

# Corporate Risk Register



| Service                  | Ref       | Title  | Risk description   | Opp/ threat | Cause  | Consequence  | Owner         | Gross Impact | Gross Probab ility | Current Impact | Current Probab ility | Risk Score | Residu al Impact | Residu al Probab ility | Comments | Date Added | Control description  | Due date | Control Status | Progress |
|--------------------------|-----------|--|--|-------------|--|--|---------------|--------------|--------------------|----------------|----------------------|------------|------------------|------------------------|----------|------------|--|----------|----------------|----------|
| 1 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                      |          | 31/03/21   |  |          |                |          |
| 2                        | CE001     |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Develop meaningful measures of success and identify benefits to be realised  | 28/02/20 | Completed      | 100%     |
| 3                        | CE001     |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Agree corporate governance, to include ownership at CMT & ODG and Transformation Board   | 31/10/22 | In Progress    | 95%      |
| 4 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                      |          | 31/03/21   |  |          |                |          |
| 5                        | CE002     |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Regular monitoring meetings and escalation were appropriate  | 31/10/22 | In Progress    | 90%      |
| 6 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/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  | 5            | 4                  | 4              | 4                    | 16         | 4                | 4                      |          | 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%      |
| 8 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                      |          | 01/06/18   |  |          |                |          |
| 9                        | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Ensure companies are on schedule to deliver returns to Council   | 31/03/23 | In Progress    | 70%      |
| 10                       | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Review of transformation savings   | 31/03/23 | In Progress    | 70%      |
| 11                       | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target  | 31/03/23 | In Progress    | 80%      |
| 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    | 15%      |
| 13                       | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Expenditure Restraint  | 31/03/23 | Ongoing        | 100%     |
| 14                       | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Keep abreast of changes to Business rates reforms and Fair funding   | 31/03/23 | Ongoing        | 100%     |
| 15                       | CRR-002   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Lobby Government   | 31/03/23 | Ongoing        | 100%     |
| 16 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  | Nerys Parry   | 5            | 4                  | 5              | 4                    | 20         | 4                | 3                      |          | 01/06/18   |  |          |                |          |
| 17                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Continue to take forward opportunities to purchase S106 dwellings through the HRA.   | 31/03/22 | Completed      | 100%     |
| 18                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund   | 31/03/23 | In Progress    | 75%      |
| 19                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Continuing to work with Registered Provider partners to enable supply of more affordable housing   | 31/03/23 | In Progress    | 75%      |
| 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%      |
| 21                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Housing delivery test in Planning ongoing. Deliver the housing delivery test action plan in Planning.  | 31/03/22 | Completed      | 100%     |
| 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%     |
| 23                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Delivery of regeneration schemes, including Blackbird Leys.  | 31/03/23 | In Progress    | 40%      |
| 24                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Purchase of Council dwellings from Barton Park development.  | 31/03/25 | In Progress    | 50%      |
| 25                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Deliver OCHL business plan to increase scale and speed of delivery.  | 31/03/23 | In Progress    | 70%      |
| 26                       | CRR-003   |  |  |             |  |  |               |              |                    |                |                      |            |                  |                        |          |            | Reevaluate financial appraisals of development sites and make any adjustment to ensure continued viability.  | 31/03/23 | In Progress    | 80%      |
| 27 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                      |          | 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%      |

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|---------|----------------------|---------|--|--|-------|---|--|---------------|-------------------|----------------|---------------------|------------|-----------------|----------------------|----------|------------|---|----------|-----------------|--|
| 29      | CRR-004              |         |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Develop employer brand  | 31/03/23 | In Progress     | 25%  |
| 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%  |
| 31      | CRR-004              |         |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.  | 31/03/23 | In Progress     | 40%  |
| 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%  |
| 33      | 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 | 4                 | 3              | 4                   | 3          | 12              | 3                    | 3        |            | 01/06/18  |          |                 |  |
| 34      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Update and improve ODS Operating Model  | 31/03/23 | In Progress     | 30%  |
| 35      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Delivery of Improved systems  | 31/03/23 | In Progress     | 50%  |
| 36      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Governance over all joint ventures and companies  | 31/03/23 | In Progress     | 50%  |
| 37      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Strategic Review of OCHL  | 31/03/23 | In Progress     | 50%  |
| 38      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Review dividend policy - OCHL   | 31/03/23 | In Progress     | 70%  |
| 39      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Internal audit of companies review by BDO   | 31/03/23 | In Progress     | 80%  |
| 40      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Presentation of updated business plan on a quarterly basis to shareholder -ODS & OCHL shareholders  | 31/03/23 | In Progress     | 80%  |
| 41      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Reporting to shareholder for Barton   | 31/03/23 | Ongoing         | 100%   |
| 42      |                      | CRR-005 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Reporting to shareholder for Oxwed  | 31/03/23 | Ongoing         | 100%   |
| 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%   |
| 44      | 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:<br>- Significant distraction of resources and focus into making City's case in argument<br>- Significant disruption to partnership working and loss of opportunities for significant infrastructure investment<br>- Risk of weakened focus on Oxford's priorities in a single Unitary<br>- 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 Tullar   | 5                 | 3              | 4                   | 2          | 8               | 4                    | 1        |            | 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   | 31/12/23 | In Progress     | Uncertainty due to changes in Government are offset to some extent with the return of the former DLUHC Secretary of State. The collapse of the Oxfordshire 2050 Plan has added to uncertainty at an Oxfordshire level. Partnership working - a key mitigation of those risks - continues regardless. |
| 46      |                      | CRR-006 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | The increase in uncertainty arising from a new Government is partly offset by the return of the former DLUHC Secretary. We are still working to build consensus around the Ox-Cam Arc & seek levers to influence around Oxford priorities. There is additional uncertainty at an Oxfordshire level with the collapse of the Oxfordshire 2050 Plan. However, there is now closer working on environment and transport matters. | 31/12/23 | In Progress     | 60%  |
| 47      | 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  | 3                 | 3              | 3                   | 3          | 9               | 3                    | 2        |            | 01/06/18  |          |                 |  |
| 48      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Desktop review of BCP   | 31/03/23 | Not yet started | 0%   |
| 49      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Re-establish Risk Management Group  | 20/02/19 | Ongoing         | 100%   |
| 50      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | All Services to review and sign-off their BC plans to ensure up-to-date.  | 31/03/23 | Ongoing         | 100%   |
| 51      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | CMT to approve software priority restoration list from all Services BC plans.   | 30/06/19 | Completed       | 100%   |
| 52      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Include ICT systems outages in business continuity plan tests.  | 01/10/18 | Completed       | 100%   |
| 53      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Assure ICT backup and restore capabilities  | 31/03/23 | Ongoing         | 100%   |
| 54      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | All Service Areas to review their business continuity plans to ensure they are actionable in case of an unplanned ICT outage.   | 31/03/23 | Ongoing         | 100%   |
| 55      |                      | CRR-007 |  |  |       |   |  |               |                   |                |                     |            |                 |                      |          |            | Ensure there are sufficiently robust solutions and resources in place to backup all systems and data, mitigate cyber risks and restore services in the case of a major ICT event.   | 31/03/22 | Completed       | 100%   |

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| Service | Ref                                      | Title   | Risk description   | Opp/ threat  | Cause | Consequence  | Owner  | Gross Impact | Gross Probability | Current Impact | Current Probability | Risk Score | Residual Impact | Residual Probability | Comments | Date Added  | Control description  | Due date | Control Status | Progress |  |
|---------|--|---------|--|--|-------|--|--|--------------|-------------------|----------------|---------------------|------------|-----------------|----------------------|----------|---|--|----------|----------------|----------|--|
| 56      | 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 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.<br>- Cost of living crisis meaning memberships are canceled by our customers. Leading to reduced revenue for our leisure provider.<br>- 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        |   | 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    | 70%      |  |
| 58      | 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        |   | 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. There is now increasingly closer working with District and County Councils on response to climate and environmental crises.  | 31/03/24 | In Progress    | 50%      |  |
| 60      |  | CRR-008 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme   | 31/03/24 | In Progress    | 40%      |  |
| 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.   | 31/12/23 | In Progress    | 50%      |  |
| 62      | 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              | 4                   | 3          | 12              | 4                    | 2        | The national risk level for England has been downgraded from Severe to Substantial, meaning an attack is likely. The impact of a terrorist incident is difficult to determine, but prevention activities are in place to lessen the impact and likelihood of an attack in the city. | 01/06/18   |          |                |          |  |
| 63      |  | CRR-009 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Work with partners, particularly the Police and County Council, on the Crowded Places Plan that includes mitigation interventions. Implementation of Martyr's Law requirement when enacted in 2023.  | 31/03/24 | In Progress    | 75%      |  |
| 64      |  | CRR-009 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Council's emergency plan includes link to Crowded Spaces Evacuation Plan   | 31/03/23 | Ongoing        | 100%     |  |
| 65      |  | CRR-009 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Emergency plans for Council-operated buildings include dealing with a terrorist attack.(including building lock-down procedure)  | 31/03/23 | In Progress    | 40%      |  |
| 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. Chase up email - Dec 2022. County Community Safety Director following up with Highways team who commissioned the designer. Meeting with Highways - designer will be commissioned by April 2023 and the roll out of HVM mitigations will be phased in over the next two years with Commarket Street being a priority. Some HVM is in place in Broad Street. St Michaels Street will use planters as an interim measure and Commarket has some street furniture that offers some mitigation of risk. | 31/03/24 | In Progress    | 50%      |  |
| 67      | 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        |   | 01/06/18   |          |                |          |  |
| 68      |  | CRR-010 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Ensure any security breaches are dealt with appropriately, in line with policies   | 31/03/23 | Ongoing        | 100%     |  |
| 69      |  | CRR-010 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.  | 31/03/23 | Ongoing        | 100%     |  |
| 70      |  | CRR-010 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Ensure there are sufficiently robust solutions and resources in place to backup all systems and data, mitigate cyber risks and restore services in the case of a major ICT event.  | 31/03/23 | Ongoing        | 100%     |  |
| 71      |  | CRR-010 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Ensure adequate cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) are in place, as too are the policies, governance, and resources needed to mitigate risk.   | 31/03/23 | Ongoing        | 100%     |  |
| 72      |  | CRR-010 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Close  | 31/03/22 | Completed      | 100%     |  |
| 73      | 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  | Nerys Parry  | 4                 | 4              | 4                   | 3          | 12              | 3                    | 2        |   | 01/06/18   |          |                |          |  |
| 74      |  | CRR-011 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Following CDM audit, implement revised and strengthened governance arrangements.   | 31/03/23 | In Progress    | 50%      |  |
| 75      |  | CRR-011 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Ongoing monitoring and surveillance of property to ensure compliance.  | 31/03/23 | In Progress    | 60%      |  |
| 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%      |  |
| 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%      |  |
| 78      |  | CRR-001 |  |  |       |  |  |              |                   |                |                     |            |                 |                      |          |   | Lobby for government support to help businesses affected by energy costs and inflation   | 15/09/22 | In Progress    |          |  |

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