

Service	Ref	Title	Risk description	Opp/ threat	Cause	Consequence	Owner	Updater	Escalation Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Date Added	Control description	Due date	Control Status	Progress	Action Owner
Business Improvement	CE001	Customer Experience Strategy 2019-2021	Capacity to deliver	T	Insufficient resources to deliver projects, and lack of prioritisation	Strategy not delivered to schedule	Helen Bishop	Helen Bishop	Stephen Gabriel	4	5	3	3	9	2	3	A		31/03/21					
	CE001																			Develop meaningful measures of success and identify benefits to be realised	28/02/20	Completed	100%	Helen Bishop
	CE001																			Agree corporate governance, to include ownership at CMT & ODG and Transformation Board	31/10/21	In Progress	80%	Helen Bishop
Business Improvement	CE002	Customer Experience Strategy 2019-2021	Delays in other related projects	T	Delays or non-delivery of customer-facing and digital improvements	Strategy not delivered to schedule	Helen Bishop	Helen Bishop	Stephen Gabriel	4	4	3	3	9	2	3	A		31/03/21					
	CE002																			Regular monitoring meetings and escalation were appropriate	31/10/21	In Progress	80%	Helen Bishop
Regeneration & Economy	CRR-001	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	T	New trading and immigration arrangements with the EU from 1 January 2021, combined with structural changes in the labour market remain a challenge. COVID19 lockdowns or restrictions may continue to restrict economic activity but this is far less likely in March 2022. If so, the impact will be felt locally in consumer sectors and in world-wide supply chains, affecting local business who rely on these. Supply chain challenges relating to Brexit, war in Europe, energy security and related inflationary issues are a heightened risk.	Post-transition, this may affect vehicle manufacturing, logistics and wider import and export demand or capacity, and lead to business relocation/divestment decisions in extreme cases. It's likely many sectors may have labour shortages (health, logistics, research, manufacturing, hospitality, technical skills) and inflationary pressures to contend with. It is possible there will be some job losses in the sectors affected by trade/supply or inflationary issues. COVID19, Brexit and energy security related supply issues may hit consumption spending further, affecting the viability of business inc. restaurants, travel and tourism, events, creative and cultural sectors. Workers who lose jobs may not have the skills for new ones, creating greater training needs. Ongoing fiscal challenges may reduce public sector investment in infrastructure and services.	Tom Bridgman	Matthew Peachey	Carolyn Ploszynski	5	4	5	5	25	4	4	R	Updated cause and consequence sections March 2022	01/06/18					
	CRR-001																			Deliver Oxford Economic Strategy & City Centre Vision Action Plan. Stimulate recovery through targeted measures. Work with Economic Growth Board & City Centre Task Force. Engage with businesses to understand long term impact of COVID & EU Transition	01/04/27	In Progress	10%	Matthew Peachey
Financial Services	CRR-002	Balancing and Delivery of the Financial Plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	T	Reduced contribution from Council companies; Business Rates reform; Local Government finance reform; Unachievable savings and income; Adverse financial impacts arising from the covid-19 pandemic and the economic aftermath	Increased use of balances to ensure that Council sets a balanced budget for next 4 years. Re-active action taken to bring budget back into line	Nigel Kennedy	Anna Winship	Nigel Kennedy	4	3	4	3	12	4	2	A	on track for in year monitoring to be in line with forecast - budget for future years approved at Council	01/06/18					
	CRR-002																			Ensure companies are on schedule to deliver returns to Council	31/03/22	In Progress	50%	Nigel Kennedy
	CRR-002																			Review of transformation savings	31/03/22	In Progress	50%	Nigel Kennedy
	CRR-002																			Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31/03/22	In Progress	60%	Nigel Kennedy
	CRR-002																			Start budget setting early and drive savings in conjunction with members with a full budget reset in December	31/03/22	In Progress	70%	Nigel Kennedy
	CRR-002																			Expenditure Restraint	31/03/22	Ongoing	100%	Nigel Kennedy
	CRR-002																			Keep abreast of changes to Business rates reforms and Fair funding	31/03/22	Ongoing	100%	Nigel Kennedy
	CRR-002																			Lobby Government	31/03/22	Ongoing	100%	Nigel Kennedy
Housing Services	CRR-003	Housing	Failure to deliver the Council's key priorities around Housing including ensuring increased housing delivery and enabling sufficient affordable house building and investment.	T	Changes to Homes & Communities Agency's funding stream for housing development. Government policy changes affecting housing tenure, rental levels, LA borrowing ability. Economic recession, leading to instability in the housing market, and falling prices which could undermine site viability. Shortage of labour and materials. Increased uncertainty in the housing market linked to unknown speed of pandemic recovery and Brexit.	Insufficient housing in City Increase in homelessness impact on residents Health and quality of life issues Adverse publicity Reputation Risk Perception of unfairness reinforces tensions around immigration	Stephen Clarke	Lena Haapalahti, Osi Mosley, Richard Wood	Stephen Clarke	5	4	5	4	20	4	3	R		01/06/18					
	CRR-003																			Continue to take forward opportunities to purchase S106 dwellings through the HRA.	31/03/22	Completed	100%	Dave Scholes
	CRR-003																			Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund	31/03/22	In Progress	75%	Dave Scholes
	CRR-003																			Continuing to work with Registered Provider partners to enable supply of more affordable housing	31/03/22	In Progress	75%	Dave Scholes
	CRR-003																			Implement robust programme and project management arrangements for the Affordable Housing Supply programme, including working as client for the OCHL programme.	31/03/22	Ongoing	75%	Dave Scholes
	CRR-003																			Housing delivery test in Planning ongoing. Deliver the housing delivery test action plan in Planning.	31/03/22	Completed	100%	Rachel Williams
	CRR-003																			Provide a clear and robust response to the governments planning changes through the consultation, changes which would significantly reduce S106 contributions in the city.	31/10/20	Completed	100%	Rachel Williams
	CRR-003																			Delivery of regeneration schemes, including Blackbird Leys.	31/03/23	In Progress	40%	Stephen Clarke
	CRR-003																			Purchase of Council dwellings from Barton Park development.	31/03/25	In Progress	50%	Stephen Clarke

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	CRR-003																			Deliver OCHL business plan to increase scale and speed of delivery.	31/03/22	In Progress	70%	Stephen Clarke
	CRR-003																			Reevaluate financial appraisals of development sites and make any adjustment to ensure continued viability.	31/03/22	In Progress	80%	Stephen Clarke
Business Improvement	CRR-004	Recruitment and retention of the workforce	The challenge of recruitment and retention in some service areas, and ensuring succession planning exists for critical hard to fill roles.	T	- Proximity to London - High cost of housing - Congested infrastructure and transport links	Reduced capacity to deliver, especially in high profile projects	Helen Bishop	Helen Bishop	Stephen Gabriel	3	4	3	3	9	2	3	A		01/06/18					
	CRR-004																			Develop and implement improved recruitment processes (incl. use of social media, 'staff stories' and other promotional material)	31/03/22	In Progress	25%	Justin Thorne
	CRR-004																			Develop employer brand	31/03/22	In Progress	25%	Justin Thorne
	CRR-004																			Develop greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council	31/03/22	In Progress	40%	Justin Thorne
	CRR-004																			Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.	31/03/22	In Progress	40%	Justin Thorne
	CRR-004																			Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31/03/22	In Progress	40%	Justin Thorne
Financial Services	CRR-005	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	T	Lack of skilled direction from Directors; Lack of capacity; Lack of commercial focus; Shortfalls in income forecasts; Deficiencies in governance; Housing Company sites not delivered to planned timescales; Directors not recognising the control that a holding organisation properly has over their operations and outputs	Reputational damage of failing companies; Reduced financial returns to the Council impacting on MTFP; Lack of delivery of dividends to the Council	Nigel Kennedy	Bill Lewis	Nigel Kennedy	4	3	4	3	12	3	3	A		01/06/18					
	CRR-005																			Update and improve ODS Operating Model	31/03/22	In Progress	30%	Nigel Kennedy
	CRR-005																			Delivery of Improved systems	31/03/22	In Progress	50%	Nigel Kennedy
	CRR-005																			Governance over all joint ventures and companies	31/03/22	In Progress	50%	Nigel Kennedy
	CRR-005																			Strategic Review of OCHL	31/03/22	In Progress	50%	Nigel Kennedy
	CRR-005																			Review dividend policy - OCHL	31/03/22	In Progress	70%	Nigel Kennedy
	CRR-005																			Internal audit of companies review by BDO	31/03/22	In Progress	80%	Nigel Kennedy
	CRR-005																			Presentation of updated business plan on a quarterly basis to shareholder - ODS & OCHL shareholders	31/03/22	In Progress	80%	Nigel Kennedy
	CRR-005																			Reporting to shareholder for Barton	31/03/22	Ongoing	100%	Nigel Kennedy
	CRR-005																			Reporting to shareholder for Oxwed	31/03/22	Ongoing	100%	Nigel Kennedy
	CRR-005																			Establish robust system of shareholder and scrutiny meetings for wholly owned companies. Changed the shareholder and scrutiny meeting arrangements earlier in the year.	31/03/22	Completed	100%	Susan Sale
Corporate Strategy	CRR-006	Local Government Reorganisation	Risk that the reorganisation or devolution is imposed to the detriment of the Council and the City	T	The 2017 bid for an Oxfordshire-wide unitary authority has not been pursued since Government made clear it has no appetite to pursue this while Growth Board partners deliver the Levelling up and Devo WP from government in coming weeks, current indications are it is not likely to mandate but may encourage councils to consider LGR. The financial landscape currently means emphasis of government investment in deals is likely to be outside the South East and current uncertainty about the future of the Ox-Cam Arc. There is currently little expressed interest from other Oxfordshire Authorities to pursue a bid, with preference for partnership working.	If debate is reopened: - Significant distraction of resources and focus into making City's case in argument - Significant disruption to partnership working and loss of opportunities for significant infrastructure investment - Risk of weakened focus on Oxford's priorities in a single Unitary - Potential negative impact on community through loss of local accountability for investment and services Adverse impact on resourcing Adverse impact on the growth deal and partnership working	Mish Tular	Mish Tular	Caroline Green	5	3	4	2	8	4	1	A		01/06/18					
	CRR-006																			Ongoing partnership work through the Growth Board, bilaterally with our neighbours and across the Ox-Cam Arc	13/05/22	In Progress		Mish Tular
	CRR-006																			Build understanding of new Government administration's view on devolution/unitary, Growth Deal, Ox-Cam Arc & seek levers to influence around Oxford Priorities. Maintain focus on delivering growth agenda & build consensual partnership governance	31/03/22	In Progress	90%	Mish Tular
Business Improvement	CRR-007	Business Continuity Planning and Disaster Recovery including ICT Recovery Plan	There is an adverse impact on continuous business operation due to unplanned events.	T	- Disruptive event hindering access to building - Disruptive event affecting full functionality of building - Major technology incident (physical or cyber).	Non-delivery of business operation	Helen Bishop	Bill Lewis	Nigel Kennedy	3	3	3	3	9	3	2	A		01/06/18					
	CRR-007																			Desktop review of BCP	31/03/23	Not yet started	0%	Bill Lewis
	CRR-007																			Re-establish Risk Management Group	20/02/19	Completed	100%	Bill Lewis
	CRR-007																			All Services to review and sign-off their BC plans to ensure up-to-date.	31/03/22	Ongoing	100%	Bill Lewis

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	CRR-007																			CMT to approve software priority restoration list from all Services BC plans.	30/06/19	Completed	100%	Mike Newman
	CRR-007																			Include ICT systems outages in business continuity plan tests.	01/10/18	Completed	100%	Mike Newman
	CRR-007																			Assure ICT backup and restore capabilities	30/09/18	Ongoing	100%	Rocco Labellarte
	CRR-007																			Review existing ICT recovery plan to ensure up-to-date.	30/09/18	Ongoing	100%	Rocco Labellarte
	CRR-007																			Implement alternative software to CITRIX to allow homeworking for own user devices	31/03/22	Completed	100%	Rocco Labellarte
Community Services	CRR-012	Delivery of Services by External Suppliers/Partnerships / Supply Chain	The negative performance of suppliers has a direct impact on the Councils ability to achieve its goals /demands on the council and poorer services outcomes for citizens and potential risks to our supply chain.	T	Failure of key supplier (i.e. Fusion) or reductions in funding and/or financial pressures on the councils critical service partners may place additional burdens /demands on the council and poorer services outcomes for citizens and potential risks to our supply chain.	Lack of coordinated response or weak relationships with partners leads to withdrawal of services, increasing the burden on City Council services and poorer outcomes for communities.	Ian Brooke	Lucy Cherry	Nigel Kennedy	3	3	3	3	9	3	3	A	Fusion continue to focus on embedding their new delivery model which in summary is a reduction of staff in the Oxford contract, a concierge, cashless systems, they have exited their offices, reduced support services, alongside implementing COVID safe procedures. The past month has remained difficult, continuing to try to balance Fusion's focus on safely embedding their new delivery model alongside the increased demands from the decarbonisation programme. Alongside some of Fusion's front line staff having to self-isolate and staff vacancies. Fusion are still finding it very challenging to recruit staff, which is also apparent in other sectors such as hospitality. When recruited, there is a requirement for safeguarding checks, induction and mandatory training to be completed before employees operationally starting duties. It's a delicate balance of carefully and constructively challenging Fusion and being clear about responsibilities, trying to nudge them forwards whilst trying to avoid a scenario where given the state of the leisure industry, that Fusion are somehow manoeuvred into a position where they are unable to deliver on the contract and OCC get it back with all of the costs and risks anyway.	01/06/18					
	CRR-007																			Work collectively and coherently with key partners to find solutions.Effective relationship management across partners will help to manage risks around service delivery and reputational risk.	31/03/22	In Progress	60%	Ian Brooke
Corporate Strategy	CRR-008	Negative Impacts of Climate Change	Climate Change leads to a number of adverse social, health and environmental impacts on the City	T	Oxford is prone to flood risk from fluvial or river sources (Cherwell and Thames/Isis) and in specific areas to pluvial or surface flooding from heavy rainfall. For fluvial flooding heavy rainfall upstream normally gives Oxford between 24-48 hours to prepare and respond with flood protection. There is no warning for pluvial flooding.	Flooding, which is highly weather dependent; poor air quality and increased episodes of excess heat.	Mish Tular	Mish Tular	Caroline Green	4	3	4	4	16	3	3	R		01/06/18					
	CRR-008																			Oxford City Council's Carbon Management Plan, our work delivered through the Zero Carbon Oxford Partnership, and ongoing work around flood mitigation and treeplanting	31/03/24	In Progress	30%	Mish Tular
	CRR-008																			Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31/03/22	In Progress	30%	Mish Tular
	CRR-008																			Control measures relating to advocacy, clear communication, negotiation over our land assets, in particular at Seacourt and Redbridge Park and Ride sites (Seacourt extension)	30/12/22	Ongoing	50%	Mish Tular
Regulatory Services and Community Safety	CRR-009	Terrorism	Terrorist incident in the city (most likely in the city centre) that adversely affects normal life in the city, including a negative impact on the Council's business, or targets an individual event (e.g. May Morning, St Giles' Fair, events in South Park)	T	Oxford is an internationally known city and is a more likely target than cities and towns of a similar size. There are several areas where large numbers of people congregate - primary shopping areas and tourist attractions, transport hubs - that may be conducive and prone to attack	Dependent on nature of attack and where it occurs. Could result in lock down of buildings, including Council offices, severe travel disruption, need to disperse large numbers of people (to places of safety). Non-delivery of Council services	Ian Wright	Richard J Adams	Ian Wright	5	2	5	2	10	5	2	A		01/06/18					
	CRR-009																			Work with partners, particularly the Police and County Council, on the Crowded Places Plan that includes mitigation interventions.	31/05/22	In Progress	50%	Richard J Adams
	CRR-009																			Council's emergency plan includes link to Crowded Spaces Evacuation Plan	31/03/22	Ongoing	100%	Imogen Hughes
	CRR-009																			Emergency plans for Council-operated buildings include dealing with a terrorist attack (including building lock-down procedure)	31/03/22	Ongoing	20%	David Hunt
	CRR-009																			Physical barriers in place - temporary and permanent. County Council leading on design and development.	31/05/22	Ongoing	50%	Richard J Adams
Business Improvement	CRR-010	Cyber Attack	Cyber security incident which impedes the operation of the business	T	Global attack from outside the business Internal hacker	Non-delivery of business operation	Helen Bishop	Helen Bishop	Stephen Gabriel	3	4	3	3	9	3	2	A		01/06/18					
	CRR-010																			Ensure any security breaches are dealt with appropriately, in line with policies.	31/03/22	Ongoing	100%	Helen Bishop

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	CRR-010																			Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	31/03/22	Ongoing	100%	Nigel Kennedy
	CRR-010																			Carry out PSN remedial work.	31/03/22	Ongoing	100%	Rocco Labellarte
	CRR-010																			Ensure cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) is in place	31/03/22	Ongoing	100%	Rocco Labellarte
	CRR-010																			Ensure cyber security policies are in place.	31/03/22	Completed	100%	Rocco Labellarte
Housing Services	CRR-011	Health and Safety - Buildings	Failure to comply with the various H&S legislative requirements which ensure the safety of buildings	T	Inadequate training, poor systems and procedures, failure to robustly monitor performance and address this. Inadequate resourcing and skills. Inadequate maintenance of buildings	Corporate manslaughter. HSE investigation and substantial fines. Loss of reputation	Stephen Clarke	Lena Haapalahti, Ossi Mosley, Richard Wood	Stephen Clarke	4	4	4	3	12	3	2	A		01/06/18					
	CRR-011																			Following CDM audit, implement revised and strengthened governance arrangements.	31/03/22	In Progress	50%	Nick Brown
	CRR-011																			Ongoing monitoring and surveillance of property to ensure compliance.	31/03/22	In Progress	60%	Stephen Clarke
	CRR-011																			Continued progress with tower blocks, ensuring remaining planned work is complete, including at Hockmore, and continued monitoring to identify and implement any further improvements needed.	31/03/22	In Progress	80%	Stephen Clarke
	CRR-011																			Health & Safety team have been allocated key areas of responsibilities and are progressing the area highlighted from FRA and Asbestos surveys are rectified to ensure OCC are fully compliant.	31/03/22	In Progress	80%	Stephen Clarke