

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
Financial Services	CRR-001	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	Nigel Kennedy	4	4	4	4	16	2	2	R						
	CRR-001															Business Planning process links resources to priorities	01/06/24	Completed	Business Plan 2024/25 tracking to April Cabinet	Mish Tullar
	CRR-001															Agree a balance four-year MTFP, with no unidentified savings within	01/03/25			Nigel Kennedy
	CRR-001															New Council Strategy sets deliverable priorities for the Council	16/07/24	In Progress	Draft Council Strategy 2024-28 tracking to July Cabinet and July Council	Mish Tullar
	CRR-001															Ensure companies are on schedule to deliver returns to Council through quarterly monitoring of business plans	Ongoing	In Progress	Company Business Plans agreed by shareholder.	Tom Hook
	CRR-001															Challenge ODS to deliver annual efficiencies and service reductions for each financial year	Ongoing			Peter Matthew
	CRR-001															Review of savings proposals to ensure they are realistic	01/02/25			Nigel Kennedy
	CRR-001															Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	Ongoing			Nigel Kennedy
	CRR-001															Commence budget setting early, with strong engagement from CMT and Members.	01/03/25			Nigel Kennedy
	CRR-001															Robust monitoring of the capital programme	Ongoing			Tom Bridgman
	CRR-001															Robust scrutiny of the draft Budget & MTFP	01/02/25	In Progress		Emma Jackman
	CRR-001															Analyse council services into statutory and non-statutory to support future budget setting processes.	01/09/24			Nigel Kennedy
	CRR-001															Keep abreast of changes to Business rates reforms and Fair funding	Ongoing			Nigel Kennedy
	CRR-001															Lobby Government for a sustainable financial settlement	Ongoing			Caroline Green
	CRR-001															Ensure Senior Officers and Members are aware of the financial position and of their responsibility to contribute to a balanced budget	01/06/24			Nigel Kennedy
	CRR-001															Conduct a series of service reviews including benchmarking to inform budgets for the following year at the start of the preceding financial year	01/09/24			Nigel Kennedy
CRR-001															Set out plans for the reduction in overall size of the Council	01/06/24			Caroline Green	
CRR-001															More detail about capital scheme acceptable parameters	01/09/24			Tom Bridgman	
Chief Executive	CRR-002	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	Caroline Green	4	3	4	3	12	4	2	A						
	CRR-002															Agree a definition of the Oxford Model	24/09/24			Caroline Green
	CRR-002															Review the Council's approach to clienting and commissioning	01/10/24			Peter Matthew
	CRR-002															Scrutinise ODS growth ambitions and feasibility of business plan	01/03/24	In Progress	Business Plan acknowledged as ambitious when agreed by ODS Board and Shareholder. ODS Board getting regular updates on BP and associated risks.	Tom Hook
	CRR-002															Undertake a governance review to ensure best practice is being followed		Completed		Emma Jackman
	CRR-002															Implement recommendations from governance review	01/09/24	In Progress		Emma Jackman
	CRR-002															Regular joint senior management meetings between OCC & ODS	Ongoing			Caroline Green
	CRR-002															Ensure support services are delivering to SLA requirements	Ongoing	Ongoing	Review of SLA targets underway	Tom Hook
CRR-002															Oversight of ODS internal structures and costs	24/09/24			Caroline Green	
CRR-002															Training on company governance, roles & responsibilities	24/09/24	Not yet started	Awaiting Scrutiny adopting new structure and cabinet amending TOR for SHJVG	Emma Jackman	

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
Business Improvement	CRR-002	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	Helen Bishop	4	4	4	4	16	3	3	R		Work to ensure a single culture across the group of companies	Ongoing			Caroline Green
	CRR-002														Ensure a more detailed understanding of company delivery	24/09/24			Peter Matthew, Tom Bridgman	
	CRR-002														Work with OX Place on future business model	24/09/24			Tom Bridgman	
	CRR-003														Delivery of an agreed local pay deal with Unions	31/03/24	Completed	Pay deal has been agreed and was in April pay packets.	Tom Hook	
	CRR-003														Development and implementation of a pay and grading review	01/07/24	In Progress	Work progressing well overall. Delivery now aligned to Council in October for sign off new approach. Some compromises in consultation with union representatives.	Gail Malkin	
	CRR-003														Continued implementation of Leadership Development	31/03/25	In Progress	Aspiring manager programme launched. Plans for bitesize training in place.	Gail Malkin	
	CRR-003														Continue workshops on People policies and procedure for managers	31/03/25	Ongoing	plan in place with programme of dates	Gail Malkin	
	CRR-003														Digital skills training programme for all staff	30/09/24	Ongoing	new training opportunities set up and good take up	Gail Malkin	
	CRR-003														Continued delivery of occupational health and Employee Assistance Programme provision	31/03/25	Ongoing		Gail Malkin	
	CRR-003														Continued delivery of comprehensive internal communications campaign for the People Programme	31/03/25	Ongoing	completed	Gail Malkin	
Business Improvement	CRR-003	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	Helen Bishop	4	3	4	3	12	3	3	A		Development of "Grow our Own" apprenticeships	31/03/25	Ongoing		Gail Malkin
	CRR-004														Cyber incident response plan	31/03/24	In Progress	Next meeting of the Cyber Incident Response Group is in July, chaired by Tom Hook.	Rocco Labellarte	
	CRR-004														Implement improved cyber security service from SCC	31/05/24	In Progress	85% of servers fully protected with enhanced security. Remaining 15% to be completed during June.	Rocco Labellarte	
	CRR-004														External penetration test	30/11/23	Completed		Rocco Labellarte	
	CRR-004														All devices running unsupported systems and software to be upgraded to run systems supported by developer, and segregated if not possible	31/03/24	Completed		Rocco Labellarte	
	CRR-004														SCC assurance to be sought that cyber incident response plans are effective	31/03/24	Completed		Rocco Labellarte	
	CRR-004														SCC operations manual to be updated to reflect domain accounts available for use by SCC staff	31/03/24	Completed		Rocco Labellarte	
	CRR-004														Review domain administrator accounts for staff to ensure correct permissions assigned	31/03/24	Completed		Rocco Labellarte	
	CRR-004														Regular ICT Board with SIRO in attendance to ensure regular updates re risks and mitigating actions	31/12/24	Ongoing	Occurs every fortnight	Rocco Labellarte	
	CRR-004														Recruit cyber security officer	30/04/24	Completed	Starts 4rd June.	Rocco Labellarte	
Business Improvement	CRR-004	Information / Technology	IT Infrastructure not being fit or unable to adapt for the future needs	Funding; business ability to procure; 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	Tom Hook	3	4	3	4	12	3	3	A		Mandatory cyber security training for staff and members	31/03/24	In Progress	Rolled out last week of May 2024	Rocco Labellarte
	CRR-005														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.	31/07/24	In Progress	Awaiting signing of Azure contract with SCC.	Rocco Labellarte	

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
	CRR-005															Front Door of Change process adopted by OCB and monitored.	23/09/23	Ongoing	FDOC process is agreed and being used. Will be reviewed as part of PMO Governance work.	Tom Hook
	CRR-005															Rationalisation of systems agreed as a principle and implemented through the FDOC.	Ongoing	Ongoing	Challenge to all procurement of systems, through FDOC, as to whether rationalisation is deliverable.	Tom Hook
	CRR-005															Movement of IT systems into the cloud	Ongoing	Not yet started	Awaiting Azure contract with SCC.	Rocco Labellarte
	CRR-005															Improve digital skills of staff. Survey of digital skills to be undertaken and digital skills training programme rolled out across the Council.	01/03/24			Becky Willis
	CRR-005															ICT programme linked to capital budget and MTFP.	24/03/23	In Progress		Helen Bishop
	CRR-005															Communications between ICT and service areas as to requirements through regular attendance at departmental management meetings.	24/01/23	In Progress		Helen Bishop
	CRR-005															Investigate use of AI across the organisation	31/10/24	In Progress	Project now initiated to develop an AI Policy for the Council involving officers across a number of Service Areas.	Mish Tullar
	CRR-005															Networking, training and ICT staff development to keep industry knowledge current.	Ongoing	In Progress	Training organised for all ICT staff.	Rocco Labellarte
Law and Governance	CRR-006	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	Emma Jackman	4	3	4	3	12	3	3	A						
	CRR-006															Clarity about roles and responsibilities	01/09/24	In Progress		Emma Jackman
	CRR-006															Correct corporate processes in place to ensure that policy is translated to processes; governance around these being there and properly applied	01/09/24	In Progress		Emma Jackman
	CRR-006															Internal and external audit	01/09/24	Ongoing		Emma Jackman
	CRR-006															Appropriate level of resources;	01/09/24	Ongoing		Emma Jackman
	CRR-006															Training of staff	01/09/24	Ongoing		Emma Jackman
	CRR-006															Ensure culture allows for whistleblowing / challenge	01/09/24	Ongoing		Emma Jackman
	CRR-006															Clarity and oversight of companies	01/09/24	Ongoing		Emma Jackman
	CRR-006															Ability to disseminate lessons learnt	01/09/24	Ongoing		Emma Jackman
	CRR-006															Ensure that systems are in place to monitor and control compliance and updates	01/09/24	Ongoing		Emma Jackman
Environmental Sustain:	CRR-007	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;	Mish Tullar	3	5	3	5	15	3	4	R						
	CRR-007															Actively engaged with partnerships - other councils and bodies	Ongoing	In Progress	Discussions now advanced with other Oxfordshire councils on proposal to expand ZCOP to a countywide partnership involving many other private sector organisations	Mish Tullar

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Status	Control	Progress	Action Owner	
Environmental Sustain:	CRR-007															Pipeline of City Council decarbonisation projects where funding needs to be secured	Ongoing	Ongoing		Discussion with Corporate Property and Housing to build retrofit into BAU asset management work programmes. Horizon scanning continues for new funding opportunities.	Mish Tullar	
	CRR-007															In house skills and knowledge - carbon literacy	31/03/25	In Progress		Initial round of carbon literacy training undertaken, with recruitment for trainer role, funded through UK Shared Prosperity Fund	Mish Tullar	
	CRR-007															Scientific advisor to guide in approach	Ongoing	Completed		Professor Nick Eyre remains a key adviser to the Council and ZCOP	Mish Tullar	
	CRR-007															Local plan and policy based improvements including new build and retrofit	01/04/25	In Progress		Plan begins Examination in Public 11/06/24	David Butler	
	CRR-007															Delivering, partnering or supporting policies that support decarbonisation of transport - starting with traffic filters	01/11/24	In Progress		We continue to work with the county council on core schemes with traffic filters due to launch later in 2024. We are unfortunately no longer invited as a partner on ZEZ expansion following a county council decision but continue to engage where we can and have given feedback to the county council about the timing of the ZEZ expansion in terms of their relationship to other core schemes. We continue to invest where we can in active travel measures	Carolyn Ploszynski	
	CRR-007															Engagement with citizens	Ongoing	Ongoing		Several projects ongoing including Clean Heat Streets and HUG 2, Council continues to co-fund countywide Climate Action Oxfordshire website. Considering Lottery bid for community activation funding through ZCOP	Mish Tullar	
	CRR-007															Ensure the the Council's corporate strategy offers clarity on how its work to tackle climate change fits around other policy drivers	16/07/24	In Progress		Council Strategy 2024-28 tracking to July Cabinet and July Council	Mish Tullar	
	CRR-008	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,	Mish Tullar	3	5	3	5	15	3	4	R								
	CRR-008																Local plan impact on buildings and heating	01/04/25	In Progress		Plan begins Examination in Public 11/06/24	David Butler
	CRR-008																Bio-diversity; strategy to be put in place linking to local plan; clear objectives and funding needed	01/03/25	In Progress		All work has paused on development of the Biodiversity Strategy pending recruitment of a new Ecologist.	Mish Tullar
CRR-008																Flooding - drive delivery of OFAS	01/03/28				Tom Bridgman	
Corporate Strategy	CRR-009	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	Mish Tullar	3	4	3	4	12	3	3	A								

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
	CRR-009															Ensure partnership communication is maintained; work with partners and make adjustments appropriately	Ongoing	Ongoing	CMT training for post-local election outcomes, ongoing engagement through FOP, Fast Growth Cities, Ox-Cam Partnership, DCN, LGA	Mish Tullar
	CRR-009														Use partnerships to support community cohesion - including the Oxford Strategic Partnership, the Oxfordshire Inclusive Economy Partnership and the Anchor Institutions Network	Ongoing	Ongoing	Anchor Institutions Network launch on 8 April. Plans to expand ZCOP to countywide partnership during 2024.	Mish Tullar	
	CRR-009														Develop an maintain relationships with key people and organisations to improve ability to react to changes	Ongoing			Caroline Green	
	CRR-009														Ensure staff understanding of how to work within a hung council position	24/06/24			Caroline Green	
	CRR-009														Flexible and robust constitution; processes to facilitate decision making	24/06/24	In Progress		Emma Jackman	
	CRR-009														Review engagement in political processes ensuring all parties are dealt with appropriately	24/06/24			Caroline Green	
	CRR-009														Use cross party working groups for major decisions	Ongoing			Caroline Green	
Community Services	CRR-010	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.	Peter Matthew	4	3	4	3	12	3	3	A						
	CRR-010														Clarity needed on emergency planning processes	31/03/24	Completed	Corporate Incident Management Framework in place.	Richard J Adams	
	CRR-010														Finalise review of processes, including duty rotas/responsibilities	30/06/24	In Progress	Duty rota discussion - data received and analysed. ODS decision making to be clarified during an emergency.	Richard J Adams	
	CRR-010														Clarity needed around the roles of County and OCC	31/03/24	Completed	Review SLA with County and inform CMT.	Richard J Adams	
	CRR-010														Clarity of individuals within processes; building to be used in an incident	30/12/24	In Progress	Training for attendees at TCG/SCG via TVLRF courses. TCG/SCG training for HoS and CMT - RA attended TCG course last week. Suitable for HoS.	Richard J Adams	
	CRR-010														Response scenario planning	30/08/24	Ongoing	Scenario training will be part of the Gold/Silver/Bronze training.	Richard J Adams	
	CRR-010														Who contacts who in/ out of hours; information flow	30/06/24	In Progress	Duty rota discussion - data received and analysed. ODS decision making to be clarified during an emergency.	Richard J Adams	

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
	CRR-010															Training programme needed	30/08/24	In Progress	Training for attendees at TCG/SCG via TVLRF courses. TCG/SCG training for HoS and CMT - RA attended TCG course last week. Suitable for HoS. Resilience Direct access for trained staff -KL leading Options officer training for reception centres - KL Each new plan is overseen by CCB, reviewed by EP Group and signed off by CMT. Training spreadsheet to monitor requirements being developed, will also include	Richard J Adams
Business Improvement	CRR-010	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	Helen Bishop	4	5	4	5	20	3	3	R	Review business continuity plan and link to emergency plan		31/03/25	In Progress	10%	Bill Lewis
	CRR-011															Launch of phase 1 of OCC new website. This has already been done	01/02/24	Completed	complete	Mish Tullar
	CRR-011															Launch phase 2 of OCC website	30/09/24	In Progress	Phase 2 work just started	Mish Tullar
	CRR-011															Ensure strong understanding of factors driving demand through the BIU	Ongoing	Not yet started	BIU work paused due to long term sickness absence of manager and start of maternity leave for data analyst. Maternity cover starts in June	Mish Tullar
	CRR-011															Corporate business planning process to ensure prioritisation within service areas	31/03/24	Completed	Corporate Business Plan 2024/25 tracking to April Cabinet. Service Planning under way across all service areas.	Mish Tullar
	CRR-011															Increase services available online followed by digital comms campaign: Revenues and benefits forms	30/09/24	In Progress	Promotion of the web functionality was made in Annual Billing. Further website support is now being designed by civica.	Laura Bessell
	CRR-011															Increase services available online followed by digital comms campaign: Housing Application Form	30/09/24			Richard Wood

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Risk Score	Residual Impact	Residual Probability	RAG	Comments	Control description	Due date	Control Status	Progress	Action Owner
	CRR-011															Increase services available online followed by digital comms campaign: QL Portal	30/09/24	In Progress	Tenant Portal fully configured and UAT complete. QL Board has signed off progress to live. Currently held pending Aareon actions to:	Bill Graves
	CRR-011																	In Progress	Provide an opt-in/out functionality for non-essential cookies Provide an Accessibility Statement on their website Provide a roadmap for compliance with WCAG 2.2 Level AA standards which will be a requirement in October 2024.	
	CRR-011															Ensure contact centre maximises use of technology	31/03/25	In Progress	Following soft launch, evaluation of	Helen Bishop
	CRR-011															Embed behavioural insight work into Change Team procedures, train change agents and raise awareness with organisation	31/03/24	Completed		Helen Bishop
	CRR-011															Community Services Review	31/03/25			Peter Matthew
	CRR-011															Review service level agreements for funding to advice centres	31/03/25			Nerys Parry
	CRR-011															Review criteria for grant funding	31/03/25			Peter Matthew
	CRR-011															Deployment of digital skills training programmes in community	31/03/25			Peter Matthew
	CRR-011															Maximise availability of technology in communities	31/03/25			Peter Matthew
	CRR-011															Reduction in use of temporary accomodation	Ongoing			Nerys Parry
	CRR-011															Work with partners and agencies to deploy collaborative solutions	Ongoing			Peter Matthew
	CRR-011															Corporate organisational structure redesign	31/03/25			Caroline Green

This page is intentionally left blank