

RAG rating key

Likelihood and Impact can both score from 1 – 5 (1 is low and 5 is high)

Probability						
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	3	4	5
		1	2	3	4	5
Impact		Insignificant	Minor	Moderate	Major	Severe

No.	Risk	Description	Cause	Consequence	Gross Impact	Gross Probability	Risk Owner
1	Financial Stability	Unable to deliver plans and corporate priorities due to insufficient finance	Increased costs due to inflation, increased demand, savings targets not met. Lack of prioritisation, uncertainty around political landscape, wider economy, public sector economy, significant overspends, insufficient governance; infrastructure failure	Reduction in services, Reputation, additional pressure on existing income, need to increase charges, higher risk exposure, negative (low morale) effect on workforce, potential for service failure and ultimately government intervention	4	4	Nigel Kennedy
2	Oxford Model	Failure to deliver council objectives and expected financial returns	Governance, failure in interdependency of providing work / loans to get delivery / return; roles and responsibility, commissioning and clienting	Exposure to compliance challenges, value for money not delivered, damage to Council reputation, relationship, financial loss	4	3	Caroline Green
3	Workforce sustainability	Delivery of future ambitions	Recruitment and retention of staff in certain areas, affordability shortage, can't compete, increased demand / ambition, equal pay. Capacity and ability to change.	Increased workload putting pressure on capacity. Resulting in poor morale, impact on wellbeing, high turnover, increased sickness, poorer outcomes and impact on service delivery, , reputation, legal challenge, union disputes, resilience, skills	4	4	Helen Bishop
4	Cyber security	Failure to prevent and respond to cyber attack	Human error, deliberate targeting - high profile, financial information, public body; Exposure through partners; ability to invest in security improvements and lack of skilled staffing	inability to provide services; financial information; fines; reputation, staff wellbeing	4	3	Helen Bishop

No.	Risk	Description	Cause	Consequence	Gross Impact	Gross Probability	Risk Owner
5	Information / Technology	IT Infrastructure not being fit or unable to adapt for the future needs	Funding; seeing it as a priority; skills and capacity; readiness for change and capacity to do so, recruitment of suitably skilled staff to deliver; connectivity issues; complexity of infrastructure	Morale impacted to clunky systems, inability to deliver savings; productivity and inefficiencies; IT inequality. Reputation impacted as unable to access services	3	4	Tom Hook
6	Health & Safety and Compliance with legislative requirements	Failure to comply with legislative requirements including H&S data protection, local government law	Insufficient resources impacting on ability to ensure processes followed; culture; knowledge and skills; increased demand; scared to change; confusion / lack of clarity between roles (Oxford Model); turnover (continuity of process); increased service provision leads to future pressures (i.e. continuing inspections); infrastructure failure	Reputational damage; fines and costs; regulatory action; turnover of staff; someone injured / hurt; service change; pressure on other services, impact on infrastructure management and deterioration of assets	4	3	Emma-Louise Jackman
7A	Climate Change - Emergency	Declared climate emergency; ability to meet targets - local and national; impacts on city	Conflicting policies; pace of delivery; lack of funding; skills gap; technology; partners	Reputation; impact on commercial property letting; financial impact; increased extreme weather; impact on residents, workforce; storm damage;	3	5	Mish Tullar
7B	Climate Change Adaptation	The Council and its communities are exposed to the future impacts of climate change	Lack of awareness/associated funding to implement climate adaptation projects to meet future climate change impacts such as increased temperatures, flooding etc	Increased exposure to future weather events, Reputation, damage to infrastructure, financial impact,	3	5	Mish Tullar

No.	Risk	Description	Cause	Consequence	Gross Impact	Gross Probability	Risk Owner
8	Political and Partnership landscape - local and national	Uncertainty of the future political landscape at both a national level (general elections) and partnerships.	Election; funding reductions (partner savings); governance failures; partner decision making; partner failures; relationship management; reduced political stability	Increased demand; increased costs; impact on residents; impact on delivery; reputation; loss of community cohesion; impact on decision making	3	4	Mish Tullar
9	Civil Emergency	Ability to respond to a civil emergency	Availability of Workforce to respond; funding; planning; skills and training; clarity on role / responsibility; including pandemic and terrorism	Ability to Comply and deliver critical services aligned with responsibilities of CCA. Increase pressure on services and ability to deliver them, financial impact, reputation, knock on impacts to own assets.	4	3	Peter Matthew
10	Increased demand on services	Various external factors such as Covid , cost of living crisis is putting an increased demand on services provided by the Council	Cost of living; increased deprivation; not maximising technology; cutting services (discretionary services are often preventative); resources; oxford less attractive, failure of partners, increased complexity of support needed.i.e. homelessness	Low morale; pressure on staff and services; failure to meet statutory obligations; services not joined up; reputation; customer satisfaction; debt, relationship with partners impacted. Pressure on housing teams and budgets	4	5	Helen Bishop

No.	Risk	Description	Cause	Consequence	Impact	Probability	Risk Owner	Control / Action description	Due Date	Action Owner	Residual Impact	Residual Probability
1	Financial Stability	Unable to deliver plans and corporate priorities due to insufficient finance	Increased costs due to inflation, increased demand, savings targets not met. Lack of prioritisation, uncertainty around political landscape, wider economy, public sector economy, significant overspends, insufficient governance; infrastructure failure	Reduction in services, Reputation, additional pressure on existing income, need to increase charges, higher risk exposure, negative (low morale) effect on workforce, potential for service failure and ultimately government intervention	4	4	Nigel Kennedy					
								Improve prioritisation and reduce work of Council				
								Ensure companies are on schedule to deliver returns to Council through quarterly monitoring of business plans				
								Challenge ODS to deliver annual efficiencies and service reductions for each financial year				
								Review of savings proposals to ensure they are realistic				
								Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target				
								Start budget setting early and drive savings in conjunction with members with a full budget reset in December				
								Expenditure Restraint including capital programme				
								Identify non-statutory service reductions that stopping would deliver a favourable financial position to the Council				
								Keep abreast of changes to Business rates reforms and Fair funding				
								Lobby Government				
								Ensure Senior Officers and Members are aware of the financial position and of their responsibility to contribute to a balanced budget				
								Conduct a series of service reviews including benchmarking to inform budgets for the following year at the start of the preceding financial year				
								Smaller council				
								More detail about capital scheme acceptable parameters				
								Undertake review of property portfolio				

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2	Oxford Model	Failure to deliver council objectives and expected financial returns	Governance, failure in interdependency of providing work / loans to get delivery / return; roles and responsibility, commissioning and clienting	Exposure to compliance challenges, value for money not delivered, damage to Council reputation, relationship, financial loss	4	3	Caroline Green					

No.	Risk	Description	Cause	Consequence	Impact	Probability	Risk Owner	Control / Action description	Due Date	Action Owner	Residual Impact	Residual Probability
3	Workforce sustainability	Delivery of future ambitions	Recruitment and retention of staff in certain areas, affordability shortage, can't compete, increased demand / ambition, equal pay. Capacity and ability to change.	Increased workload putting pressure on capacity. Resulting in poor morale, impact on wellbeing, high turnover, increased sickness, poorer outcomes and impact on service delivery, reputation, legal challenge, union disputes, resilience, skills	4	4	Helen Bishop					
								Council doing less to address staff capacity				
								Pay negotiations				
								Pay and grading				
								Use of diff recruitment channels				
								Smaller better paid workforce				
								Apprenticeships				
								Community outreach; inclusive recruitment; representative workforce				
								Wellbeing;				
								More joined up approach about recruitment campaigns				
								Training & development including candid and caring				

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									Cyber security officer; training; audit of current policy and practice				
									Articulation of cyber security plan; what is in place; business continuity				

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									Prioritisation of ICT projects to be delivered over next 18 months to 2 years			
									Rationalisation			
									movement to the cloud			
									Improve digital skills			
									Programme that we are confident we can deliver			
									Staff skills and capacity in IT; communication from services about requirements			
Continued investment												
Investigate use of AI across the organisation												

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								Clarity about roles and responsibilities				
								Correct corporate processes in place to ensure that policy is translated to processes; governance around these being there and properly applied				
								Internal and external audit				
								Appropriate level of resources; training of staff				
								Ensure culture allows for whistleblowing / challenge				
								Clarity and oversight of companies				
								Ability to disseminate lessons learnt				
								Ensure that systems are in place to monitor and control compliance and updates				

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									Actively engaged with partnerships - other councils and bodies			
									Pipeline of projects where funding needs to be secured			
									In house skills and knowledge - carbon literacy			
									Scientific advisor to guide in approach			
									Local plan and policy based implements including new build and retrofit			
									Policy around transport			
									Making appropriate use of assets			
Engagement with citizens												
Ensure there is clarity on the strategy the Council is following and how climate change fits around other policy drivers												

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									Local plan impact on buildings and heating			
									Bio-diversity; strategy to be put in place lining to local plan; clear objectives and funding needed			
									Flooding - drive delivery of OFAS			

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									Ensure partnership communication is maintained; work with partners and make adjustments appropriately				
									Use partnerships to support community cohesion				
									Develop an maintain relationships with key people and organisations to improve ability to react to changes				
									Ensure staff understandign of how to work within a hung council position				
									Flexible and robust constitution; processes to facilitate decision making				
									Review engagement in political processes ensurngn al parties are dealt with appropriately				
									Use cross party working groups for major decisions				

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									Clarity needed on emergency planning processes			
									Sort processes including duty rotas			
									Clarity needed around the roles of County and OCC			
									Clarity of individuals within processes; building to be use in an incident			
									Response scenario planning			
									Who contacts who in/ out of hours; informaiton flow			
									Training programme needed			
Review business continuity plan and link to emergency plan												

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								Doing less				
								Call handling contact centre localities model				
								Communities funding to advice centres				
								Prioritisation of grant funding				
								Communication of alternative options / responsibility; getting others to take on responsibility				
								Reduction in use of temporary accomodation				
								Access to services online - getting services online				
								Revisit behavioural insights work and how it is being embedded in the organisation				
								Website redesign				

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