Ri Op	ik Stat Ser n Busi	vice ness Improvement		Title Customer Experience Strategy 2019-2021	Risk description Capacity to deliver	Opp/ the	Cause Insufficient resources to deliver projects, and lack of prioritisation	Consequence Strategy not delivered to schedule	Owner Helen Bishop	Gross G	Gross C	Curren Curren Risk Scot F	esidu Resi	du RAG	Comments	31/03/21					Action Owner Period	01/07/23	Reason for adding risk
			CE001														Develop meaningful measures of success and identify benefits to be realised Agree corporate governance, to include	28/02/20 31/10/22	Completed Completed	100%	Helen Bishop Helen Bishop	01/07/23	
00	en Buri	ness Improvement		Curtomer Evnerience	Delays in other related projects	т	Delays or non-delivery of customer-facing and digital	Strategy not deligered to enhance	Helen Bishop	4	,	3 1 0	2 3	А			ownership at CMT & ODG and Transformation Board					01/07/23	
Op		ness improvement	CE002	Strategy 2019-2021	Delays in other relaced projects		improvements	onnegy not demote to senedate	Titlett dianop		-						Regular monitoring meetings and escalation were appropriate	31/10/22	Completed	100%	Helen Bishop	01/07/23	
Ор	en Reger	eneration &	CRR-001	Economic Growth	Local, national or international factors schemes just a fact the economic growth of the CDy		New truthing and irrespondent resognees with the EU combined this factured dranges in the EU combined that should change in the EU combined that should change in the Committee of the Committee of the Indiana, as does recovery from particular business made. Supply shall produce the EU committee of the EU c	demand or capacity, and lead to business	e	5	4	4 4 16	4 4	R		01/08/18	were appropriate Deliver Oxford Economic Strategy & Cly Centre University of the Constraint Strategy & Cly Centre Strategy in Constraint Strategy in Cly Centre Strategy in Constraint	01/04/27	in Progress	15%	Matthew Peachey	01/07/23	
Ор	n Fina	ncial Services	CRR-002	Balancing and Delivery of the	Unable to balance the Medium	т	Reduced contribution from Council companies;	Increased use of balances to ensure that Council	Nigel Kennedy	4	3	4 3 12	4 2	A	Budget process for 2024/25 has now started		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.					01/07/23	
			CRR-002	Financial Plan	Term Financial Plan and hence deliver the Council's Corporate Plan priorities		Business Rates reform; Local Government finance reform; Unachievable savings and income; Adverse financial impacts arising from the covid-19 pademic and the economic aftermath	action taken to bring budget back into line									Ensure companies are on schedule to deliver	31/03/24	In Progress	70%	Nigel Kennedy	01/07/23	
			CRR-002														returns to Council Review of transformation savings	31/03/24	In Progress	70%	Nigel Kennedy	01/07/23	
			CRR-002														Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31/03/24	In Progress	80%	Nigel Kennedy	01/07/23	
			CRR-002														income are on target Start budget setting early and drive savings in conjunction with members with a full budget reset in December	31/03/24	In Progress	15%	Nigel Kennedy	01/07/23	
_			CRR-002														Expenditure Restraint	31/03/24	Ongoing	100%	Nigel Kennedy	01/07/23	
$\overline{\omega}$			CRR-002														Keep abreast of changes to Business rates reforms and Fair funding	31/03/24	Ongoing	100%	Nigel Kennedy	01/07/23	
			CRR-002														Lobby Government	31/03/24	Ongoing	100%	Nigel Kennedy	01/07/23	
Ор	en Hous	sing 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,		Changes to Homes & Communities Agency's funding steam 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 alter vability. Shortage of labour and materials. Increased uncertainty in the housing market linked to unknown speed of pandemic recovery and Break!	insufficient housing in City Increase in homelessness Impact on residents Health and quality of life lissues Adverse publicity Reputation Risk Perception of unfairness reinforces tensions around immigration	Nerys Parry	5	4	5 4 20	4 3	R		01/06/18						01/07/23	
			CRR-003														Continue to take forward opportunities to purchase S 106 dwellings through the HRA.	31/03/22	Completed	100%	Dave Scholes	01/07/23	
			CRR-003														Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund	31/03/23	In Progress	75%	Dave Scholes	01/07/23	
			CRR-003														Continuing to work with Registered Provider partners to enable supply of more affordable housing	31/03/23	In Progress	75%	Dave Scholes	01/07/23	
			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	01/07/23	
			CRR-003														Housing delivery test in Planning ongoing. Deliver the housing delivery test action plan in Planning.	31/03/22	Completed	100%	Rachel Williams	01/07/23	
			CRR-003														Provide a clear and robust response to the governments planning changes through the consultation, changes which would significantly reduce \$106 contributions in the city.		Completed	100%	Rachel Williams	01/07/23	
			CRR-003														Delivery of regeneration schemes, including Blackbird Leys.	31/03/24	In Progress	40%	Nerys Parry	01/07/23	
			CRR-003														Purchase of Council dwellings from Barton Park development.	31/03/25	In Progress	50%	Nerys Parry	01/07/23	

		CRR-003												Deliver OCHL business plan to increase scale and speed of delivery.	31/03/24	In Progress	70%	Nerys Parry	01/07/23
		CRR-003												Revaluate financial appraisals of development sites and make any adjustment to ensure continued viability.	31/03/24	In Progress	80%	Nerys Parry	01/07/23
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.	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		01/06/1	3					01/07/23
		CRR-004		exists for critical hard to fill roles.										Develop and implement improved recruitment processes [incl. use of social media, 'staff' stories' and other promotional material]	31/03/24	In Progress	25%	Justin Thorne	01/07/23
		CRR-004												Develop employer brand	31/03/24	In Progress	25%	Justin Thorne	01/07/23
		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	01/07/23
		CRR-004												Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through	31/03/24	In Progress	40%	Justin Thorne	01/07/23
		CRR-004												qualification. etc. Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31/03/24	In Progress	40%	Justin Thorne	01/07/23
Open	Financial Services	CRR-005	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	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 direcscales Directors not recognising the control that a holding organisation properly has over their operations and outputs	Reputational damage of failing companies Reduce financial returns to the Council impacting on MTFP Lack of delivery of dividends to the Council	ed Nigel Kennedy 4 P	. 3	4 3 12	3 3	A		01/06/1	3					01/07/23
		CRR-005			operations and outputs									Update and improve ODS Operating Model		In Progress	30%	Nigel Kennedy	01/07/23
		CRR-005												Delivery of Improved systems	31/03/24	In Progress	50%	Nigel Kennedy	01/07/23
		CRR-005												Governance over all joint ventures and companies Strategic Review of OCHL	31/03/24	In Progress	50%	Nigel Kennedy	01/07/23
		CRR-005												Review dividend policy - OCHL		In Progress		Nigel Kennedy	01/07/23
		CRR-005												Internal audit of companies review by BDO	31/03/24	In Progress	80%	Nigel Kennedy	01/07/23
		CRR-005												Presentation of updated business plan on a quarterly basis to shareholder -ODS & OCHL	31/03/24	In Progress	80%	Nigel Kennedy	01/07/23
		CRR-005												shareholders Reporting to shareholder for Barton	31/03/24	Ongoing	100%	Nigel Kennedy	01/07/23
		CRR-005												Reporting to shareholder for Oxwed	31/03/24	Ongoing	100%	Nigel Kennedy	01/07/23
14		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.	30/09/22	Completed	100%	Rhian Davies	01/07/23
Open	Corporate Strategy	CRR-006	Local Government Reorganisation	Risk that the reorganisation or devolution is improved to the deliment of the Council and the City	authority has sal domant since Government she in shall a fulface clear if he no negotiethe to pursue this while if shall no boal. The collapse of the Oxfordative 2000 Plan reflects a welcome gap in viewer among conucils, eccomy, and infrastructure. There is also greater uncertainty about the fulface of the Collam Arc. However, uncertainty is once again increased with a contract of the collapse of the Collam Arc. However, uncertainty is once again increased with a contract of the collapse of the Collam Arc. However, uncertainty is once again increased with a contract of the collapse o	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	D	; з	4 2 8	4 1	h	itly Council has taken chair of FOIP or planning a strategy workshop to dp bet at new jurity agreed inection that should help mitigate to fish.	01/06/1						01/07/23
		CRR-006			бествае.									Oppoing partnership work fitnough the Future Oxfordnine Partnership, Listerally, with Constitute Partnership, Listerally, with Growth Cities group partners and with our neighbours and across the Ox-Cam Arc	31/12/23	In Progress	No substantive change in administration or leadership following District elections. City Council has taken FOP chair and planning a strategy workshop that will help set a new jointly agreed direction that should		01/07/23
Open	Business Improvement	CRR-006	Rusiness Continuity	There is an adverse impact on T	Disruptive event hindering access to building -	Non-delivery of business operation	Helen Bishop 3	: 3	3 3 9	3 2	A		01/06/1	The increase is uscertainty airling from a rees Coverment is partly offset by the return of the former DLHAC Socretary. We are still working to build consensus around the Ox-Cam Are & seek levers to influence around Oxford priorities. There is additional uncertainty at an oxide the consensus of the consensus provides. There is additional uncertainty at the consensus of the consensus of the consensus Oxfordshire 2050 Plan. However, there is now closer working on environment and transport matters.	31/12/23	In Progress	mitigate this risk. 60%	Mish Tullar	01/07/23
		CRR-007	Recovery Including	er continuous business operation due to unplanned events.	Disruptive event affecting full functionality of building Major technology incident (physical or cyber).									Desktop review of BCP	31/03/24	Not yet started	0%	Bill Lewis	01/07/23
		CRR-007												Re-establish Risk Management Group	20/02/19	Ongoing	100%	Bill Lewis	01/07/23
		CRR-007												All Services to review and sign-off their BC plans to ensure up-to-date.	31/03/24	Ongoing	100%	Bill Lewis	01/07/23

	c	CRR-007												
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	c	CRR-007												
	C	CRR-007												
Open	Community Services CRR-0	012 E S S CRR-007	Delivery of Services by External Suppliers/Partnership / Supply Chain	The negative performance of suppliers has a direct impact on the Councils ability to achieve its gods		*Fabluse du lay supplier (e. Fuenci) or reductions in fundris anotés fines (in pressurement) contract autorité partier autorité partier partier partier par le présent partier sur place additional buttoders idémands on the council and poorer services outones les citizes sur potential réals à coulons le contract de la commandation de la	Las of contined respons or mesh endeautions the men sees to will advanted of services, broreasing the burden on City Council services and poorer outcomes for communities.	lan Brooke	3	3	4 4	16	4 4	R
Open	Corporate Strategy CRR-0	008 P	Negative Impacts of Climate Change	Climate Change leads to a number of adverse social, health and environmental impacts on the Chy	Т	Odord is prone to flood risk from fluvial or river sources (Chewell and Thamserlain) and is specific reares to justical or surface flooding from heavy martial. For fluvial flooding-heavy smalled promonally given Odord between 24-48 hours to mornally given Odord between 24-48 hours to no warning for plavial flooding.	Flooding, which is highly awather dependent, poor air quality and increased episodes of excess heat.	Mish Tullar	4	3	4 4	16	3 3	R
	c	CRR-008												
	c	CRR-008												
J Open	Regulatory Services CRR-0 and Community Safety	009 1 CRR-009		Terroist incident in the city (most likely in the city centre) that adversely affects normal life in the city, neutring neights impact on the Council's business, or targets an individual event (e.g. May Morning, St Glies' Fax, events in South Park)		Odod is an internationally known oby and is a more lady size of the control size of the control size of a minute size. There are several areas where large number size of people congregate - primary shopping areas and toutural statisticies, transport hube - that may be conclusive and prome to attack.	Dependent on rulars of attack and where it occurs. Coald result is look down of buildings, including Coand of littles, several result of struption, include to disperse large numbers of people (to places pf safety). Non-delivery of Council services	lan Wright	5	2	4 3	12	4 2	A
		CRR-009												
		CKK-009												
	c	CRR-009												
Open	c	010 (CRR-010 CRR-010 CRR-010		Cyter sourly inddert which imposes the operation of the business	Т	Gichal attack from outside the business Internal hacker	Non-delivery of business operation	Helen Bishop	3	4	3 3	9	3 2	A

	CMT to approve software priority restoration list from all Services BC plans.	30/06/19	Completed	100%	Mike Newman	01/07/23
	Include ICT systems outages in business continuity plan tests.	01/10/18	Completed	100%	Mike Newman	01/07/23
	Assure ICT backup and restore capabilities	31/03/24	Ongoing	100%	Rocco Labellarte	01/07/23
	All Service Areas to review their business continuity plans to ensure they are actionable in case of an unplanned ICT outage.	31/03/24	Ongoing	100%	Corporate Risk Management	01/07/23
	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 maior ICT event.	31/03/23	Completed	100%	Corporate Risk Management	01/07/23
4 4 R 01/08/	services in the case of a major ich event.					01/07/23
	Work collectively and coherently with key partners to find solutions. Effective relationship management across partners will help to manage risks around service delivery and	31/03/24	In Progress	70%	lan Brooke	01/07/23
3 3 R 01/08/	reputational risk. Closely monitor the impacts of the macro env on suppliers.					01/07/23
	Oxford City Council's Carbon Management Plan, our work delivered through the Zero Carbon Oxford Partnership, and ongoing work around flood mitigation and trepplanting. There is now increasingly closer working with District and County Councils on response to dimate and environmental crises and development of a climate Adaptation Plan.	31/03/24	In Progress	50%	Mish Tullar	01/07/23
	climate Adaptation Plan. Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31/03/24	In Progress	40%	Mish Tullar	01/07/23
	Control measures relating to advocacy and clear communication to residents, tenants and businesses acoural behaviours and measures needed for decarbonisation. Also consideration over use of our land assets for mitigation measures including renewables and tree	31/12/23	In Progress	50%	Mish Tullar	01/07/23
4 2 A 01/08/						01/07/23
	Work with partners, particularly the Police and County Council, on the Crowded Places Plan that includes mitigation interventions. Implementation of Martyn's Law requirement when enacted in 2023.	31/03/24	In Progress	75	Richard J Adams	01/07/23
	Council's emergency plan includes link to Crowded Spaces Evacuation Plan	31/03/24	Ongoing	100%	Imogen Hughes	01/07/23
	Emergency plans for Council-operated buildings include dealing with a terrorist attack (including building lock-down procedure)	31/03/24	In Progress	45%	David Hunt	01/07/23
	Physical barriers in place - temporary and permanent. County Council leading on design personal council counci	31/03/24	In Progress	50%	Richard J Adams	01/07/23
3 2 A 01/06/	commissioning will be a priority project.					01/07/23
	Ensure any security breaches are dealt with appropriately, in line with policies.	31/03/24	Ongoing	100%	Helen Bishop	01/07/23
	Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure	31/03/23	Ongoing	100%	Nigel Kennedy	01/07/23
	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.	31/03/24	Ongoing	100%	Corporate Risk Management	01/07/23

		CRR-010													
		CRR-010													
Open	Housing Services	CRR-011	Health and Safety - Buildings	Failure to comply with the various H&S legislative requirements which ensure the safety of	Т	Inadequate training, poor systems and procedures, Corporate manslaughter. HSE investigation and failure to robustly monitor performance and address substantial fines. Loss of reputation this. Inadequate resourcing and skills. Inadequate	Nerys Parry	4	4	4	3	12	3	2	Α
		CRR-011		buildings		maintenance of buildings									
		CRR-011													
		CRR-011													
		CRR-011													
		CRR-001													

	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 miticate risk.	31/03/24	Ongoing	100%	Corporate Risk Management	01/07/2
	Close	31/03/24	Completed	100%	Rocco Labellarte	01/07/2
06/18						01/07/2
	Following CDM audit, implement revised and strengthened governance arrangements.	31/03/24	In Progress	50%	Malcolm Peek	01/07/2
	Ongoing monitoring and surveillance of property to ensure compliance.	31/03/24	In Progress	60%	Nerys Parry	01/07/2
	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	31/03/24	In Progress	80%	Nerys Parry	01/07/2
	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.	31/03/24	In Progress	80%	Nerys Parry	01/07/2
	Lobby for government support to help businesses affected by energy costs and	31/03/24	In Progress		Matt Peachey	01/07/2