In Progress	20%	Tim Sadler

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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.	- Ad-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	2	2	2	Risk continues as budgets continue to reduce and pressures in some areas increase - e.g. Homelessness. Working with county and health on co-locating services and co-funding initiatives is making progress, but slowly. Need to be alive to need to maintain established partnerships when the Council leader steps down and new members join the council to sustain relationships with key partners in the City. Similarly need to be alive to changes in senior level in partner organisations (new Chair and CX of the CCG) and ensure effective engagement with new senior leaders. We have reviewed the OSP membership and focus and it is being re-launched in the new year - need to identify a strong chair. Initiatives such as the Citywide homelessness and rough sleeping partnership will be important in managing key reputational risks.	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.	18-Dec -2018	Ongoing	50%	Caroline Green

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