

## West Oxfordshire District Council - Corporate Risk Register

MODERN COUNCIL SERVICES AND SUSTAINABLE FINANCE													
Risk ID	Description of Risk/Opportunity	Initial Risk Assessment			Existing Control, Mitigation or Contingency	Previous Residual Risk Score			Residual Risk Assessment			Direction of Travel	Risk Response & Further Action
		Impact	likelihood	score		Impact	likelihood	score	Impact	likelihood	score		
WO-037	Government funding is being reduced so in order to operate within a reducing budget envelope, costs must be cut and income increased in order to maintain the current level of services.  Risk Logged: January 2022  Risk Owner: S.151 Officer Responsible Officer: S.151 Officer	5	3	15	Investment strategy to increase revenues, ESIP project to reduce the cost of the Waste service, Check and challenge on budget growth requests, Finance monitoring and reporting	5	3	15	5	3	15	→	Difficulty in securing investments that meet PWLB requirements but still generate sufficient levels of additional income. Close project monitoring of the ESIP project required to ensure that sufficient change is delivered in time for the 23/24 budget
WO-040	Waste and Recycling: A general shortage of qualified HGV drivers along with uncertainty over future Covid variants could result in the Waste Contractor being unable to meet its obligations for waste and recycling collections.  Risk logged: January 2022  Risk Owner: S.151 Officer Responsible Officer: Publica Group Manager for Commissioning	5	4	20	<ul style="list-style-type: none"> <li>Regular meetings with Contractors to identify any major issues that may affect service delivery, agree contingency measures and feedback to the Council</li> <li>Agreement was reached to compensate the Council for wheeled bin failures</li> <li>Although Covid rates have fallen following the vaccination programme, Covid prevention measures are still in place, including crew 'bubbles', social distancing in the depots and effective cleansing of cabs</li> </ul>	4	1	4	4	1	4	→	14.01.22 It is unclear what effects further variants of the covid virus will have, but the effective control measures will remain in place. 17.03.22 Ubico are continuing to be able to recruit enough drivers to be able to deliver all of the services, so whilst this risk hasn't disappeared within the transport industry, it does at least appear to have reduced. 06.06.22 There is still a national drivers shortage and Covid, but the collection services seem to be coping well and are able to crew effectively with only low absentee number to contend with.
WO-016	Having reduced budgets in line with the original business case there is a risk that Publica does not deliver services in line with the agreed delivery targets. This could result requests for additional budget growth or reduce the flexibility to meet new and amended service requests or lead to budget overspends.  Risk logged: April 2022  Risk Owner: Chief Executive Responsible Officer: Publica Group Finance Director	3	4	12	<ul style="list-style-type: none"> <li>Local Political Support / Shareholder Forum</li> <li>National Political Support</li> <li>Scrutiny and Performance Reviews</li> </ul>	3	3	9	3	3	9	→	11 April 2022 -The savings target for 21/22 is a further £0.5m and whilst some steps are in place to deliver this there are pressures building within the organisation in respect of pay capacity to deliver council objectives. The Council has recently approved some additional resource to help resolve some of these issues and steps are being taken to increase resource and deal with pay issues where the labour market is tight. Whilst the year end position is not yet clear early indications are that the budget targets will be met and there will be no budget overspend..

WO-028	<p>In light of an extremely tight labour market and increasing inflationary pressures 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.</p> <p>Risk logged: April 2022</p> <p>Risk Owner: Chief Executive Responsible Officer: Publica Executive Director</p>	3	3	<p>9</p> <ul style="list-style-type: none"> <li>Financial incentives (market force supplement scheme)</li> <li>Work with partners to address skill shortages</li> <li>Review of pay and benefits package.</li> <li>Introduction of career grade structures in Planning and Project Management</li> </ul>	3	3	9	3	3	9	→	<p>6 June 2022 No change in rating. Quarterly performance reports enable any necessary mitigation to maintain service delivery levels to be discussed. A review of recruitment is underway to help ensure the service meets users' needs and is both flexible and modern going forward. Career-graded posts have been introduced into a number of service areas to assist with retention and development of staff. A new training offer has been promoted to staff as another retention measure with over 40 employees now undertaking professional development training. The pay and benefits system is being reviewed and consideration will be given to enhancing the pension scheme.</p>
WO-013	<p>If the Government imposes legislative changes that are not expected then it could have an impact on the Council's finances and other resources.</p> <p>Risk logged: July 2015</p> <p>Risk Owner: Monitoring Officer Responsible Officer: Monitoring Officer</p>	4	4	<p>16</p> <ul style="list-style-type: none"> <li>Horizon scanning, awareness via professional publications</li> <li>Respond to government consultations</li> <li>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</li> </ul>	3	3	9	3	3	9	#REF!	<p>No change in rating. The Council responded to the consultation on <b>Defra's Waste and Resources strategy</b>. The Strategy suggests that garden waste collection should be free which if imposed would have a significant financial impact on the Council. Defra has since published its consultations response which acknowledges the strong opposition from LAs and states this will need to be reconsidered. There are likely to be further developments with Statute once Brexit is concluded. Any financial implications will be considered as part of the update to the Council's MTFS</p> <p>No change in rating. There is currently a lot of interaction with govt agencies and the rate of change of requirements is higher than normal but this is also coupled with more regular interactions.</p>
WO-008	<p>Cyber Security: 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.</p> <p>Risk logged: May 2013</p> <p>Risk Owner: S.151 Officer Responsible Officer: Publica Group Manager for Business Support</p>	5	4	<p>20</p> <ul style="list-style-type: none"> <li>Blocking of USB and other devices</li> <li>PSN compliance</li> <li>Revised policies</li> <li>Staff awareness training</li> <li>BCP in place, reviewed and tested</li> <li>Enhanced encryption software and other specialist cyber tools</li> <li>Investment in cyber training for the ICT Team</li> <li>All Councils have PSN accreditation, which compliments the Cyber Essential Plus.</li> </ul>	4	3	12	4	3	12	→	<p>07.06.22 - Although protection measures are already well established, these are reviewed and updated to ensure they remain effective against new risks</p> <ul style="list-style-type: none"> <li>Submission for the re-accreditation of Cyber Essentials to be sent in February 2022</li> <li>Progress on the Cyber Security updates and Action Plan is being reported to the Council and Publica on a regular basis.</li> <li>Continual update of Information Asset Register</li> <li>Ongoing Password Audits across our network to evaluate weak passwords</li> <li>Detailed review of Business Continuity &amp; Disaster Recovery Plans in light of the GC situation.</li> <li>Ongoing investment in cyber training and a review of capacity planned</li> <li>Security systems updated to monitor and specifically block attacks related to identified vulnerability</li> <li>All emails received from at risk location are quarantined and inspected by ICT staff before being released</li> <li>Security patches are applied to key system as soon as they are available</li> <li>Mandatory Cyber training rolled out to all staff</li> <li>Cyber briefings given to Council Exec teams and an update going to the Publica Stakeholder Group meeting in April</li> </ul> <p>Report taken to the Publica Shareholders in April, outlining a request for additional funding to increase staffing capacity / retention and investment in additional capabilities / technical solutions. CEs attending the meeting agreed in principle the funding and a follow up report finalising the financial requirements both in-year and going forward has been circulated for final sign off</p>





WO-039	<p>If the overall Local Plan housing requirement to 2031 are not met, this may increase the risk of speculative development on non-allocated (windfall) sites in less suitable locations.</p> <p>Risk logged: January 2022</p> <p>Risk Owner: Chief Executive Responsible Officer: Publica Group Manager for Strategic Support</p>	3	3	9	<p>Progression of Garden Village AAP to adoption which will enable determination of the current outline planning application for that site. Additional work on the phasing of infrastructure to support the AAP was submitted to the Planning Inspector in March 2022 and subject to subsequent consultation. Following this, the Inspector has confirmed that the AAP is able to progress to the main modifications stage. Officers are also working with other strategic site landowners and developers to put in place agreed masterplans which will enable other current or future applications to be determined. A Masterplan for the West Eynsham SDA was approved by Cabinet on 16 March 2022 and a regular liaison group has been established to further discussions on key topics including Section 106 provisions. Elsewhere, potentially suitable sites will be considered through a forthcoming update of the Council's Strategic Housing Land Availability Assessment (SHLAA) as well as through pre-application discussions on sites which are considered to have realistic development potential.</p>	3	3	9	3	3	9	→	<p>There are two main considerations for housing land supply - the overall Local Plan requirement of 15,950 homes from 2011 - 2031 and the required, rolling supply of deliverable sites over the next 5-year period (currently 2021 - 2026). Because the adopted Local Plan is based on a 'stepped' housing requirement which increases in the second half of the plan period, it is becoming increasingly difficult for the District Council to be able to demonstrate an adequate 5-year supply. This is being compounded by the long-lead in times associated with delivery of the strategic sites which will provide 6,250 homes (40% of the overall requirement). Officers are working proactively with the relevant landowners and developers to expedite matters wherever possible. Initial consideration also being given to the possibility of benchmarking housing land supply against West Oxfordshire's standard method housing figure instead of the higher local plan requirement. This is potentially possible from September 2023 (i.e. 5-years from adoption of the Local Plan).</p>
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**Key to Officers**

**Risk Owner**

S.151 Officer: Elizabeth Griffiths  
Monitoring Officer: Angela Claridge  
Chief Executive: Giles Hughes

**Responsible Officer**

Publica Group Finance Director: Frank Wilson  
Publica Executive Director - Service Delivery: Sue Pangbourne  
Publica Business Manager for Business Support: Phil Martin  
Publica Head of Legal Services: Susan Gargett  
Publica Group Manager for Commissioning: Claire Locke  
Publica Group Manager for Strategic Support: Andy Barge  
Publica Business Manager for Data and Growth: Stuart Rawlinson  
Publica Data Protection Officer: Tony Oladejo  
Publica Business Manager for Development Control: Phil Shaw