

Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk description	Opp/Threat	Risk	Cause	Consequence	Date Raised	Owner	Gross			Current			Target			Comments	Controls				
									I	P	A	I	P	A	I	P	A		Control description	Due date	Status	Progress	Action Owner
CRR-03-18-19	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-Jun-2018	Stephen Clarke	5	4	5	4	4	3						Both Mid Lettings and OCCU own property fund purchases are on programme. A further tranche of property purchase to be delivered via real letting in 19/20. Continuing to work with Registered Provider partners to enable supply of more affordable housing Deliver OCHL development programme and develop new business plan to both increase and speed up delivery Delivery of regeneration schemes, including Bluebird Lane Housing delivery test & housing delivery programme in planning and better part working across organisations Move Council resource towards development of homes The Council together with other Oxfordshire Councils have secured a Growth Deal including £80m to facilitate additional affordable housing, 19/20 to year 2 of the delivery programme Discuss with employees & Growth Board to understand emerging impact of Brexit. Update & develop Economic Development & City Centre Vision in response to evolving economic environment. Develop policy for "mainstream cities" across retail & other sectors	31-Mar-2020	In Progress	90%	Dave Scholes
CRR-031-18-19	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	T	Terms of any impact of exit from the EU and Single Market resulting in the termination or suspension of investment decisions. However structural changes and economic uncertainties are affecting consumption on the High Street and in turn affecting the viability of some retail, hospitality and catering businesses	Uncertainty and loss of market access may result in increased cost of trade with EU leading to adverse local macro-economic operating conditions resulting in reduced economic growth for the city, a weaker local economy, hampering our ability to raise revenue through business rates as well as significant job losses. Loss of funding for key economic & research programmes and well as reduced FDI flows. Uncertainty about future visa requirements for EU workers and visitors may reduce labour supply as well as tourist flows limiting growth prospects of key economic sectors in the city. In the city centre, the structural changes being experienced, also carries a risk of higher than usual job losses and closures, vacancies in retail and restaurant jobs	1-Jun-2018	Tom Bridgman	5	4	4	3	4	3						Discuss with employees & Growth Board to understand emerging impact of Brexit. Update & develop Economic Development & City Centre Vision in response to evolving economic environment. Develop policy for "mainstream cities" across retail & other sectors	31-Mar-2020	In Progress	30%	Tom Bridgman
CRR-032-18-19	Balancing and Delivery of the Financial Plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	T	Reduced contribution from Council companies. Business Rates reform Local Government finance reform Unachievable savings and income *	Increased use of balances to ensure that Council sets a balanced budget for next 4 years Re-active action taken to bring budget back into line	1-Jun-2018	Nigel Kennedy	4	3	4	3	4	3						Ensure companies are on schedule to deliver returns to Council Keep abreast of changes to Business Rates reforms and Fall funding Regular monitoring of revenue and capital budgets and savings savings and increased income are on target Other budget sectors early and direct savings in consultation with members Develop and implement improved recruitment processes (incl. use of social media, staff stories and other promotional material)	31-Mar-2020	In Progress	50%	Nigel Kennedy
CRR-034-18-19	Recruitment and retention of the workforce	The challenge of recruitment and retention in some service areas, and ensuring succession planning exists for critical hard to fill roles.	T	*Proximity to London *High cost of housing *Congested infrastructure and transport links	Reduced capacity to deliver, especially in high profile projects	1-Jun-2018	Helen Bishop	3	4	3	3	3	2						Develop employer brand Provide greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council Development of talent pipeline including work experience, apprenticeships, graduate placement, sponsoring students through qualifications, etc. Review of employment offer for hard to fill and specialist roles (pay, flexible working practices, employee benefits)	31-Mar-2020	In Progress	25%	Paul Adams
CRR-036-18-19	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	T	Lack of skilled director from Directors Lack of capacity Lack of commercial focus Deficiencies in governance *	Reputational damage if failing companies Reduced financial returns to the Council impacting on MTFP	1-Jun-2018	Nigel Kennedy	4	3	3	3	3	3						Delivery of improved systems Establish robust system of shareholder and scrutiny meetings for wholly owned companies Governance over all joint ventures and companies Internal audit of companies review by MCO Presentation of updated business plan on a quarterly basis to shareholder - OCHL Presentation of updated business plan on a quarterly basis to shareholder - ODS Reporting to shareholder for B&S Reporting to shareholder for Oweat Review dividend policy - OCHL Change Review of OCHL Update and improve ODS Operating Model	31-Mar-2020	In Progress	50%	Nigel Kennedy
CRR-037-18-19	Local Government Reorganisation	Risk that the reorganisation or devolution is imposed to the detriment of the Council and the City	T	The 2017 bid for an Oxfordshire-wide unitary authority has six different scenarios made clear it has no appetite to pursue this while Growth Board members favour the Oxford Deal. However, the new Prime Minister and Cabinet, with ministerial changes in MIPCLD, creates uncertainty over the Government's policy position on unitary going forwards. There is also new uncertainty around the Growth Deal, given the uncertainty over the status of South Oxfordshire District Council's Local Plan	If unable to respect resources and focus into making City's case in argument Significant disruption to partnership working and loss of opportunities for significant infrastructure investment Risk of weakened focus on Oxford's priorities in a single Unitary Potential negative impact on community through loss of local accountability for investment and services	1-Jun-2018	Caroline Green	5	3	3	3	3	3						Real understanding of new Government administration's view on devolution/Unitary, Growth Deal, OxCam Arc & seek levers to influence around Oxford Priorities. Mainstream focus on delivering growth agenda & build consensus partnership governance	31-Mar-2020	In Progress	25%	Caroline Green
CRR-038-18-19	Business Continuity Planning and Disaster Recovery including ICT Recovery Plan	There is an adverse impact on continuous business operation due to unplanned events.	T	*Disruptive event hindering access to building. *Disruptive event affecting full functionality of building. *Major technology incident (physical or cyber).	Non-delivery of business operation	1-Jun-2018	Helen Bishop	3	3	4	3	3	2						All Services to review and sign-off their BC plans to ensure up-to-date. Assure ICT backup and restore capabilities OIT to approve software priority restoration list from all Services BC plans Assessing resilience of B&S Implement alternative software to CTRX to allow homeworking for own user devices Include ICT systems outage in business continuity plan tests. Re-establish Risk Management Group Review existing ICT recovery plan to ensure up-to-date.	30-Sep-2019	Ongoing	100%	Bill Lewis
CRR-040-18-19	Negative Impacts of Climate Change	Climate Change leads to a number of adverse social, health and environmental impacts on the City	T	Oxford is prone to flood risk from fluvial or river sources (Cherwell and Thames) and in specific areas to pluvial or surface flooding from heavy rainfall. For fluvial flooding heavy rainfall events normally give Oxford between 24-48 hours to prepare and respond with flood protection. There is no warning for pluvial flooding. The City has a poor level of air quality largely arising from the use of vehicles within the City	Flooding, which is highly weather dependent; poor air quality	1-Jun-2018	Jo Colwell	4	3	3	3	3	3						Control measures relating to advocacy, clear communication, negotiation over our land assets, in particular at Beacourt and Radbridge. Risk and Risk sites (Beacourt extension/Radbridge as location for recycling transfer station) Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	30-Dec-2022	In Progress	50%	Jo Colwell
CRR-042-18-19	Terrorism	Terrorist incident in the city (most likely in the city centre) that adversely affects normal life in the city, including a negative impact on the Council's business, or targets an individual event (e.g. May Morning, St Giles' Fair, events in South Park)	T	Oxford is an internationally known city and is a more likely target than cities and towns of a similar size. There are several areas where large numbers of people congregate - primary shopping areas and tourist attractions, transport hubs - that may be conducive and prone to attack	Dependent on nature of attack and where it occurs. Could result in lock down of buildings, including Council offices, severe travel disruption, need to disperse large numbers of people to places of safety. Non-delivery of Council services	1-Jun-2018	Tim Sadler	5	2	5	2	5	2						Council's emergency plan includes link to Crowded Spaces Evacuation Plan Emergency plans for Council-operated buildings include dealing with a terrorist attack (including Event plans include dealing with a terrorist attack (including evacuation procedure) Threaten barriers to public, transport and transport Respond to intelligence received Work with partners, particularly the Police and County Council, on mitigation measures Carry out PSN remedial work Ensure any security breaches are dealt with appropriately, in line with policies. Ensure cyber resilience (financial, anti-virus, anti-malware, password protection, two-factor authentication) is in place Ensure cyber security policies are in place. Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	30-Apr-2020	Ongoing	100%	Mike Newman
CRR-043-18-19	Cyber Attack	Cyber security incident which impedes the operation of the business	T	Global attack from outside the business Internal hacker	Non-delivery of business operation	1-Jun-2018	Helen Bishop	3	4	3	3	3	2						Ensure any security breaches are dealt with appropriately, in line with policies. Ensure cyber resilience (financial, anti-virus, anti-malware, password protection, two-factor authentication) is in place Ensure cyber security policies are in place. Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	30-Sep-2019	Ongoing	100%	Rocco Labellarte
CRR-044-18-19	Health and Safety - Buildings	Failure to comply with the various H&S legislative requirements which ensure the safety of buildings	T	Inadequate training, poor systems and procedures, failure to robustly monitor performance and address this. Inadequate reporting and skills. Inadequate maintenance of buildings	Corporate manslaughter, HSE investigation and substantial fines. Loss of reputation	1-Jun-2018	Stephen Clarke	4	4	4	3	3	2						Introduce Alphasite IT system for meeting compliance Recover experienced H&S Manager and other staff resources Regular programme of audits of performance to identify gaps in Process Recover reporting of performance at corporate level Review existing processes and systems Plans to ensure that OCC is fully compliant have been completed. Any remedial action has been prioritised and funded and where necessary monitoring of this.	30-Jun-2018	Completed	100%	Stephen Clarke
CRR-039-19-19	Delivery of Services by External Suppliers/Partnerships or Supply Chain	The negative performance of suppliers has a direct impact on the Council's ability to achieve its goals	T	Failure of key supplier (i.e. Fusion) or reductions in funding and/or financial pressures on the Councils critical service partners may place additional burdens on suppliers - primary shopping areas and tourist attractions, transport hubs - that may be conducive and prone to attack	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.	1-Jun-2018	Ian Brodie	3	3	3	3	2	2						We continue to obtain monthly the contract with our leisure provider. Fusion's independently audited accounts for the year ended 31 December 2018, showed good improvement and growth since the previous accounting year. Their recovery and restructure plan put in place at the end of 2017 delivers a financial turnaround. Fusion anticipates that the positive trends will continue in 2019. This is also reflected with Fusion's Open Credit Report showing very low risk (since April 2019). We will continue to monitor Fusion's operating performance through the existing governance framework.	31-Mar-2020	In Progress	60%	Ian Brodie

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.

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