

# Corporate Risk Register



Risk Status	Service	Ref	Title	Risk description	Opp/ threat	Cause	Consequence	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		
1	Open	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	4	5	3	3	9	2	3	A		31/03/21						
2			CE001																Develop meaningful measures of success and identify benefits to be realised	28/02/20	Completed	100%	Helen Bishop		
3			CE001																Agree corporate governance, to include ownership at CMT & ODG and Transformation Board	31/10/22	In Progress	95%	Helen Bishop		
4	Open	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	4	4	3	3	9	2	3	A		31/03/21						
5			CE002																Regular monitoring meetings and escalation were appropriate	31/10/22	In Progress	80%	Helen Bishop		
6	Open	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 combined with structural changes in the labour market remain a challenge, as does recovery from pandemic business impacts. Supply chain challenges relating to Brexit, war in Europe, energy security and related inflationary issues are a heightened and ongoing risk.	Post-transition, this may affect vehicle manufacturing, logistics and wider import and export demand or capacity, and lead to business relocation/investment 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. COVID-19, 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	5	4	5	5	25	5	5	R	Given the challenges businesses and residents will face through the winter, the probability has been increased to 5 and mitigating measures will need to be taken, whether government support exists.	01/06/18						
7			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, alongside issues of inflation linked to international events.	01/04/27	In Progress	15%	Matthew Peachey		
8	Open	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	4	3	4	3	12	4	2	A	the team are fully engaged with the current budget process working towards a balanced MTFP	01/06/18						
9			CRR-002																Ensure companies are on schedule to deliver returns to Council	31/03/23	In Progress	50%	Nigel Kennedy		
10			CRR-002																Review of transformation savings	31/03/23	In Progress	50%	Nigel Kennedy		
11			CRR-002																Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31/03/23	In Progress	60%	Nigel Kennedy		
12			CRR-002																Start budget setting early and drive savings in conjunction with members with a full budget reset in December	31/12/22	In Progress	70%	Nigel Kennedy		
13			CRR-002																Expenditure Restraint	31/03/23	Ongoing	100%	Nigel Kennedy		
14			CRR-002																Keep abreast of changes to Business rates reforms and Fair funding	31/03/23	Ongoing	100%	Nigel Kennedy		
15			CRR-002																Lobby Government	31/03/23	Ongoing	100%	Nigel Kennedy		
16	Open	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	5	4	5	4	20	4	3	R		01/06/18						
17			CRR-003																Continue to take forward opportunities to purchase S106 dwellings through the HRA.	31/03/22	Completed	100%	Dave Scholes		
18			CRR-003																Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund	31/03/23	In Progress	75%	Dave Scholes		
19			CRR-003																Continuing to work with Registered Provider partners to enable supply of more affordable housing	31/03/23	In Progress	75%	Dave Scholes		
20			CRR-003																Implement robust programme and project management arrangements for the Affordable Housing Supply programme, including working as client for the OCHL programme.	31/03/23	In Progress	75%	Dave Scholes		
21			CRR-003																Housing delivery test in Planning ongoing. Deliver the housing delivery test action plan in Planning.	31/03/22	Completed	100%	Rachel Williams		
22			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		
23			CRR-003																Delivery of regeneration schemes, including Blackbird Leys.	31/03/23	In Progress	40%	Stephen Clarke		
24			CRR-003																Purchase of Council dwellings from Barton Park development.	31/03/25	In Progress	50%	Stephen Clarke		
25			CRR-003																Deliver OCHL business plan to increase scale and speed of delivery.	31/03/23	In Progress	70%	Stephen Clarke		
26			CRR-003																Reevaluate financial appraisals of development sites and make any adjustment to ensure continued viability.	31/03/23	In Progress	80%	Stephen Clarke		
27	Open	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	3	4	3	3	9	2	3	A		01/06/18						
28			CRR-004																Develop and implement improved recruitment processes [incl. use of social media, 'staff stories' and other promotional material]	31/03/23	In Progress	25%	Justin Thorne		
29			CRR-004																Develop employer brand	31/03/23	In Progress	25%	Justin Thorne		
30			CRR-004																Develop greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council	31/03/23	In Progress	40%	Justin Thorne		
31			CRR-004																Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.	31/03/23	In Progress	40%	Justin Thorne		

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32		CRR-004																	Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31/03/23	In Progress	40%	Justin Thorne
33	Open	Financial Services	CRR-005	Resilience of Trading Models		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	4	3	4	3	12	3	3	A	01/06/18					
34			CRR-005																Update and improve ODS Operating Model	31/03/23	In Progress	30%	Nigel Kennedy
35			CRR-005																Delivery of Improved systems	31/03/23	In Progress	50%	Nigel Kennedy
36			CRR-005																Governance over all joint ventures and companies	31/03/23	In Progress	50%	Nigel Kennedy
37			CRR-005																Strategic Review of OCHL	31/03/23	In Progress	50%	Nigel Kennedy
38			CRR-005																Review dividend policy - OCHL	31/03/23	In Progress	70%	Nigel Kennedy
39			CRR-005																Internal audit of companies review by BDO	31/03/23	In Progress	80%	Nigel Kennedy
40			CRR-005																Presentation of updated business plan on a quarterly basis to shareholder -ODS & OCHL shareholders	31/03/23	In Progress	80%	Nigel Kennedy
41			CRR-005																Reporting to shareholder for Barton	31/03/23	Ongoing	100%	Nigel Kennedy
42			CRR-005																Reporting to shareholder for Oxwed	31/03/23	Ongoing	100%	Nigel Kennedy
43			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
44	Open	Corporate Strategy	CRR-006	Local Government Reorganisation		T	The 2017 bid for an Oxfordshire-wide unitary authority has sat dormant since Government made clear it has no appetite to pursue this while Future Oxfordshire Partnership partners deliver the Growth Deal. The collapse of the Oxfordshire 2050 Plan reflects a widening gap in views among councils around the need for sustainable growth in housing, economy and infrastructure. There is also greater uncertainty about the future of the OxCam Arc. However, uncertainty is once again increased with the prospect of replacement of the Prime Minister and Cabinet, and a potential change in Government policy. Though, it is not yet clear whether risks around local government reorganisation - or in relation to the future of the Arc will increase or decrease.	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 though loss of local accountability for investment and services Adverse impact on resourcing Adverse impact on the growth deal and partnership working	Mish Tullar	5	3	4	2	8	4	1	A	01/06/18					
45			CRR-006																Ongoing partnership work through the Future Oxfordshire Partnership, bilaterally with Fast Growth Cities group partners and with our neighbours and across the Ox-Cam Arc	31/12/22	In Progress	There has been an increase in uncertainty with the prospect of replacement of the Prime Minister and Cabinet, and a potential change in Government policy. The collapse of the Oxfordshire 2050 Plan has added to uncertainty at an Oxfordshire level. However, it is not yet clear whether risks around local government reorganisation will increase or decrease. Partnership working - a key mitigation of those risks - continues regardless.	Mish Tullar
46			CRR-006																There has been an increase in uncertainty with the prospect of replacement of the Prime Minister and Cabinet, and a potential change in Government policy. However, it is not yet clear whether risks around local government reorganisation will increase or decrease. At the appropriate time we will seek a clearer understanding of new 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. However, additional uncertainty at an Oxfordshire level with the collapse of the Oxfordshire 2050 Plan	31/12/22	In Progress	50%	Mish Tullar
47	Open	Business Improvement	CRR-007	Business Continuity Planning and Disaster Recovery including ICT Recovery Plan		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	3	3	3	3	9	3	2	A	01/06/18					
48			CRR-007																Desktop review of BCP	31/03/23	Not yet started	0%	Bill Lewis
49			CRR-007																Re-establish Risk Management Group	20/02/19	Completed	100%	Bill Lewis
50			CRR-007																All Services to review and sign-off their BC plans to ensure up-to-date.	31/03/23	Ongoing	100%	Bill Lewis
51			CRR-007																CMT to approve software priority restoration list from all Services BC plans.	30/06/19	Completed	100%	Mike Newman
52			CRR-007																Include ICT systems outages in business continuity plan tests.	01/10/18	Completed	100%	Mike Newman
53			CRR-007																Assure ICT backup and restore capabilities	31/03/23	Ongoing	100%	Rocco Labellarte
54			CRR-007																Review existing ICT recovery plan to ensure up-to-date.	31/03/23	Ongoing	100%	Rocco Labellarte
55			CRR-007																Implement alternative software to CITRIX to allow homeworking for own user devices	31/03/22	Completed	100%	Rocco Labellarte

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56	Open	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	T	- Failure of key supplier (i.e. Fusion) or reductions in funding and/or financial pressures on the council's critical service partners may place additional burdens /demands on the council and poorer services outcomes for citizens and potential risks to our supply chain. - Cost of living crisis meaning memberships are canceled by our customers. Leading to reduced revenue for our leisure provider. - Significant and uncontrollable increases in utility costs.	- 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	3	3	4	4	16	4	4	R	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 and reduced support services.  The past month has remained difficult, continuing to try to balance Fusion's focus on safely embedding their new delivery model.  Fusion are still finding it very challenging to recruit staff, which is also apparent in other sectors. 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 towards whilst trying to avoid a scenario where given the state of the leisure industry, that Fusion are somehow maneuvered 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							
57			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. Closely monitor the impacts of the macro env on suppliers.	01/04/23	In Progress	60%	Ian Brooke				
58	Open	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 Tullar	4	3	4	4	16	3	3	R		01/06/18							
59			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	40%	Mish Tullar				
60			CRR-008															Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31/03/23	In Progress	30%	Mish Tullar				
61			CRR-008															Control measures relating to advocacy and clear communication to residents, tenants and businesses around behaviours and measures needed for decarbonisation. Also consideration over use of our land assets for mitigation measures including renewables and tree planting.	30/12/22	In Progress	40%	Mish Tullar				
62	Open	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	5	2	5	4	20	5	3	R		01/06/18							
63			CRR-009															Work with partners, particularly the Police and County Council, on the Crowded Places Plan that includes mitigation interventions.	31/10/22	In Progress	75%	Richard J Adams				
64			CRR-009															Council's emergency plan includes link to Crowded Spaces Evacuation Plan	31/03/23	Ongoing	100%	Imogen Hughes				
65			CRR-009															Emergency plans for Council-operated buildings include dealing with a terrorist attack (including building lock-down procedure)	31/07/22	In Progress	40%	David Hunt				
66			CRR-009															Physical barriers in place - temporary and permanent. County Council leading on design and development. Difficulties in getting progress updates from the County Council on the design commissioning. County have confirmed that they have commissioned a designer for the HVM interventions.	31/12/22	In Progress	50%	Richard J Adams				
67	Open	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	3	4	3	3	9	3	2	A		01/06/18							
68			CRR-010															Ensure any security breaches are dealt with appropriately, in line with policies.	31/03/23	Ongoing	100%	Helen Bishop				
69			CRR-010															Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	31/03/23	Ongoing	100%	Nigel Kennedy				
70			CRR-010															Carry out PSN remedial work.	31/03/23	Ongoing	100%	Rocco Labellarte				
71			CRR-010															Ensure cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) is in place	31/03/23	Ongoing	100%	Rocco Labellarte				
72			CRR-010															Ensure cyber security policies are in place.	31/03/22	Completed	100%	Rocco Labellarte				
73	Open	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	4	4	4	3	12	3	2	A		01/06/18							
74			CRR-011															Following CDM audit, implement revised and strengthened governance arrangements.	31/03/23	In Progress	50%	Nick Brown				
75			CRR-011															Ongoing monitoring and surveillance of property to ensure compliance.	31/03/23	In Progress	60%	Stephen Clarke				
76			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.	31/03/23	In Progress	80%	Stephen Clarke				
77			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.	31/03/23	In Progress	80%	Stephen Clarke				
78			CRR-001															Lobby for government support to help businesses affected by energy costs and inflation	15/09/22	In Progress			Matt Peachey			

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