

Risk Star	Service	Ref	Title	Risk description	Opp/ th	Cause	Consequence	Owner	Gross	Gross	Current	Current	Risk	Score	Residu	Residu	RAG	Comments	Date Added	Control description	Due date	Control Statu	Progress	Action Owner	Period	Reason for adding risk	
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							01/07/23		
		CE001																		Develop meaningful measures of success and identify benefits to be realised	28/02/20	Completed	100%	Helen Bishop	01/07/23		
		CE001																		Agree corporate governance, to include ownership at CMT & ODG and Transformation Board	31/10/22	Completed	100%	Helen Bishop	01/07/23		
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							01/07/23		
		CE002																		Regular monitoring meetings and escalation were appropriate	31/10/22	Completed	100%	Helen Bishop	01/07/23		
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	4	4	10	4	4	R		01/06/18								01/07/23	
		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	01/07/23		
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		01/06/18		Budget process for 2024/25 has now started						01/07/23	
		CRR-002																		Ensure companies are on schedule to deliver returns to Council	31/03/24	In Progress	70%	Nigel Kennedy	01/07/23		
		CRR-002																		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																		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		
		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		
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	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 S106 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 S106 contributions in the city.	31/10/20	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		





