

# Corporate Risk Register

# Appendix 1

No.	Risk	Description	Cause	Consequence	Gross Impact	Gross Probability	Risk Owner	Control / Action description	Due Date	Action Owner	Current Impact	Current Probability	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				4	4	2	2
								Business Planning process links resources to priorities	01 June 2024	Mish Tullar				
								Agree a balance four-year MTFP, with no unidentified savings within	01 March 2025	Nigel Kennedy				
								New Corporate Plan sets deliverable priorities for the Council	01 May 2024	Mish Tullar				
								Ensure companies are on schedule to deliver returns to Council through quarterly monitoring of business plans	Ongoing	Tom Hook				
								Challenge ODS to deliver annual efficiencies and service reductions for each financial year	Ongoing	Peter Mathew				
								Review of savings proposals to ensure they are realistic	01 February 2025	Nigel Kennedy				
								Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	Ongoing	Nigel Kennedy				
								Commence budget setting early, with strong engagement from CMT and Members.	01 March 2025	Nigel Kennedy				
								Robust monitoring of the capital programme	Ongoing	Tom Bridgman				
								Robust scrutiny of the draft Budget & MTFP	01 February 2025	Emma-Louise Jackman				
								Analyse council services into statutory and non-statutory to support future budget setting processes.	01 September 2024	Nigel Kennedy				
								Keep abreast of changes to Business rates reforms and Fair funding	Ongoing	Nigel Kennedy				
								Lobby Government for a sustainable financial settlement	Ongoing	Caroline Green				
								Ensure Senior Officers and Members are aware of the financial position and of their responsibility to contribute to a balanced budget	01 June 2024	Nigel Kennedy				
								Conduct a series of service reviews including benchmarking to inform budgets for the following year at the start of the preceding financial year	01 September 2024	Nigel Kennedy				
								Set out plans for the reduction in overall size of the Council	01 June 2024	Caroline Green				
								More detail about capital scheme acceptable parameters	01 September 2024	Tom Bridgman				

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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				4	3	4	2
									Agree a definition of the Oxford Model	24 September 2024	Caroline Green			
									Review the Council's approach to clienting and commissioning	01 October 2024	Peter Mathew			
									Scrutinise ODS growth ambitions and feasibility of business plan	01 March 2024	Tom Hook			
									Undertake a governance review to ensure best practice is being followed	Complete	Emma-Louise Jackman			
									Implement recommendations from governance review	01 September 2024	Emma-Louise Jackman			
									Regular joint senior management meetings between OCC & ODS	Ongoing	Caroline Green			
									Ensure support services are delivering to SLA requirements	Ongoing	Tom Hook			
									Oversight of ODS internal structures and costs	24 September 2024	Caroline Green			
									Training on company governance, roles & responsibilities	24 September 2024	Emma-Louise Jackman			
									Work to ensure a single culture across the group of companies	Ongoing	Caroline Green			
									Ensure a more detailed understanding of company delivery	24 September 2024	Peter Mathew / Tom Bridgman			
									Work with OX Place on future business model	24 September 2024	Tom Bridgman			

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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	4	3	3
								Delivery of an agreed local pay deal with Unions	31 March 2024	Tom Hook				
								Development and implementation of a pay and grading review	01 July 2024	Gail Malkin				
								Continued implementation of Leadership Development	31 March 2025	Gail Malkin				
								Continue workshops on People policies and procedure for managers	31 March 2025	Gail Malkin				
								Digital skills training programme for all staff	30 September 2024	Gail Malkin				
								Continued delivery of occupational health and Employee Assistance Programme provision	31 March 2025	Gail Malkin				
								Continued delivery of comprehensive internal communications campaign for the People Programme	31 March 2025	Gail Malkin				
								Continued development of recruitment procedure to include proactive recruitment campaigns and better outreach to community networks	31 March 2025	Gail Malkin				
								Development of "Grow our Own" apprenticeships	31 March 2025	Gail Malkin				

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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				4	3	3	3
									Draft and test cyber incident response plan	31 March 2024	Rocco Labellarte			
									Implement improved cyber security service from SCC	30 April 2024	Rocco Labellarte			
									External penetration test	30 November 2023	Rocco Labellarte			
									All devices running unsupported systems and software to be upgraded to run systems supported by developer, and segregated if not possible	31 March 2024	Rocco Labellarte			
									SCC assurance to be sought that cyber incident response plans are effective	31 March 2024	Rocco Labellarte			
									SCC operations manual to be updated to reflect domain accounts available for use by SCC staff	31 March 2024	Rocco Labellarte			
									Review domain administrator accounts for staff to ensure correct permissions assigned	31 March 2024	Rocco Labellarte			
									Regular ICT Board with SIRO in attendance to ensure regular updates re risks and mitigating actions	31 December 2024	Rocco Labellarte			
									Recruit cyber security officer	30 April 2024	Rocco Labellarte			
									Mandatory cyber security training for staff and members	31 March 2024	Rocco Labellarte			

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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				3	4	3	3
									Prioritisation of ICT projects to be delivered over next 18 months to 2 years. Initial list of be agreed by CMT and then 'owned' by OCB.	01 September 2023	Rocco Labellarte			
									Front Door of Change process adopted by OCB and monitored.	23 September 2023	Tom Hook			
									Rationalisation of systems agreed as a principle and implemented through the FDOC.	Ongoing	Tom Hook			
									Movement of IT systems into the cloud	Ongoing	Rocco Labellarte			
									Improve digital skills of staff. Survey of digital skills to be undertaken and digital skills training programme rolled out across the Council.	01 March 2024	Becky Willis			
									ICT programme linked to capital budget and MTFP.	24 March 2023	Helen Bishop			
									Communications between ICT and service areas as to requirements through regular attendance at departmental management meetings.	24 January 2023	Helen Bishop			
									Investigate use of AI across the organisation	24 July 2024	Mish Tullar			
									Networking, training and ICT staff development to keep industry knowledge current.	Ongoing	Rocco Labellarte			

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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				4	3	3	3
									Clarity about roles and responsibilities	01 September 2024	Emma-Louise Jackman			
									Correct corporate processes in place to ensure that policy is translated to processes; governance around these being there and properly applied	01 September 2024	Emma-Louise Jackman			
									Internal and external audit	01 September 2024	Emma-Louise Jackman			
									Appropriate level of resources;	01 September 2024	Emma-Louise Jackman			
									Training of staff	01 September 2024	Emma-Louise Jackman			
									Ensure culture allows for whistleblowing / challenge	01 September 2024	Emma-Louise Jackman			
									Clarity and oversight of companies	01 September 2024	Emma-Louise Jackman			
									Ability to disseminate lessons learnt	01 September 2024	Emma-Louise Jackman			
									Ensure that systems are in place to monitor and control compliance and updates	01 September 2024	Emma-Louise Jackman			

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7	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				3	5	3	4
									Actively engaged with partnerships - other councils and bodies	Ongoing	Mish Tullar			
									Pipeline of City Council decarbonisation projects where funding needs to be secured	Ongoing	Mish Tullar			
									In house skills and knowledge - carbon literacy	31 March 2025	Mish Tullar			
									Scientific advisor to guide in approach	Ongoing	Mish Tullar			
									Local plan and policy based improvements including new build and retrofit	01 April 2025	David Butler			
									Delivering, partnering or supporting policies that support decarbonisation of transport - starting with traffic filters	01 November 2024	Carolyn Ploszynski			
									Engagement with citizens	Ongoing	Mish Tullar			
									Ensure the the Council's corporate strategy offers clarity on how its work to tackle climate change fits around other policy drivers	01 July 2024	Mish Tullar			

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8	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				3	5	3	4
								Local plan impact on buildings and heating	01 April 2025	David Butler				
								Bio-diversity; strategy to be put in place lining to local plan; clear objectives and funding needed	01 March 2025	Mish Tullar				
								Flooding - drive delivery of OFAS	01 March 2028	Tom Bridgman				



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9	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				3	4	3	3
									Ensure partnership communication is maintained; work with partners and make adjustments appropriately	Ongoing	Mish Tullar			
									Use partnerships to support community cohesion - including the Oxford Strategic Partnership, the Oxfordshire Inclusive Economy Partnership and the Anchor Institutions Network	Ongoing	Mish Tullar			
									Develop an maintain relationships with key people and organisations to improve ability to react to changes	Ongoing	Caroline Green			
									Ensure staff understanding of how to work within a hung council position	24 June 2024	Caroline Green			
									Flexible and robust constitution; processes to facilitate decision making	24 June 2024	Emma-Louise Jackman			
									Review engagement in political processes ensuring all parties are dealt with appropriately	24 June 2024	Caroline Green			
									Use cross party working groups for major decisions	Ongoing	Caroline Green			

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10	Civil Emergency	Ability to respond to a civil emergency	Availability of Workforce to respond; funding; planning; skills and training; clarity on role / responsibility;	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				4	3	3	3	
									Clarity needed on emergency planning processes	31 March 2024	Richard Adams				
									Finalise review of processes, including duty rotas/responsibilities	31 March 2024	Richard Adams				
									Clarity needed around the roles of County and OCC	31 March 2024	Richard Adams				
									Clarity of individuals within processes; building to be used in an incident	31 March 2024	Richard Adams				
									Response scenario planning	31 March 2024	Richard Adams				
									Who contacts who in/ out of hours; information flow	31 March 2024	Richard Adams				
									Training programme needed	31 March 2024	Richard Adams				
									Review business continuity plan and link to emergency plan	31 March 2025	Bill Lewis				

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11	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	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				4	5	3	3
									Launch of phase 1 of OCC new website. This has already been done	01 February 2024	Mish Tullar			
									Launch phase 2 of OCC website	30 September 2024	Mish Tullar			
									Ensure strong understanding of factors driving demand through the BIU	Ongoing	Mish Tullar			
									Corporate business planning process to ensure prioritisation within service areas	31 March 2024	Mish Tullar			
									Increase services available online followed by digital comms campaign: Revenues and benefits forms	30 September 2024	Laura Bessell			
									Increase services available online followed by digital comms campaign: Housing Application Form	30 September 2024	Richard Wood			
									Increase services available online followed by digital comms campaign: QL Portal	30 September 2024	Bill Graves			
									Ensure contact centre maximises use of technology	31 March 2025	Helen Bishop			
									Embed behavioural insight work into Change Team procedures, train change agents and raise awareness with organisation	31 March 2024	Helen Bishop			
									Community Services Review	31 March 2025	Peter Matthews			
									Review service level agreements for funding to advice centres	31 March 2025	Nerys Parry			
									Review criteria for grant funding	31 March 2025	Peter Matthews			
									Deployment of digital skills training programmes in community	31 March 2025	Peter Matthews			
									Maximise availability of technology in communities	31 March 2025	Peter Matthews			
									Reduction in use of temporary accommodation	Ongoing	Nerys Parry			
									Work with partners and agencies to deploy collaborative solutions	Ongoing	Peter Matthews			
									Corporate organisational structure redesign	31 March 2025	Caroline Green			

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