

WEST OXFORDSHIRE DISTRICT COUNCIL
AUDIT & GENERAL PURPOSES COMMITTEE
THURSDAY, 8 NOVEMBER 2018

RISK MANAGEMENT UPDATE
REPORT OF THE HEAD OF PAID SERVICE
(Contact: Giles Hughes, Tel: (01993) 861658)

(The report is for information)

1. PURPOSE

To update the Committee on the changes to the Council's Corporate Risk Register at the end of Quarter Two of the financial year.

2. RECOMMENDATIONS

That the Committee notes the updates to the Council's Corporate Risk Register.

3. BACKGROUND

- 3.1. A Shared Risk Management Group for West Oxfordshire District Council and Cotswold District Council has been in place since 2015, and was recently extended to include Forest of Dean District.
- 3.2. The Shared Risk Management Group met formally in October 2018 to review and update the partner Councils' corporate risk registers. The group comprises Senior Managers from the three Councils, both retained staff and Publica staff; many of them are shared across all three partner Councils which makes the overall management of risks more time efficient and effective. This change has not affected what is presented to the Committee or the robust nature of how risk is assessed and managed.
- 3.3. In addition to the review and update of the register, the group took the opportunity to improve the risk descriptions to ensure they are clear and reflect the risk in terms of cause and effect ('if...then...'). This should help everyone to better understand potential risk to the Council and encourage participation at all levels.
- 3.4. The updated corporate risk register is attached in the [Appendix](#).

4. ALTERNATIVES/OPTIONS

Not applicable.

5. FINANCIAL IMPLICATIONS

There are no direct financial implications

6. REASONS

To provide assurance to the Committee that risks to the Council are being managed and appropriate actions are being taken to mitigate risk

Giles Hughes

Head of Paid Service

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Date: 24 October 2018

Background Papers:

None

West Corporate Risk Register 2018-19 Q2 post-review

Report Type: Risks Report

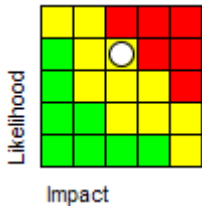
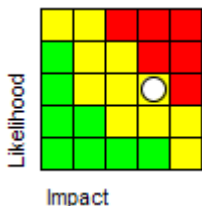
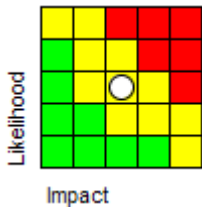
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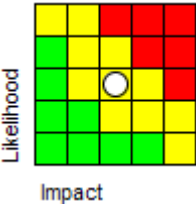
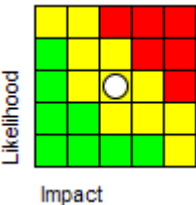
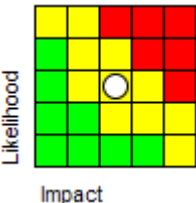
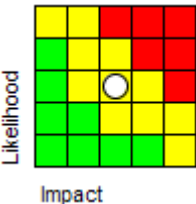


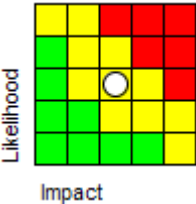
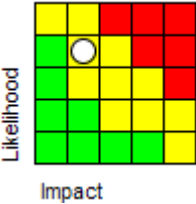
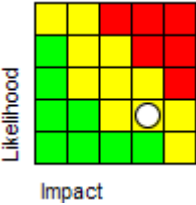
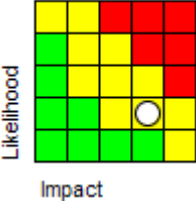
Rows are sorted by Risk Score

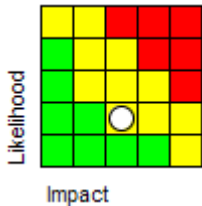
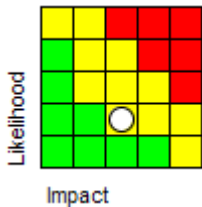
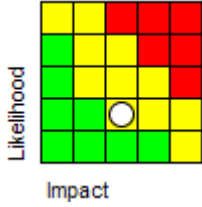
Code & Title W-CRR Corporate Risk Register

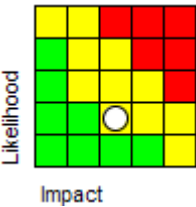
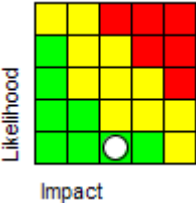
Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-005	If the Council does not deliver a balanced medium term financial strategy then it may need to cut services or make additional savings	Financial Reputational	Regular meetings with Members and Cabinet MTFS and budget process CT/SMT discussions and lead Vision 2020 programme	5	3	15		16-Oct-2018	19-Oct-2018 No change in rating. Ubico expenditure has exceeded budget. We have responded to the technical consultation on the 2019-20 local government settlement, which included changes to the New Homes Bonus calculation. The proposals would result in an increase in the baseline for housing growth in 2019-20, below which New Homes Bonus would not be paid. There could be other financial impacts in 2020-21 as the Government seeks new ways to incentivise housing growth. The MTFS will be refreshed and reported to the Finance and Management O & S Committee in November, and then Cabinet in December	Chief Finance Officer
W-CRR-017	If unavoidable budget pressures exceed provision within the MTFS then the Council may need to use its reserves, or there may be pressures on services or tax levels and agreed budget targets will not be achieved	Financial	Service Delivery Planning Budgetary control system CT/HoS consider financial pressures, in particular arising out of cost shunting Key variances report	3	5	15		16-Oct-2018	17-Oct-2018 Likelihood increased from 3 to 5. Ubico costs have exceeded budget and we will need to use our reserves	Chief Finance Officer

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-006	If staff morale and motivation is low in Publica then the level of service delivered may be reduced in some services	Performance Reputational	Regular reviews of change process Impact of change measured via Staff forum and staff sickness Comprehensive consultation and engagement process Change management training Joint Liaison Forum	3	4	12		16-Oct-2018	18-Oct-2018 No change in rating. There are some parts of the organisation which are suffering from lower levels of morale due to workload pressures arising from significant workloads from partner Councils. More generally it is important that the impacts of any changes to the organisational design and structure of the company are communicated as soon as possible so that employees can gain a better understanding of the changes and how it may impact upon them. Consultation on the new pay and grading structure has commenced with Trade Unions and we expect to commence a detailed consultation across the organisation in early November	Head of Paid Service; Managing Director
W-CRR-014	If the Council fails to successfully implement the Local Plan and new National Planning Framework then central government may intervene and/or speculative planning applications may increase	Financial Reputational	Project plan to deliver the Local Plan	4	3	12		16-Oct-2018	18-Oct-2018 No change in rating. The Local Plan has been adopted. The statutory period in which the Local Plan can be challenged will expire in on the 8th November	Head of Planning & Strategic Housing
W-CRR-004	If local transport infrastructure deteriorates then access to services and employment will also be reduced	Reputational Community	Work with the County Council to plan and enable infrastructure improvements Lobby to ensure that the improvements for A40 and surrounding area are delivered as proposed	3	3	9		16-Oct-2018	17-Oct-2018 Impact and likelihood reduced from 4's to 3's. The Government is working with Oxfordshire County Council on a possible Housing Infrastructure Fund package of projects for the A40. The potential package of £135m would fund further transport improvements to the A40, including development of the public transport facilities, additional highway capacity, and improvements to walking and cycling. This is additional to the funding provided by the Government through the Housing and Growth Deal with Oxfordshire	Head of Planning & Strategic Housing

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-012	If the Council does not comply with relevant Information Management legislation including the new GDPR and Transparency Agenda then the government may intervene which could have a reputational impact on the Council	Financial Reputational Legal	Arrangements reviewed in light of new legislation Quarterly monitoring of FOI return rate to SMT	3	3	9		16-Oct-2018	17-Oct-2018 No change in rating. Progress on the GDPR action plan is being reported to the Council and Publica	Data Protection Officer; Head of Paid Service
W-CRR-013	If the Government imposes legislative changes that are not expected then it could have an impact on the Council's finances and other resources	Financial Community	Horizon scanning, awareness via professional publications Respond to government consultations Monitor potential changes in planning rules and their consequences e.g. penalties for not determining smaller applications on time, and failure to produce a Local Plan	3	3	9		16-Oct-2018	17-Oct-2018 No change in rating. Defra's resources and waste strategy is expected to be published towards the end of November, and could have implications for local authorities	Chief Finance Officer
W-CRR-016	If Publica does not deliver the agreed objectives in accordance with its business plan then the planned savings for the Council would not be delivered and consequently there would be a risk that services could not be delivered	Financial Reputational	Programme Board Local Political Support National Political Support Early Engagement with employees and Unions Funding provided to develop detailed business case	3	3	9		16-Oct-2018	17-Oct-2018 No change in rating. Publica is on track to deliver the agreed objectives and savings	Head of Paid Service; Managing Director
W-CRR-027	If the number of appeals reaches the threshold then penalties / government intervention will be triggered with potential financial implications	Financial Reputational Performance	Robust and effective monitoring of appeal decisions Potential intervention of Planning Committee if necessary	3	3	9		16-Oct-2018	17-Oct-2018 No change in rating	Head of Planning & Strategic Housing

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-028	If Publica or the Council is unable to recruit suitable staff and retain them, particularly in some key service areas then the level of service delivery could be reduced which would impact on residents/communities	Performance Financial Reputational Community	Financial incentives (market force supplement scheme) Work with partners to address skill shortages	3	3	9		16-Oct-2018	17-Oct-2018 Likelihood reduced from 4 to 3. There are currently no issues. Consultation on a new pay and grading structure has commenced with Trade Unions which will provide more flexibility in rewarding staff	Head of Paid Service; Managing Director
W-CRR-003	If the services that are delivered by other public sector organisations are reduced then it may result in increased pressure on the Council to take action	Community	Lobby for continued service provision in rural areas by third parties e.g. Oxford County Council and NHS Work with Community organisations	2	4	8		16-Oct-2018	18-Oct-2018 Impact reduced from 3 to 2. Potential closure of services such as GP services has put pressure on the council in its community and advocacy role. It has been recognised that we are limited in what we can do in these cases and our main role is to influence	Head of Paid Service; Managing Director
W-CRR-010	If contractors do not meet their obligations under key contracts then it could lead to a fall in service standards, reduced customer service or a failure to meet legal requirements	Financial Reputational	Robust and effective contract management approach including regular meetings with key contractors	4	2	8		16-Oct-2018	17-Oct-2018 No change in rating	Group Manager - Council Advisory Services
W-CRR-019	If contractors do not comply with health and safety requirements then there could be both financial and reputational implications for the Council	Financial Reputational	Contract management in place to ensure appropriate measures such as risk assessments, appropriate policies, and training is in place. GOSS Health and Safety business partners provide advice and support Concerns can be escalated to contractors' senior management	4	2	8		16-Oct-2018	17-Oct-2018 No change in rating	Group Manager - Council Advisory Services

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-007	If there is severe weather then the Council may be unable to deliver key services which could impact on residents	Performance Reputational	<p>Consistent monitoring and evaluation of impact on service delivery at service level</p> <p>Communications strategy</p> <p>Relevant policies e.g. snow policy</p> <p>Waste and Recycling severe weather plan</p> <p>Laptops and home working</p> <p>Business Continuity Plans</p>	3	2	6		16-Oct-2018	17-Oct-2018 No change in rating	Head of Paid Service; Managing Director
W-CRR-008	If the Council's IT System / infrastructure failed due to cyber attacks and/or virus then system performance could be reduced leading to poor service delivery/financial impact	Financial Performance	<p>Blocking of USB and other devices</p> <p>PSN compliance</p> <p>Revised policies</p> <p>Staff awareness training</p> <p>BCP in place, reviewed and tested</p> <p>Enhanced encryption software</p>	3	2	6		16-Oct-2018	17-Oct-2018 No change in rating	Group Manager - Business Support Services
W-CRR-009	If there is a loss of data (both on site and as a result of remote/mobile working) / security failure in our IT systems then it could lead to a reduced level of service and have a negative impact on the Council's reputation and finances	Reputational Financial	<p>Blocking of USB and other devices</p> <p>PSN compliance</p> <p>Revised policies</p> <p>Staff awareness training</p> <p>BCP in place, reviewed and tested</p> <p>Enhanced encryption software</p>	3	2	6		16-Oct-2018	17-Oct-2018 No change in rating	Group Manager - Business Support Services

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Current Risk Matrix	Last Review Date	Latest Note	Assigned To
W-CRR-011	If major public events/incidents are not adequately controlled or dealt with then it could have an impact on the community resulting in reputational /financial damage to the Council	Community Reputational	Regular monitoring Plans in place for regular events	3	2	6		16-Oct-2018	17-Oct-2018 Likelihood reduced from 3 to 2. Procedures for controlling events work well	Head of Paid Service; Managing Director
W-CRR-025	If Superfast Broadband is not delivered within timescales then resident expectations will not be met and many communities will be left with inadequate broad coverage resulting in a reputational damage to the Council	Community Reputational	Work closely with BDUK to ensure state aid regulations are complied with Commission specialised skills when required to provide expertise and capacity Work closely with the chosen supplier to ensure delivery is timely Provide regular communications to residents, communities and stakeholders	3	1	3		16-Oct-2018	18-Oct-2018 No change in rating. The project continues to progress well; to date approximately 1700 premises have been built across 14 community area builds	Executive Director - Finance; Head of Planning & Strategic Housing