

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Imp	Gross Prot	Current Imp	Current Pr	Risk Scor	Residual Im	Residual RAG	Comments	Control description	Due date	Control Statu	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	31/03/25	In Progress	Council Strategy 24-28 approved by Council. Business Plan 24-25 in delivery, Budget 25/26 and MTFP in preparation	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. Work on clienting and commissioning, ODS budget changes, risk profile of schemes within the OX place, HRA 5 year business plan will all impact on the returns the Council has from its companies. Monitoring of the BP's is ongoing. Full impact of autumn statement to be understood. National policy changes re waste may impact ODS.	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. Work on clienting and commissioning, HRA BP and budget changes will all impact on the feasibility of the ODS BP. Ontrack for 2024/5. ODS Board looking at future years growth and investment required.	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	New SLA monitoring regime in place as agreed with ODS.	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
	CRR-002														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	
Business Improvement	CRR-003	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	3	3	9	3	3	A					
	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	Have one service area outstanding due to delays in providing feedback on proposals. Work further delayed with proposal now going to March Council.	Gail Malkin
	CRR-003														Continued implementation of Leadership Development	31/03/25	In Progress	Aspiring manager second programme underway. Bitesize manager training programme is ongoing.	Gail Malkin
	CRR-003														Continue workshops on People policies and procedure for managers	31/03/25	Completed	plan in place with programme of dates	Gail Malkin
	CRR-003														Digital skills training programme for all staff	30/09/24	Completed	new training opportunities set up and good take up, now getting ready for sharepoint training support	Gail Malkin
CRR-003														Continued delivery of occupational health and Employee Assistance Programme provision	31/03/25	Ongoing	Current overspend due to ODS increased spending on service.	Gail Malkin	

	CRR-003																		Continued delivery of comprehensive internal communications campaign for the People Programme	31/03/25	Completed	completed, this is now business as usual.	Gail Malkin
	CRR-003																		Continued development of recruitment procedure to include proactive recruitment campaigns and better outreach to community networks	31/03/25	Ongoing	Have implemented more efficient shortlisting process online. Further improvements being planned.	Gail Malkin
	CRR-003																		Development of "Grow our Own" apprenticeships	31/03/25	Ongoing	We will continue to recruit small numbers of apprentices every two years. Now part of agreed talent strategy.	Gail Malkin
Business Improvement	CRR-004	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	3	3	9	3	3	A									
	CRR-004																		Cyber incident response plan	31/03/24	Completed	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	Completed	Servers fully protected with enhanced security.	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
	CRR-004																		Mandatory cyber security training for staff and members	31/03/24	Completed	Rolled out last week of May 2024	Rocco Labellarte
Business Improvement	CRR-005	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									
	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.	31/03/25	In Progress	Azure contract signed. Draft plan for 18 months shared at ICT board.	Rocco Labellarte
	CRR-005																		Front Door of Change process adopted by OCB and monitored.	23/09/23	Ongoing	FDOC process is agreed and being used. Is being 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	In Progress	SCC and OCC now working on establishing the timeline for moving systems.	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.	31/03/25	In Progress	Survey of digital skills undertaken. Digital skills training programme rolled out and ongoing. Next stage from Sep '24 is to begin SharePoint training and roll out a programme of AI and data apprenticeships and courses.	Becky Willis
	CRR-005																		ICT programme linked to capital budget and MTFP.	24/03/23	Completed		Helen Bishop
	CRR-005																		Communications between ICT and service areas as to requirements through regular attendance at departmental management meetings.	31/03/25	In Progress		Helen Bishop
	CRR-005																		Investigate use of AI across the organisation	30/11/24	In Progress	Project now initiated to develop an AI Policy for the Council involving officers across a number of Service Areas. Policy near completion	Mish Tullar
	CRR-005																		Comms Campaign to ensure business aware of achievements, upcoming events, actions required, etc	Ongoing	Completed	Comms now occurring on a fortnightly basis.	Rocco Labellarte
	CRR-005																		Networking, training and ICT staff development to keep industry knowledge current.	Ongoing	Completed	Training for staff ongoing	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	4	4	4	16	4	4	R									
	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 Sustaina	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	Agreement now reached with other councils for ZCOOP to become countywide body. Joint working with neighbouring councils on Nature Recovery Strategy and Climate Adaptation plan.	Mish Tullar

CRR-007													Pipeline of City Council decarbonisation projects where funding needs to be secured	Ongoing	Ongoing	Update report on progress towards Council's Net Zero 2030 being commissioned for 2025.	Mish Tullar
CRR-007													In house skills and knowledge - carbon literacy	31/03/25	In Progress	Carbon Literacy officer now delivering training 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	31/12/25	In Progress	Plan likely to be Withdrawn, reconsulted and resubmitted	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 engage with the county council on core transport schemes that aim to address the congestion and associated pollution challenges. We continue to engage where we can and have given feedback to the county council to core schemes through our ongoing engagement meetings. We continue to invest where we can in active travel measures ourselves and are facilitating the deliver of Osney Bridge, cycle schemes and other cycle infrastructure.	Carolyn Ploszynski
CRR-007													Engagement with citizens	Ongoing	Ongoing	Several projects ongoing including Clean Heat Streets. 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	Completed	Council Strategy 24-28 now adopted	Mish Tullar
Environmental Sustaine	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	31/12/25	In Progress	Plan likely to be withdrawn, reconsulted and resubmitted	David Butler
CRR-008													Climate adaptation strategy development led by County Council. Biodiversity Strategy	01/03/25	In Progress	Climate Adaptation strategy work now in development, led by County Council with workstream under ZCOP. 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.	New Government devolution agenda; 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			
CRR-009													Prioritisation and policy development linked to new Government agenda + Engagement with Oxfordshire partners	Ongoing	In Progress	Full engagement programme with new Government under way covering Cowley Branch line delivery, housing delivery, temporary accommodation, energy infrastructure, net zero, devolved powers, local government finances, planning and economic growth. Channels include direct communication with Government teams, FOP, Oxford stakeholder groups, 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	Agreement to expand ZCOP to countywide body. Engagement with partners re future of FOP and role of other partnerships and on devolution.	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	31/08/24	Completed	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	Completed	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	Completed	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	Completed	Duty rota discussion - data received and analysed. ODS decision making to be clarified during an emergency.	Richard J Adams
CRR-010													Training programme needed	30/08/24	Completed	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. Relisience 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 core training for staff (SCAN, ACT training).	Richard J Adams
CRR-010													Review business continuity plan and link to emergency plan	31/03/25	In Progress	50%	Bill Lewis
Business Improvement	CRR-011	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	4	4	3	12	3	3	A			
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	31/03/25	In Progress	Phase 2 work ongoing - with work on Revs & Bens completed.	Mish Tullar

	CRR-011																	Ensure strong understanding of factors driving demand through the BIU	Ongoing	Completed	BIU work now resumed with return to work of manager	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	Completed	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
	CRR-011																	Increase services available online followed by digital comms campaign: QL Portal	30/09/24	Completed	Update 03/01/25 - the major comms launch took place in December with: A press release Social media Posters with QR codes put up in flat blocks, community centres, the library 10,000 flyers issued to ODS operatives to distribute when carrying out repairs Promotion in Tenants in Touch and the digital tenants in touch Word of mouth Email signatures & letter footer promotion & QR code Ongoing promotion through 2025. Update 08/10/24 - the Tenant Portal went live successfully on 11/09/24. The uptake through new tenancies has been too low to date to launch the comms campaign in earnest. Variety of reasons, as well as connectivity, so the focus is shifted to existing tenants being visited in their homes. Once around 50 tenants are registered and using the portal, the QL Board will consider the go/no-go on the major comms launch. Update 02/09/24 - Test to live cutover scheduled for 09/09/24 with soft launch to live on 11/09/24. Ambassadors initially, and then new tenants will be using the portal for four weeks, when a decision will be made by QL Board to launch the comms plan push (posters, flyers, social media, press, staff, community & faith groups etc). Update 01/08/24 - Aareon issues resolved. Expected soft launch on live mid August. Data OL Board are	Bill Graves
	CRR-011																	Ensure contact centre maximizes use of technology	31/03/25	In Progress		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			
	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			
	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
Environmental Sustaina	CRR-012	Increased costs and complexity for waste	Increased costs and complexity in the delivery of the Council's domestic collection service, and ODS commercial waste operations.	Changes in statutory obligations in the waste and recycling system	If higher costs are not sufficiently matched with increased revenues to support the delivery of the new obligations, this may impact on the funding of other service areas - as domestic waste collections are a statutory requirement. If the net income ODS derives from commercial waste operations reduces this could also impact on dividend payments to the Council which underpin other service delivery.	Mish Tullar	5	3	5	3	15	4	2	R								
	CRR-012																	Lobbying for new funding			The Council is lobbying through the Oxfordshire Resources & Waste Partnership over the structure of new funding to cover new obligations. Council and ODS are also in discussions with WODC and Cherwell to look at potential areas of joint delivery to reduce costs.	Mish Tullar