

Appendix 2: Risk Assessment

|                    |   |                |  |   | Date Raised | Owner | Gross |   |   |   |   |   | Residual | Comments  | Controls  |             |        |               |                 |
|--------------------|---|----------------|--|---|-------------|-------|-------|---|---|---|---|---|----------|---|---|-------------|--------|---------------|-----------------|
| Title              | Risk description  | Opp/<br>threat | Cause  | Consequence   |             |       | I     | P | I | P | I | P |          |   | Control description   | Due<br>date | Status | Progress<br>% | Action<br>Owner |
| Council Reputation | Customer or stakeholder dissatisfied with scope/objectives of AQAP  | T              | Poor planning/poor consultation.   | Damage to City Council standing. Need for revisions to AQAP.                                    | 01/09/2025  | PA    | 3     | 3 | 2 | 3 | 2 | 3 |          |   | Extensive public consultation to be undertaken  |             |        |               |                 |
| Council Reputation | Customer or stakeholder dissatisfaction with delivery of Action Plan  | T              | Poor planning/poor consultation.   | Damage to City Council standing. Need for revisions to AQAP.                                    | 01/09/2025  | PA    | 3     | 3 | 2 | 3 | 2 | 3 |          |   | Extensive public consultation to be undertaken  |             |        |               |                 |
| Council Reputation | Failure to achieve targets /objectives set out in the AQAP  | T              | Poor planning. Weak corporate functioning  | Damage to City Council standing. Need for corrective action.                                    | 01/09/2025  | PA    | 3     | 3 | 2 | 3 | 2 | 3 |          |   | Extensive development has taken place in forming AQAP which secures its delivery  |             |        |               |                 |
| Council Reputation | The AQAP fails to achieve compliance with regulators requirements   | T              | Poor planning / inadequate delivery  | Intervention / penalty by regulator. Unbudgeted cost of corrective action. Reputational damage. | 01/09/2025  | PA    | 3     | 2 | 2 | 2 | 2 | 2 |          | Some levers outside council control such as national legislative changes  | Significant planning has taken place to ensure delivery + Oxford's current air quality levels are already meeting compliance with regulatory requirements on all pollutants |             |        |               |                 |
| Council Reputation | Introduction of new savings that threaten delivery of the AQAP, in particular as a result of the new government re-organisation | O/T            | Future unforeseen budgetary cuts, potential re-evaluation of some of the measures due to new local government structures being created                                     | Impaired delivery of AQAP<br>Failure to achieve targets /objectives. Reputational damage.       | 01/09/2025  | PA    | 3     | 3 | 3 | 2 | 3 | 2 |          | While the proposed reorganisation presents opportunities for more cohesive and locally responsive governance, it also introduces a degree of uncertainty that may affect the ownership, pace and consistency of air quality improvements in Oxford during the coverage period of this AQAP    | Accept risk, however, we anticipate that the new local authority formed as a result of the reorganisation will be well-positioned to take forward the aims of this AQAP     |             |        |               |                 |
| Council Reputation | Lack of external funding required to deliver some of the measures in this AQAP  | T              | The level of funding provided by the UK Government to local authorities in England for improving air quality at the local level has declined significantly in recent years | Impaired delivery of AQAP<br>Failure to achieve targets /objectives. Reputational damage.       | 01/09/2025  | PA    | 3     | 3 | 3 | 2 | 3 | 2 |          | Although this remains outside the Council's direct control, we are hopeful that the current Government will reinstate DEFRA's annual air quality grant scheme for local authorities at the earliest opportunity, enabling continued support for the delivery of local air quality initiatives | Accept risk   |             |        |               |                 |

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