

**CDC STRATEGIC RISKS**

STRATEGIC	Owner	Description	From 1/4/12				Controls	Q2					Comments
			Gross Risk	Gross RAG	Net Risk	Net Rag		Gross risk	Gross Rag	Net risk	Net Rag	change	
RS 01 Policy and legislative change Joint	Kevin Lane	Failure to identify, adapt and respond to policy change leads to: • Missed opportunities (for example funding, pilots) • Loss of reputation • Legal impacts (failure to implement new policy) • Negative impacts on service users and customers • Poorly managed change / implementation and potential impacts on business continuity	High 20	R	Medium 8	A	• RS01a : Highly professional, competent, qualified staff • RS01b : Good networks established locally, regionally and nationally • RS01c : National guidance interpreting legislation available and used regularly • RS 01d Members aware and are briefed regularly • RS 01e JMT undertake policy oversight role	High 20	R	Medium 8	A	→	Report on Localism Act requirement to establish community asset register to go to Executive in November 2012. Pending LGRR is the subject of regular reports to Executive
RS 02 Local Government Resources Review Joint	Karen Curtin	Lack of preparation for the implementation of the significant changes associated with the Local Government Resources Review could leave the Councils financially disadvantaged. The term Local Government Resources Review is loosely used to describe changes * Council Tax benefit (Council Tax localisation) * Housing Benefit (Universal Credit) * Council Tax discounts * Business rates localisation * New Homes Bonus * Freedoms and flexibility contained within the Localism Act and further legislative powers anticipated in relation to planning fees etc.	High 20	R	Medium 8	A	• RS02a : Highly professional, competent, qualified staff • RS02b : Good networks established locally, regionally and nationally • RS02c : National guidance interpreting legislation available and used regularly • RS02d : Members aware and are briefed regularly • RS 02e Participate in NFO and OTA work streams • RS 02f Programme management app	High 20		Medium 8		→	LGRR project managing the risks with regular reports to Members, training sessions and briefing notes. The settlement information is due on 19 December 2012.

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RS06 Financial Viability (should be considered alongside S2 Local Government Resources Review) Joint	Karen Curtin	Failure to plan for the impact of local government finance reform, unforeseen external financial impacts, emerging government policy and increased service demand reduces the medium and long term financial viability of the councils.	High 16	R	Medium 8	A	RS 06a : Highly professional, competent, qualified staff RS06b : Good networks established locally, regionally and nationally RS07b: knowledge transfer RS06c : National guidance interpreting legislation available and used regularly RS06d : Robust medium term revenue plans RS06e : Robust budget process RS06f : Scenario modelling carried out regularly RS06g : Internal officer/member working group regularly consider information & emerging intelligence RS06h : Members aware and are briefed regularly RS06i : Participate in NFO and OTA discussions	High 16	R	Medium 8	A	→	MTFS planning and 13/14 budget setting managing the risk. The MTFS will be refreshed and presented with 2013/14 budget in Feb 2013.
RS07 Customer Service Improvement Joint	Jacqui Hurd	Performance and costs of both CSC teams will be negatively affected if robust, attractive and user friendly online and self service options are not available. Furthermore customers who do not have access to the web may have poor access to services. This failure to increase internet usage or self service and to improve customer services processes could result in higher costs decreased customer satisfaction impact on the councils reputation increased "failure" demand (eg people calling back repeatedly or calling/visiting where the phone or web service has failed)	High medium 12	A!	Medium 9	A	RS07a :CDC – customer service standards in place (e.g. voicemail) RS07b : Web – both councils sites redesigned/redeveloped incl online forms/payments RS07c : Managers to discuss service changes with customer services to mitigate any negative impact RS07d: On-going review of web (SNC page – noting actions taken from customer feedback) RS07e: Customer communications in local/residents newsletters RS07f: Customer complaints process RS07g: JMT highlight service changes to customer service teams to ensure web/service team deliver	High medium 12	A!	Medium 9	A	→	Progress is limited - there has been no end to end process re design where "tasks" from beginning to end are available on line.
RS11 Deprivation & Health Inequalities CDC	Ian Davies	The risk in not breaking the cycle of deprivation and addressing inequalities across the District is that the life opportunities of residents in the greatest need will not be improved. As a result the reputation of the Council will suffer. The risk is particularly acute in areas such as the Neithrop, Ruscote and Grimsbury wards in Banbury where there is a high level of deprivation as measured by the Government's indices of multiple deprivation.	High Medium 12		Medium 6		RS11a: Long term commitment to support local people & communities RS11b: Multi agency actions with clear & common objective RS11c: LSP focus on Brighter Futures in Banbury programme RS11d: Contingency fund made available in CDC budget RS11e: Programme co-ordination role in place RS11f: Quarterly performance management in place	High Medium 12		Medium 6		→	Good multi agency focus on those in need supplemented with the Government funded Thriving Families initiative. Possible risk due to economy of further people in need of support.

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RS12 Bicester Eco Town CDC	Ian Thompson	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council The risks are that national and local policy support and resources will be inadequate to support the development of the NW Bicester Eco-Town. As a result the Council may fail to fully exploit the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living. Likewise the programme aims to increase eco-business opportunities and failure to manage effectively could results in lack of new business development or alienation of current businesses.	High 16	R	Medium 9	A	RS12a: Planning policy development through Local Plan RS12b: Eco Town Project plan & related partnerships working with private/public sector partnerships RS12c: Programme Board in place RS12d:Lead Member in place	High 16	R	Medium 9	A	→	Controls in place
RS13 Local Plan CDC	Adrian Colwell	Failure to ensure sound local plan is submitted by 27/03/13 results in inappropriate growth in inappropriate places. This leads to negative (or failure to optimise) economic, social, community and environmental gain. There is also potential negative impact on the council's ability to deliver its strategic objectives and manage its reputation	High 20	R	High Medium 9		RS13a : Local development scheme in place detailing timeframes & deliverables to underpin the work RS13b: Resources are in place to support delivery	High 20	R	High Medium 9		→	Controls in place
RS14 Bicester Town Centre CDC	Ian Thompson	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council This could result in reputational damage. Failure to realise economic opportunities. Increased costs (if failure to deliver within the programme timescales	High Medium 12	A!	Medium 6	A	RS14a : Project manager in lead role RS14b : Project board RS14c : Legal agreements in place RS14d : Joint venture with the developer (underpinned by legal agreements) RS14e : Monthly performance / projects reports RS14f : Resources and technical advice provided as part of the developer agreement	High Medium 12	A!	Medium 6	A		Controls in place

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RS15 Horton Hospital Joint	Ian Davies	The risks to maintaining the Horton General Hospital (HGH) as a facility that meets community aspirations for local health provision are the on going affordability of a new consultant delivered service model. Further risks associated with this arise from the funding changes from the health sector reforms	High 16	R	High Medium 12	A!	RS15a : Support Oxford University Hospitals Trust & emerging GP commissioning structure RS15b :Providing evidence of deliverability of consultant delivered services elsewhere RS15c : Gaining consensus locally that this is important RS15d : Ensuring local councillors are briefed and engaged to play a community leadership role RS15e : Support a local stakeholder group (CPN) with OUHT, GP & OCC representation to hold service commissioners and providers to account and to communicate the health sector changes in the wider population	High 16	R	High Medium 12	A!	→	Changes at national level , annual substantial funding reductions and improvements in clinical technology and advances mean that is highly probable that there will be future changes at the Horton general Hospital