Formal Risk Summary

(Oxford)

As at: Nov-2020

Appendix A

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-031-18-19	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	T	The economic impact of COVID-19 globally, nationally and locally continues to affect the livelihoods and jobs of thousands of local people in Oxford. The best case scenario is that the local economy undergoes a short sharp shock and then bounces back quickly. There has been a partial bounce back as the re opening of consumer sectors under constrained circumstances has taken the local economy into a 'semi-normal' phase of economic recovery. However considerable restrictions, to be in place until Spring 2021, on groups, social distancing, opening hours and recommended home working means that much service, leisure, retail and hospitality activity will remain subdued and constrained. Grants and rent reliefs may be more limited as may the next stage of support for furloughed workers. This poses an ongoing risk to businesses, employment, and commercial property markets in the coming months. Moreover, the uncertainty over terms and impact of exit from the EU and Single Market in January 2021, may result in the termination or suspension of investment decisions. This is a near-term and ongoing risk to competitiveness and growth in Oxford and the UK more widely. It will affect a range of sectors relying on trade with, collaboration or labour and talent from Europe and other international markets	This accelerates structural changes and economic uncertainties that were already affecting consumption on the High Street and in turn affecting the viability of some retail, hospitality and catering businesses. The wider economy is not immune with redundancies being announced at larger employers in other sectors as well as damaging impacts to education, transport, property, creative and cultural sectors. Economic output is 11.7% below the February rate nationally and the remainder may not be recovered quickly. 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	Matthew Peachey	5	4	5	4	4	2	Communicating with businesses to ensure they understand the need to act on any rule changes for the EU Transition regardless of deal. We have agreed a joined up communications aproach county-wide with Councils, OxLEP and the Local Resilience Forum. We continue to work to adminster the COVID Local Restrictions Grants and to plan how best to utilise grant funds to support the local economy and affected businesses	Deliver a City & County wide Economic Recovery & Resilience Plan. This will be a phased restart through to long term recovery & renewal over a minimum 3 year period. Continue to work with Employers & Growth Board to understand emerging impact of Brexit.	1-Apr-2023	In Progress	30%	Matthew Peachey
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; Adverse financial impacts arising from the covid-19 pademic and the economic aftermath	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	4	4	3		Ensure companies are on schedule to deliver returns to Council	31-Mar-2021	In Progress	50%	Nigel Kennedy
															Expenditure Restraint	31-Mar-2021	In Progress	40%	Nigel Kennedy
															Keep abreast of changes to Business rates reforms and Fair funding	31-Mar-2021	In Progress	30%	Nigel Kennedy
															Lobby Government	31-Mar-2021	In Progress	80%	Nigel Kennedy
															Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31-Mar-2021	In Progress	40%	Nigel Kennedy
															Start budget setting early and drive savings in conjunction with members with a full budget reset in December	31-Mar-2021	In Progress	40%	Nigel Kennedy
CRR-033-18-19	Housing	Failure to deliver the Council's key priorities around Housing including ensuring increased housing delivery and enabling sufficient affordable house building and investment,	T	Changes to Homes & Communities Agency's funding stream for housing development. Government policy changes affecting housing tenure, rental levels, LA borrowing ability. Economic recession, leading to instability in the housing market, and falling prices which could undermine site viability. Shortage of labour and materials. Increased uncertainty in the housing market linked to unknown speed of pandemic recovery and Brexit.	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		Continue to take forward opportunities to purchase S106 dwellings through the HRA.	31-Mar-2021	In Progress	25%	Dave Scholes
															Continuing to work with Registerd Provider partners to enable supply of more affordable housing through s.106	31-Mar-2021	In Progress	75%	Dave Scholes
															Deliver OCHL business plan to increase scale and speed of delivery.	31-Mar-2021	In Progress	20%	Stephen Clarke
															Delivery of regeneration schemes, including Blackbird Leys.	31-Mar-2023	In Progress	20%	Stephen Clarke
															Housing delivery test in Planning ongoing. Deliver the housing delivery test action plan in Planning.	31-Mar-2021	Completed	100%	Carolyn Ploszynski
															Implement robust programme and project management arrangements for whole supply programme.	31-Mar-2021	In Progress	80%	Dave Scholes
															Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund	31-Mar-2021	In Progress	50%	Dave Scholes
															Provide a clear and robust response to the governments planning changes through the consultation, changes which would significantly reduce S106 contributions in the city.	31-Oct-2020	Completed	100%	Carolyn Ploszynski
															Purchase of Council dwellings from Barton Park development.	31-Mar-2025	In Progress	20%	Stephen Clarke
															Revaluate financial appraisals of development sites and make any adjustment to ensure continued viability.	31-Mar-2021	In Progress	20%	Stephen Clarke
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	2	2		Develop and implement improved recruitment processes [incl. use of social media, 'staff stories' and other promotional material]	31-Mar-2021	In Progress	25%	Justin Thorne
															Develop employer brand	31-Mar-2021	In Progress	25%	Justin Thorne
															Develop greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council	31-Mar-2021	In Progress	40%	Justin Thorne
															Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.	31-Mar-2021	In Progress	40%	Justin Thorne
															Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31-Mar-2021	In Progress	40%	Justin Thorne
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 direction from Directors; Lack of capacity Lack of commercial focus Shortfalls in income forecasts Deficiencies in governance Housing Company sites not delivered to planned timescales Directors not recognising the control that a holding organisation properly has over their operations and outputs	Reputational damage of failing companies Reduced financial returns to the Council impacting on MTFP Lack of delivery of dividends to the Council	1-Jun-2018	Nigel Kennedy	4	3	4	3	3	3		Delivery of Improved systems	31-Mar-2021	In Progress	50%	Nigel Kennedy
															Establish robust system of shareholder and scrutiny meetings for wholly owned companies	31-Mar-2021	In Progress	75%	Anita J. Bradley
															Governance over all joint ventures and companies	31-Mar-2021	In Progress	50%	Nigel Kennedy
															Internal audit of companies review by BDO - second review due December 2020	31-Mar-2021	Not Started	0%	Nigel Kennedy
															Presentation of updated business plan on a quarterly basis to shareholder - OCHL	31-Mar-2021	In Progress	80%	Nigel Kennedy
															Presentation of updated business plan on a quarterly basis to shareholder - ODS	31-Mar-2021	In Progress	80%	Nigel Kennedy
															Reporting to shareholder for Barton	31-Mar-2021	Ongoing	100%	Nigel Kennedy
															Reporting to shareholder for Oxwed	31-Mar-2021	Ongoing	100%	Nigel Kennedy
															Review dividend policy - OCHL	31-Mar-2021	In Progress	10%	Nigel Kennedy

															Strategic Review of OCHL	31-Mar-2021	In Progress	50%	Nigel Kennedy
															Update and improve ODS Operating Model	31-Mar-2021	In Progress	30%	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 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 uncertainity over the Government's policy position on unitaries going forwards. There is also new uncertainity around the Growth Deal, given the uncertainity over the status of South Oxfordshire District Council's Local Plan	If debate is reopened: - 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 - Potential negative impact on community though loss of local accountability for investment and services Adverse impact on resourcing Adverse impact on the growth deal and partnership working	1-Jun-2018	Caroline Green	5	3	4	3	3	2	Work carried out during autumn to critique latest county proposal and respond to debate. Risk currently abated due to government devolution white paper being delayed. Longer term work on positioning the city continues.	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-2021	In Progress	90%	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	3	3	3	3		All Services to review and sign-off their BC plans to ensure up-to-date.	31-Mar-2021	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-2021	In Progress	50%	Bill Lewis
															Implement alternative software to CITRIX to allow homeworking for own user devices	31-Mar-2021	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
CRR-039-18-19	Delivery of Services by External Suppliers/Partnerships / 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	3	3	3	3	The unprecedented COVID-19 scenario means that leisure facilities were temporarily closed in 20 Mar 2020 and again in November 2020. A reduced offer is being subsidised by the Council at Ferry and Leys Pools and Leisure Centres, and Oxford Ice Rink; until March 2021. The offer is COVID-safe and feedback by users is complimenting operational delivery being provided - our customers are saying they feel safe. The Council continues to work closely with Fusion lifestyle, key clubs and customer representatives via the Leisure Partnership Board, to help inform further safe, viable and sustainable leisure offer. Additionally, Officers are working with National industry partners (i.e..CLOA, UK Active, APSE) to help understand wider implications and good practice.	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-2021	In Progress	60%	Ian Brooke
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 pf 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	31-Mar-2021	Ongoing	100%	Tim Sadler
															Emergency plans for Council-operated buildings include dealing with a terrorist attack.(including building lock-down procedure)	31-Mar-2021	Ongoing	100%	Tim Sadler
															Event plans include dealing with a terrorist attack.(including evacuation procedure)	31-Mar-2021	Ongoing	100%	Tim Sadler
															Physical barriers in place - temporary and permanent	31-Mar-2021	Ongoing	100%	Tim Sadler
															Respond to intelligence received	31-Mar-2021	Ongoing	100%	Tim Sadler
															Work with partners, particularly the Police and County Council, on mitigation measures	31-Mar-2021	In Progress	50%	Tim Sadler
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		Continued progress with tower blocks, ensuring remaining planned work is complete, including at Hockmore, and continued monitoring to identify and implement any further improvements needed.	31-Mar-2021	In Progress	70%	Stephen Clarke
															Following CDM audit, implement revised and strengthened governance arrangements.	31-Mar-2021	In Progress	50%	Nick Brown
															Health & Safety team have been allocated key areas of responsibilities and are progressing the area highlighted from FRA and Asbestos surveys are rectified to ensure OCC are fully compliant.	31-Mar-2021	In Progress	70%	Stephen Clarke
															Ongoing monitoring and surveillance of property to ensure compliance.	31-Mar-2021	In Progress	50%	Stephen Clarke
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.	Flooding, which is highly weather dependent; poor air quality and increased episodes of excess heat.	1-Jun-2018	Jo Colwell	4	3	2	3	2	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	Ongoing	100%	Jo Colwell
															Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31-Mar-2022	Ongoing	50%	Jo Colwell
															Reputational risk is shared across partners.	31-Mar-2021	Ongoing	100%	Jo Colwell
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	2	3	2	3		Carry out PSN remedial work.	31-Mar-2021	Ongoing	100%	Rocco Labellarte
															Ensure any security breaches are dealt with appropriately, in line with policies.	31-Mar-2021	Ongoing	100%	Helen Bishop
															Ensure cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) is in place	31-Mar-2021	Ongoing	100%	Rocco Labellarte
															Ensure cyber security policies are in place.	31-Mar-2021	Ongoing	100%	Rocco Labellarte
															Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	31-Mar-2021	In Progress	40%	Nigel Kennedy

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.