

Formal Risk Summary

(Oxford)

Appendix E

As at: Jan-2020

Risk						Date Raised	Owner	Gross		Current		Target		Comments	Controls				
Ref	Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
CRR-033-18-19	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 Real Lettings and OCCs own property fund purchases are on programme. A further tranche of property purchase to be delivered via real lettings in 19/20.	31-Mar-2020	In Progress	90%	Dave Scholes
															Continuing to work with Registered Provider partners to enable supply of more affordable housing through s.106	31-Mar-2020	In Progress	75%	Dave Scholes
															Deliver OCHL development programme and develop new business plan to both increase and speed up delivery	31-Mar-2020	In Progress	100%	Stephen Clarke
															Delivery of regeneration schemes, including Blackbird Leys.	31-Mar-2023	In Progress	20%	Stephen Clarke
															Housing delivery test & housing delivery programme in planning and better joint working across organisation	31-Mar-2020	In Progress	50%	Carolyn Ploszynski
															More Council resource towards development of homes	31-Mar-2020	In Progress	90%	Alan Wylde
															The Council together with other Oxfordshire Councils have secured a Growth Deal including £60m to facilitate additional affordable housing. 19/20 is year 2 of the delivery programme.	31-Mar-2020	Completed	100%	Stephen Clarke

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Residual Risk Score

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CRR-031-18-19	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	T	Terms of and impact of exit from the EU and Single Market resulting in the termination or suspension of investment decisions. Moreover 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 uses	1-Jun-2018	Tom Bridgman	5	4	4	3	4	3		Discuss with employers & Growth Board to understand emerging impact of Brexit. Update & develop Economic Development & City Centre Vision to respond to evolving economic environment. Develop policy for "meanwhile uses" across retail & other workspace	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	31-Mar-2020	In Progress	50%	Nigel Kennedy
															Keep abreast of changes to Business rates reforms and Fair funding	31-Mar-2020	In Progress	20%	Nigel Kennedy
															Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31-Mar-2020	In Progress	10%	Nigel Kennedy

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															Start budget setting early and drive savings in conjunction with members	31-Mar-2020	In Progress	10%	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	<ul style="list-style-type: none">Proximity to LondonHigh cost of housingCongested 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 and implement improved recruitment processes [incl. use of social media, 'staff stories' and other promotional material]	31-Mar-2020	In Progress	25%	Paul Adams
															Develop employer brand	31-Mar-2020	In Progress	25%	Paul Adams
															Develop greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council	31-Mar-2020	In Progress	40%	Paul Adams
															Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.	31-Mar-2020	In Progress	40%	Paul Adams
															Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31-Mar-2020	In Progress	40%	Paul Adams
															Delivery of Improved systems	31-Mar-2020	In Progress	50%	Nigel Kennedy
CRR-036-18-19	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	T	<p>Lack of skilled direction from Directors; Lack of capacity Lack of commercial focus</p> <p>Shortfalls in income forecasts</p> <p>Deficiencies in governance"</p>	Reputational damage of failing companies Reduced financial returns to the Council impacting on MTFP	1-Jun-2018	Nigel Kennedy	4	3	3	3	3	3		Establish robust system of shareholder and scrutiny meetings for wholly owned companies	31-Mar-2020	In Progress	75%	Anita J. Bradley
															Governance over all joint ventures and companies	31-Mar-2020	In Progress	50%	Nigel Kennedy
															Internal audit of companies review by BDO	31-Jul-2019	Completed	100%	Nigel Kennedy
															Presentation of updated business plan on a quarterly basis to shareholder - OCHL	31-Mar-2020	In Progress	80%	Nigel Kennedy
															Presentation of updated business plan on a quarterly basis to shareholder - ODS	31-Mar-2020	In Progress	80%	Nigel Kennedy
															Reporting to shareholder for Barton	31-Jul-2019	Ongoing	100%	Nigel Kennedy
															Reporting to shareholder for Oxwed	31-Jul-2019	Ongoing	100%	Nigel Kennedy
															Review dividend policy - OCHL	31-Mar-2020	In Progress	10%	Nigel Kennedy
															Strategic Review of OCHL	31-Mar-2020	In Progress	50%	Nigel Kennedy
															Update and improve ODS Operating Model	31-Mar-2020	In Progress	30%	Nigel Kennedy

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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 sat dormant since Government made clear it has no appetite to pursue this while Growth Board partners deliver the Growth Deal. However, the new Prime Minister and Cabinet, with ministerial changes in MHCLG, creates uncertainty over the Government's policy position on unitaries 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 debate is reopened: <ul style="list-style-type: none"> - Significant distraction of 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 <ul style="list-style-type: none"> - Potential negative impact on community though loss of local accountability for investment and services 	1-Jun-2018	Caroline Green	5	3	3	3	3	3		Build understanding of new Government administration's view on devolution/unitary, Growth Deal, Ox-Cam Arc & seek levers to influence around Oxford Priorities. Maintain focus on delivering growth agenda & build consensual 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	<ul style="list-style-type: none"> • 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.	30-Sep-2019	Ongoing	100%	Bill Lewis
															Assure ICT backup and restore capabilities	30-Sep-2018	Completed	100%	Rocco Labellarte
															CMT to approve software priority restoration list from all Services BC plans.	30-Jun-2019	Completed	100%	Mike Newman
															Desktop review of BCP	31-Mar-2020	In Progress	50%	Bill Lewis
															Implement alternative software to CITRIX to allow homeworking for own user devices	31-Mar-2020	In Progress	95%	Rocco Labellarte
															Include ICT systems outages in business continuity plan tests.	1-Oct-2018	Completed	100%	Mike Newman
															Re-establish Risk Management Group	20-Feb-2019	Completed	100%	Bill Lewis
															Review existing ICT recovery plan to ensure up-to-date.	30-Sep-2018	Completed	100%	Rocco Labellarte

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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/Isis) and in specific areas to pluvial or surface flooding from heavy rainfall. For fluvial flooding heavy rainfall upstream normally gives 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 Seacourt and Redbridge Park and Ride sites (Seacourt extension/Redbridge as location for recycling transfer station)	30-Dec-2022	In Progress	50%	Jo Colwell
															Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31-Mar-2020	In Progress	50%	Jo Colwell
															Reputational risk is shared across partners.	31-Mar-2020	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	30-Apr-2020	Ongoing	100%	Mike Newman
															Emergency plans for Council-operated buildings include dealing with a terrorist attack.(including building lock-down procedure)	30-Apr-2020	Ongoing	100%	Mike Newman
															Event plans include dealing with a terrorist attack.(including evacuation procedure)	30-Apr-2020	Ongoing	100%	Mike Newman
															Physical barriers in place - temporary and permanent	30-Apr-2020	Ongoing	100%	Mike Newman
															Respond to intelligence received	30-Apr-2020	Ongoing	100%	Mike Newman
															Work with partners, particularly the Police and County Council, on mitigation measures	30-Apr-2020	In Progress	50%	Tim Sadler
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		Carry out PSN remedial work.	30-Sep-2019	Ongoing	100%	Rocco Labellarte
															Ensure any security breaches are dealt with appropriately, in line with policies.	30-Jun-2018	Ongoing	100%	Helen Bishop
															Ensure cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) is in place	30-Jun-2018	Ongoing	100%	Rocco Labellarte

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															Ensure cyber security policies are in place.	30-Jun-2018	Ongoing	100%	Rocco Labellarte
															Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	31-Mar-2020	In Progress	40%	Nigel Kennedy
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 resourcing 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		Create a dedicated H&S team	30-Jun-2018	Completed	100%	Stephen Clarke
															Introduce a bespoke IT system for monitoring compliance	31-Dec-2019	Completed	100%	Stephen Clarke
															Recruit experienced H&S Manager and other team vacancies	30-Sep-2018	Completed	100%	Stephen Clarke
															Regular programme of audits of performance to identify gaps in Process	30-Jun-2018	Ongoing	100%	Stephen Clarke
															Regular reporting of performance at corporate level	30-Jun-2018	Ongoing	100%	Stephen Clarke
															Review existing processes and systems	31-Mar-2019	Ongoing	100%	Stephen Clarke
															Works to ensure that OCC is fully compliant have been completed. Any remedial action has been prioritised and faults addressed and where necessary monitoring of these.	31-Mar-2020	Ongoing	85%	Stephen Clarke

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CRR-039-18-19	Delivery of Services by External Suppliers/Part nerships / Supply Chain	The negative performance of suppliers has a direct impact on the Councils 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 /demands on the council and poorer services outcomes for citizens and potential risks to our supply chain.	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 Brooke	3	3	2	2	2	2	We continue to closely monitor the contract with our leisure provider. Fusions 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 delivered a financial turnaround. Fusion anticipates that this positive trends will continue in 2019. This is also reflected with Fusions Delphi Credit Report showing very low risk (since April 2019). We will continue to monitor Fusions overarching performance through the existing governance framework.	Work collectively and coherently with key partners to find solutions.Effective relationship management across partners will help to manage risks around service delivery and reputational risk.	31-Mar -2020	In Progress	60%	Ian Brooke

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