

Ref	Title	Risk description	Risk	Opportunity/ threat	Cause	Consequence	Date Raised	Owner	Gross I	Gross P	Current I	Current P	Residual I	Residual P	Control description	Controls Due date	Owner
Business Improvement and Technology																	
SRR-028-BI	Business Continuity	Risk of application failure due to lack of skills, knowledge and adequate testing	T		Single points of failure still exist within ICT for key systems with key individuals holding the knowledge and having the skills needed to keep services running. Breadth of knowledge lacking across the service	Delays in implementing and dealing with system problems. additional costs of employing specialist contractors System failure Untested applications can't be guaranteed to operate as intended	19-Mar-2013	Jane Lubbock	1	1	4	4	2	3	Regular testing of applications; skills gap analysis and plan to mitigate risk by co-res training staff	31/12/13	Jane Lubbock
Environmental Development																	
SRR-016-ED	Service Delivery	Failure to recruit to vacancies in service	T		High cost of living in Oxford. Salaries too low to attract performers. Reputation of Council as demanding place to work	Service failure. Increased complaints. Reputational Damage	7-Mar-2013	John Copley	4	4	4	3	4	3	Consider internal opportunities and more flexible employment approaches; review recruitment processes; review salaries	30/6/2013	John Copley
Housing and Property																	
SRR-009-HC	HRA Business Plan Delivery failure	Complex strategic/financial/operational project dependant upon significant reductions in cost-base for successful delivery	T		Combination of reform of HRA financial structure, Council aspirations for the Landford Service and development of new social housing, higher than average repair and maintenance costs in some areas and changes to rent collection	Failure to realise savings would lead to reduction in service levels, as debt servicing will need to take priority for first call on funds.	6-Mar-2012	Lena Haapalahti	4	3	4	4	4	2	Fundamental Service Review of Repairs and Maintenance and Revenue collection		Stephen Clarke
SRR-009-CA	Blackbird Leys Swimming Pool	Costs of development exceed budget availability either through extended brief requirements or expense of tender. Delay to project due to external influences. Lack of staff resourced to adequately manage the project	T		Lack of effective Project controls/Change control. Disposals risk Planning permission	Budget and time overrun. Shortfall in capital receipts. Refusal of planning permission.	30-Jun-2011	Ian Gordon	4	4	4	4	4	4	Close control of brief and budget. Agreement with successful contractor regarding tender price. Continual review of risk matrix. Dedicated staff to supervising officer working closely with project manager and cost consultant. Back fill to cover CA role	31/3/2013	John Bellenger
CRR-015	Overspends on construction related projects	There are a number of large construction projects planned to be undertaken by the Council, the cost of these may rise in the current economic climate due to increased prices	T		Increase in prices of current contract over and above those already agreed. Collapse of major contractors already engaged	overspend due to increase prices or the need to retender for further contractors to complete the work	28-Feb-2011	Ian Gordon	4	3	4	3	4	3	#####	31/3/2013	John Bellenger
Leisure Parks and Communities																	
SRR-015-LP	Safeguarding	Safeguarding vulnerable groups including children.	T		Poor training off and recognition of safeguarding principals. Poor monitoring and compliance regimes	Risk to Council reputation. Risk of allegation. Risk to public safety	1-Apr-2013	Neil Holman	4	3	4	3	4	3	#####	30/4/13	Neil Holman
Policy Culture and Communications																	
SRR-028-PCC	Sponsorship	Failure to achieve sponsorship income targets	T		Business climate.	Difficult to sustain city events and cultural activity on an annual basis.	1-Apr-2013	Ceri Gorton	4	2	4	3	4	2	Appointing Sponsorship officer, developing fundraising plan with multiple income strands	1/9/2013	Ceri Gorton
Regeneration and Major Projects																	
SRR-001-CA	Staff recruitment and retention	Inability to recruit and/or retain staff on proposed terms and condition.	T		Terms and conditions of employment are not sufficiently attractive to attract permanent staff.	Required skills and capacity are not available to deliver required work programmes.	28-Feb-2011	Lorraine Newman-Robson	3	1	4	3	4	3	Backfill with temporary staff and contractors where necessary	31/3/2013	Lorraine Newman-Robson
SRR-007-CA	Westgate re-development	Scheme is unviable	T		Project proves not viable and/or there are delays in delivery due to current economic downturn, inability to fund etc.	Scheme does not proceed.	28-Feb-2011	Lorraine Newman-Robson	4	3	4	4	3	3	Ongoing dialogue with Land Securities and County Council on highway matters. Commercial terms agreed and legal instructed	31/3/2013	Jane Winfield

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