

Risk Sta	Service	Ref	Title	Risk description	Opp/ thr	Cause	Consequence	Owner	Gross	Gross	Curren	Curren	Risk	Scor	Residi:	Residi:	RAG	Comments	Date Added	Control description	Due date	Control Statu	Progress	Action Owner	
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							
		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	31/10/22	In Progress	95%	Helen Bishop	
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							
		CE002																		Regular monitoring meetings and escalation were appropriate	31/10/22	In Progress	80%	Helen Bishop	
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. 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	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							
		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	
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							
		CRR-002																		Ensure companies are on schedule to deliver returns to Council	31/03/23	In Progress	50%	Nigel Kennedy	
		CRR-002																		Review of transformation savings	31/03/23	In Progress	50%	Nigel Kennedy	
		CRR-002																		Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31/03/23	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	31/12/22	In Progress	70%	Nigel Kennedy	
		CRR-002																		Expenditure Restraint	31/03/23	Ongoing	100%	Nigel Kennedy	
		CRR-002																		Keep abreast of changes to Business rates reforms and Fair funding	31/03/23	Ongoing	100%	Nigel Kennedy	
		CRR-002																		Lobby Government	31/03/23	Ongoing	100%	Nigel Kennedy	
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							
		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	31/03/23	In Progress	75%	Dave Scholes	
		CRR-003																		Continuing to work with Registered Provider partners to enable supply of more affordable housing	31/03/23	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.	31/03/23	In Progress	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
		CRR-003																		Deliver OCHL business plan to increase scale and speed of delivery.	31/03/23	In Progress	70%	Stephen Clarke
		CRR-003																		Revaluate financial appraisals of development sites and make any adjustment to ensure continued viability.	31/03/23	In Progress	80%	Stephen Clarke
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	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				
		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
		CRR-004																		Develop employer brand	31/03/23	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	31/03/23	In Progress	40%	Justin Thorne
		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
		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
Open	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 operators 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				
		CRR-005																		Update and improve ODS Operating Model	31/03/23	In Progress	30%	Nigel Kennedy
		CRR-005																		Delivery of Improved systems	31/03/23	In Progress	50%	Nigel Kennedy
		CRR-005																		Governance over all joint ventures and companies	31/03/23	In Progress	50%	Nigel Kennedy
		CRR-005																		Strategic Review of OCHL	31/03/23	In Progress	50%	Nigel Kennedy
		CRR-005																		Review dividend policy - OCHL	31/03/23	In Progress	70%	Nigel Kennedy
		CRR-005																		Internal audit of companies review by BDO	31/03/23	In Progress	80%	Nigel Kennedy
		CRR-005																		Presentation of updated business plan on a quarterly basis to shareholder -ODS & OCHL shareholders	31/03/23	In Progress	80%	Nigel Kennedy
		CRR-005																		Reporting to shareholder for Barton	31/03/23	Ongoing	100%	Nigel Kennedy
		CRR-005																		Reporting to shareholder for Owed	31/03/23	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
Open	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 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 through loss of local accountability for investment and services Adverse impact on resourcing Adverse impact on the growth deal and partnership working	Mish Tular	5	3	4	2	6	4	1	A				01/06/18				

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				
		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 tree-planting Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31/03/24	In Progress	40%	Mish Tullar
		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.	31/03/23	In Progress	30%	Mish Tullar
		CRR-008																30/12/22	In Progress	40%	Mish Tullar
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				
		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
		CRR-009															Council's emergency plan includes link to Crowded Spaces Evacuation Plan	31/03/23	Ongoing	100%	Imogen Hughes
		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
		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
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				
		CRR-010															Ensure any security breaches are dealt with appropriately, in line with policies.	31/03/23	Ongoing	100%	Helen Bishop
		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
		CRR-010															Carry out PSN remedial work.	31/03/23	Ongoing	100%	Rocco Labellarte
		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
		CRR-010															Ensure cyber security policies are in place.	31/03/22	Completed	100%	Rocco Labellarte
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				
		CRR-011															Following CDM audit, implement revised and strengthened governance arrangements.	31/03/23	In Progress	50%	Nick Brown
		CRR-011															Ongoing monitoring and surveillance of property to ensure compliance.	31/03/23	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.	31/03/23	In Progress	60%	Stephen Clarke
		CRR-011															Health & Safety team have been allocated key areas of responsibilities and are progressing the area highlighted from FRA and Assessors surveys are rectified to ensure OCC are fully compliant.	31/03/23	In Progress	80%	Stephen Clarke
		CRR-001															Lobby for government support to help businesses affected by energy costs and inflation	15/09/22	In Progress		Matt Peachey