

| Service | Ref | Title | Risk description | Cause | Consequence | Owner | Gross I | Gross S | Current | Current | Risk | Score | Residual | Residual | RAG | Comments | Control description | Due date | Control Status | Progress | Action Owner | |
|-------------------------------|-------------|--|---|--|---|---------------|---------|---------|---------|---------|------|-------|----------|----------|--|----------|---|----------|----------------|----------|---|-------------|
| Housing Services | CRR-015b | Failure in the Delivery of the HRA Capital Investment Programmes | Failure in the delivery of the HRA Capital Investment Programmes. | Increasing interest rates and below inflation rent rises alongside lots of competing demands, are significant risks | Overspend due to increase prices or the need to tender for further contractors to complete the work. | Nerys Parry | 4 | 3 | 3 | 3 | 9 | 3 | 2 | A | | | | | | | | |
| | CRR-015b | | | | | | | | | | | | | | | | In light of Covid-19, review and restart work but updated re priorities and what is possible in timescales following delays due to lockdown periods over the last 12 months, e.g. delivering the planned bathroom & kitchen refurb work over 21 month window. | 31/03/21 | In Progress | 100% | Nick Brown | |
| | CRR-015b | | | | | | | | | | | | | | | | Routine monitoring and reviewing of the business plans to ensure progress and alignment with the organisation's priorities. | 31/03/21 | In Progress | 100% | Nick Brown | |
| Corporate Strategy | SRR-001-ACE | Partnership working | Devolution governance debate disrupts partnership work | County and Districts pursuing different options for Unitary Government. | Negative impacts on services and projects delivered in partnership with County and partners. | Mish Tullar | 4 | 4 | 4 | 3 | 12 | 4 | 1 | A | | | | | | | | |
| | SRR-001-ACE | | | | | | | | | | | | | | | | Ongoing work with County and Districts to consider future of FOP, potential Devo Deal with Government and wider growth agenda. | 31/03/25 | In Progress | | All six Oxfordshire Councils signatories to an EOI letter to MHCLG on devolution. Government now indicating likelihood of universal Mayoral Combined Authorities and possibility of local government reorganisation. Devo working group now established with a few key officers - linking in with colleagues in County and Districts. | Mish Tullar |
| | SRR-001-ACE | | | | | | | | | | | | | | | | Emphasis on relationship management to support business as usual cooperation and communications with County and Districts. City taking a less active role on transport matters, though the joint Steering Group with County continues. Closer cross-council working also in progress on sustainability issues and climate change response with expansion of ZCOP to countywide partnership. | 31/12/24 | In Progress | 80% | Mish Tullar | |
| | SRR-001-ACE | | | | | | | | | | | | | | | | Joint working with Pan Regional Partnership. | 31/03/25 | Ongoing | 60% | Mish Tullar | |
| Corporate Property and Assets | SRR-001-CA | Staff recruitment and retention | Inability to recruit and/or retain staff on proposed terms and condition in Property Services(particularly in respect of HRA and compliance). | Terms and conditions of employment are not sufficiently attractive to attract permanent staff. Most other Councils trying to attract similar staff from a small pool of available candidates | Required skills and capacity are not available to deliver required work programmes. | Malcolm PEEK | 4 | 4 | 4 | 5 | 20 | 2 | 4 | R | Remains a challenge to recruit due to industry demand additional issue of staff sickness | | | | | | | |
| | SRR-001-CA | | | | | | | | | | | | | | | | Short term the option is being explored to look at a different way of holding resource with a commissioning model as well as direct delivery by in-house staff. Backfill with temporary staff & contractors where necessary. Use market supplements as necessary. Longer term restructure and recruitment campaign to permanent positions | 31/03/25 | In Progress | 60% | Malcolm PEEK, Tim Martin | |
| Planning Services | SRR-001-CD | Service Failure | Major service failure due to significant loss of ICT, staff etc | Major systems failure - major health pandemic etc | Reduction in staff or premises availability means a reduced service to customers and or a backlog of work to be cleared. | David Butler | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | | | |
| | SRR-001-CD | | | | | | | | | | | | | | | | A single Business Continuity plan is in place. The business plan work is ongoing as part of the service plan. Loss of staff has been managed in a sustainable manner | 31/03/21 | In Progress | 75% | Andrew Murdoch | |
| Planning Services | SRR-001-ED | Regulation of the Private Rented Sector | Opportunity to embed HMO licensing across the City and to regulate the private rented sector | Systems failure/ poor delivery of service; inadequate engagement; non-compliance with regulation/ legislation | Damage to Council reputation and potentially finances; risks to occupiers, neighbours | David Butler | 3 | 4 | 2 | 2 | 4 | 1 | 1 | G | | | | | | | | |
| | SRR-001-ED | | | | | | | | | | | | | | | | Ensure that the HMO Business Plan is robust and up to date | 31/03/21 | Completed | 100% | David Butler | |
| Financial Services | SRR-001-FS | Reputation Management | Failure to deliver an efficient and timely year end process for annual Council Tax and NDR bills, Rents, Garage and leaseholder statements | Lack of resources (staff/finance) Upgrades of software not carried out Single points of failure CTR will be administered through Revenues not Benefits Knowledge of requirements Ability to design templates Legislative requirements not addressed | The biggest risk to the Council is reputational. If the bills and notices are not delivered on time the Council cannot collect income due to it and would suffer reputational damage as a consequence. This risk is low until the process starts again in October | Laura Bessell | 3 | 3 | 1 | 1 | 1 | 1 | 1 | G | | | | | | | | |
| | SRR-001-FS | | | | | | | | | | | | | | | | Management of year end process imperative. with new post and print supplier and new Revenues and Benefits system supplier it is imperative that we work closely with them this year as it will be the first time using both suppliers | 31/03/23 | Completed | 100% | Phillip Mcgaskill | |
| | SRR-001-FS | | | | | | | | | | | | | | | | Develop action plan and monitor. Work with new providers of systems | 31/03/23 | Completed | 100% | Phillip Mcgaskill | |
| Housing Services | SRR-001-HC | Increased Homelessness Costs | Increased costs of provision of temporary accommodation and rent top-up payments. Reduced access to the private rented sector. | Changes to Housing Benefit and Local Housing Allowance regulations, economic climate leading to more severe problems for the customer base. Impacts of the cost of living crisis is likely to see an increase in individuals seeking homelessness assistance. Increased use of B&B accommodation | Additional cost, less effective homelessness prevention work, higher homelessness acceptances | Nerys Parry | 4 | 4 | 5 | 5 | 25 | 4 | 4 | R | | | | | | | | |
| | SRR-001-HC | | | | | | | | | | | | | | | | Undertake a review of our approach to temporary accommodation to ensure faster move-on, informed by the 'Housing First' approach. | 31/03/21 | Completed | 100% | Nerys Parry | |
| | SRR-001-HC | | | | | | | | | | | | | | | | Undertake work to look at options for stock rationalisation of temporary accommodation units. | 31/03/21 | Completed | 100% | Nerys Parry | |
| | SRR-001-HC | | | | | | | | | | | | | | | | Continue to deliver interim accommodation at Canterbury House and YHA. Deploy funding (RSI4) to support move onto longer term accommodation & complete exit strategy; bid for further funding available from MHCLG to help fund provision for rough sleepers. | 31/03/21 | Completed | 100% | Nerys Parry | |
| | SRR-001-HC | | | | | | | | | | | | | | | | Coordinate a corporate approach to homelessness prevention activity through the pandemic and recovery period, and responding to and preparing for to any changes in legislation, e.g. end of eviction ban. | 31/03/21 | Completed | 100% | Nerys Parry | |

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| | SRR-001-HC | | | | | | | | | | | | | | Deliver the Settled Oxfordshire Scheme providing private rented accommodation with support to singles and couples. | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | Deploy Homelessness Prevention Grant uplift in full for 23/24 to invest in front-line homelessness services facing huge demand. | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | Develop and roll out new approaches to providing TA to help lower our B&B use. | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | Continue to improve process and approach in Options/ TA and allocations to ensure rapid move on of cases | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | review of our PRS procurement approach for good PRS supply | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | continue to work closely with Affordable Supply team to ensure demand is informing affordable supply | 31/03/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | close working with neighbours to access Oxford unmet need properties | 30/09/24 | In Progress | | Richard Wood |
| | SRR-001-HC | | | | | | | | | | | | | | expand the number of prevention and relief duties taken to increase access for support for those owned a duty, and ensure good access to future HPG. | 31/03/24 | In Progress | | Richard Wood |
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| | SRR-001-HC | | | | | | | | | | | | | | Expand the number of prevention and relief duties taken to increase access for support for those owned a duty, and ensure good access to future HPG. | 31/03/24 | In Progress | | Richard Wood |
| Planning Services | SRR-002-CD | Unplanned Workload | Unplanned workload leading to reactive response and delay or omission of proactive work | Complaints, added to complexities to existing work, unplanned work demands corporate or external | Delay or omission of programmed work, impact David Butler on quality of work if it is rushed or not checked. Reduction in quality of service to customers | 4 | 3 | 4 | 3 | 12 | 4 | 3 | A | | | | | | |
| | SRR-002-CD | | | | | | | | | | | | | | Improved communications about role and priorities to temper expectations | 31/03/20 | In Progress | 60% | Andrew Murdoch |
| | SRR-002-CD | | | | | | | | | | | | | | Review with line manager over priorities (saying no or re prioritise) | 31/03/20 | In Progress | 60% | Andrew Murdoch |
| | SRR-002-CD | | | | | | | | | | | | | | Ensure time allowed for such work in performance agreements. Reviewed through regular 1.2.1 meetings | 31/03/20 | In Progress | 80% | Andrew Murdoch |
| Financial Services | SRR-002-FS | ICT | OCC not able to deliver the improvements to ICT systems in a timely and manageable manner; Inability to deliver ICT Systems that operate in a controlled and robust manner on a timely basis | ICT workplan not adhered to and delayed; System implementation ineffectual leading to delays and / or poor system design and implementation | Increased inefficiencies in work flow leading to increased manual working and worsening collection rates; controls around the system not robust leading to an increased level of reconciliation or data control issues Project plans overlapping so that there is excessive work for staff over a shortened time period Non-compliance with contractual agreements and non-compliance with external standards such as PCN and PCI-DSS | 2 | 2 | 4 | 3 | 12 | 2 | 2 | A | | | | | | |
| | SRR-002-FS | | | | | | | | | | | | | | Active attendance at project board meetings, planning ahead for projects and being aware of interdependencies | 31/03/23 | In Progress | 50% | Nigel Kennedy |
| | SRR-002-FS | | | | | | | | | | | | | | Involvement of key staff within Financial Services to identify any issues and feed back to the project team | 31/03/23 | In Progress | 50% | Nigel Kennedy |

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| | SRR-002-FS | | | | | | | | | | | | | | | | | Technical Service Development Lead, Lauren Armstrong, is assigned within Incomes Team to ensure improvements are delivered within project plan. Lauren will report progress through to Income Management Team (IMT). Once QL has settled down we will be looking at ways to utilise the system effectively. We have introduced daily snag meetings so that issues are properly recorded and escalated as required | 01/01/23 | Completed | 100% | | Phillip Megaskill |
| Housing Services | SRR-002-HC | Delivery Failure - Affordable Housing | Low delivery rate for affordable housing | Changes to Home's England 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. | Decreased ability to house applicants in greatest need, "silting up" of temporary accommodation, additional costs. Major impacts on quality of life and life chances of population. | Nerys Parry | 3 | 3 | 3 | 4 | 12 | 3 | 2 | A | | | | | | | | | |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Deliver the housing delivery test action plan in Planning. | 31/03/21 | Completed | 100% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Provide a clear and robust response to the governments planning changes through the consultation, changes which would significantly reduce S106 contributions in the city. | 31/12/20 | Completed | 100% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Delivery of regeneration schemes, including Blackbird Leys. | 31/03/23 | In Progress | 20% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Continue to take forward opportunities to purchase S106 dwellings through the HRA. | 31/03/21 | Completed | 100% | | Dave Scholes |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Purchase of Council dwellings from Barton Park development. | 31/03/25 | In Progress | 30% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Reevaluate financial appraisals of development sites and make any adjustment to ensure continued viability. | 31/03/24 | In Progress | 30% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Maximise access to alternative funding programmes - Homes for England, HIF and Housing Growth fund | 31/03/24 | In Progress | 75% | | Dave Scholes |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Implement robust programme and project management arrangements for the Affordable Housing Supply programme, including client-role with respect to the Ox Place programme. | 31/03/24 | In Progress | 75% | | Dave Scholes |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Deliver Ox Place business plan to increase scale and speed of delivery. | 31/03/24 | Ongoing | 30% | | Nerys Parry |
| | SRR-002-HC | | | | | | | | | | | | | | | | | Continuing to work with Registered Providers to enable the delivery of more affordable housing. | 31/03/24 | Ongoing | 75% | | Dave Scholes |
| Corporate Property and Assets | SRR-002-RMP | Income Generation | Income Generation from Property portfolio & Town Hall due to Covid-19 backlog and market forces and cost of living issues | Portfolio is biased towards retail/food and beverage. Market currently patchy | Reduced rent leading to budget pressure | Emma Gubbins | 4 | 4 | 3 | 4 | 12 | 2 | 3 | A | | | | | | | | | |
| | SRR-002-RMP | | | | | | | | | | | | | | | | | Review of events and income generation, development of Town hall events, 1930's block | 31/03/25 | Ongoing | 5% | | Malcolm PEEK |
| | SRR-002-RMP | | | | | | | | | | | | | | | | | Better monitoring system in place and AMS will aid profiling - Constant review of portfolio for regen opportunities | 31/03/25 | Ongoing | | | Emma Gubbins |
| Planning Services | SRR-003-CD | Project Delays | Project delays (service specific) | Poor project management of projects such as LocalPlan, major Development management case, change projects | Reduced performance, missed targets, ultimately delay to delivery of needed housing on the ground. | David Butler | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | | | | |
| | SRR-003-CD | | | | | | | | | | | | | | | | | Clarity of role of project manager in project initiation document | 31/03/20 | In Progress | 100% | | Andrew Murdoch, Rachel Williams |
| | SRR-003-CD | | | | | | | | | | | | | | | | | Regular reports to Board | 31/03/20 | In Progress | 100% | | Andrew Murdoch, Rachel Williams |
| Corporate Property and Assets | SRR-003-CP | Income reduction due to condition of properties | Inability / delay in letting or increased incentives | Stock returned in poor condition , increased forfeiture | Reduced or delayed rent leading to budget pressure | Malcolm PEEK | 4 | 2 | 4 | 4 | 16 | 2 | 3 | R | | | | Tight project management and good reporting from project manager | 31/03/20 | In Progress | 100% | | Andrew Murdoch, Rachel Williams |
| | SRR-003-CP | | | | | | | | | | | | | | | | | Stock condition surveys, AMS, regular and improved inspection regime,Void property process | 31/03/22 | Ongoing | | | Jonathan Wright |
| Financial Services | SRR-003-FI | Failure to recruit and retain key staff | Insufficient quality of applicants to vacancies, current key staff leave to better opportunities | Current pay scales not attractive, reputation of Council will not attract new recruits | Vacant posts remain vacant, and existing posts become vacant. Further pressure is put onto remaining staff to fulfil extra tasks | Nigel Kennedy | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | | | | |
| | SRR-003-FI | | | | | | | | | | | | | | | | | Development of staff internally, providing development opportunities to existing staff, and providing suitable training to all | 31/03/21 | Ongoing | 100% | | Nigel Kennedy |
| | SRR-003-FI | | | | | | | | | | | | | | | | | Ensure Team Leaders and Managers communicate with staff on a regular basis in the current remote working set-up | 31/03/21 | Ongoing | 100% | | Nigel Kennedy |
| | SRR-003-FI | | | | | | | | | | | | | | | | | For recruitment to all vacancies, review the job content, specification and pay, exploring different markets to advertise | 31/03/21 | Ongoing | 100% | | Nigel Kennedy |
| Planning Services | SRR-004-CD | External Delays | Delays to Council projects caused by outside agencies | Delays by outside agencies - County Council, Consultees, National and Regional Government, other agencies like PINS | Reduced performance, missed targets | David Butler | 4 | 4 | 4 | 4 | 16 | 4 | 4 | R | | | | | | | | | |
| | SRR-004-CD | | | | | | | | | | | | | | | | | High level intervention if necessary. Greater collaboration is in place on key projects and a proactive approach to intervention/communications | 31/03/20 | In Progress | 75% | | Andrew Murdoch |
| | SRR-004-CD | | | | | | | | | | | | | | | | | Monitoring of applications/ processes/ programmed projects in hand and delays | 31/03/20 | In Progress | 75% | | Andrew Murdoch |
| Corporate Property and Assets | SRR-004-CP | Property Related Compliance Failure | Property in General fund becoming non-compliant resulting in Health & Safety failure | Lack of monitoring and management | Risk of hazard to people or property, unable to let properties so reduced income . | Malcolm PEEK | 3 | 3 | 4 | 2 | 8 | 2 | 2 | A | | | | | | | | | |
| | SRR-004-CP | | | | | | | | | | | | | | | | | Additional recruitment of team members and development plan in place to review all areas of building related items | 31/03/25 | Completed | Complete team in place | | Malcolm PEEK |
| | SRR-004-CP | | | | | | | | | | | | | | | | | New AMS module - ongoing review of compliance data and processes | 31/03/25 | Completed | AMS and alternative being reviewed but now part of Central H&S not only PS | | Malcolm PEEK |
| Financial Services | SRR-004-CS | Welfare Reform | Implementation of Universal Credit roll-out and the additional effects of welfare reform and impact of changes to claimants benefit continue. Council Tax, Rents and Business Rates collection performance deteriorates | Welfare reform and changes to legislation We now know this will be fully rolled out by 2025. | Decline in service performance, overpayments occur and revenue and rent income streams are reduced. | Laura Bessell | 3 | 2 | 2 | 1 | 2 | 1 | 1 | G | | | | | | | | | |
| | SRR-004-CS | | | | | | | | | | | | | | | | | Work with other OCC teams to manage migration alongside DWP | 31/03/25 | In Progress | 80% | | Laura Bessell |
| | SRR-004-CS | | | | | | | | | | | | | | | | | Date now given for completion is 2025 | | | | | |

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| | SRR-004-CS | | | | | | | | | | | | | | Implement Generic working across teams | 31/03/25 | In Progress | 80% | | Laura Bessell |
| | SRR-004-CS | | | | | | | | | | | | | | Monitor and review monthly performance figures | 31/03/25 | Completed | 95% | | Laura Bessell |
| Financial Services | SRR-005-FI | Treasury Management | Safety of investments | Current economic climate and prolonged volatility in financial markets; banks and other investment institutions not being robust enough to survive future economic changes | Loss of principal investments placed | Bill Lewis | 5 | 3 | 5 | 2 | 10 | 5 | 2 | A | | | | | | |
| | SRR-005-FI | | | | | | | | | | | | | | Ensure a robust process of monitoring counterparty changes is carried out | 31/03/23 | Ongoing | 100% | | Bill Lewis |
| | SRR-005-FI | | | | | | | | | | | | | | Ensure that the TM Strategy is robust and does not allow principal investments to be put at risk | 31/03/23 | Ongoing | 100% | | Bill Lewis |
| | SRR-005-FI | | | | | | | | | | | | | | Financial provision set aside for movement in property fund price | 31/03/23 | Ongoing | 100% | | Bill Lewis |
| | SRR-005-FI | | | | | | | | | | | | | | Management information provided Head of Service on a monthly basis | 31/03/23 | Ongoing | 100% | | Bill Lewis |
| | SRR-005-FI | | | | | | | | | | | | | | The investment policy ensures all our investments have a financial limit and have a maximum investment period per counterparty | 31/03/23 | Ongoing | 100% | | Bill Lewis |
| Community Services | SRR-005-LP | Service standards and quality provision | Service not delivering quality services | Lack of resources and employee deployment. Fragile procedures, process and delivery mechanisms. Internal and external monitoring and auditing principles not robust | Failure to achieve industry recognised accreditation (i.e. Quest, Green Flag, ISO). Increased costs. Corporate and service objectives fail to be delivered. Reputational damage. Reduced ability to draw down external funding | Hagan Lewisman | 3 | 3 | 3 | 2 | 6 | 3 | 4 | G | | | | | | |
| | SRR-005-LP | | | | | | | | | | | | | | Monitor through service delivery and stakeholder meetings | 31/03/17 | Ongoing | 100% | | Hagan Lewisman |
| | SRR-005-LP | | | | | | | | | | | | | | Timely action through systematic methodology, procedures and internal and external audits | 31/03/17 | Ongoing | 100% | | Hagan Lewisman |
| Planning Services | SRR-006-CD | Income Targets | Non achievement of income targets | Impact of recession/Brexit/Other macro-economic issues - falling number of planning applications, visitor spend etc | Not meet budget estimates, Deficit in corporate budget. Ultimately impact on resources available to the council to provide services | David Butler | 4 | 4 | 3 | 3 | 9 | 2 | 3 | A | Workforce planning and employee development and training regimes | 31/03/17 | Ongoing | 100% | | Hagan Lewisman |
| | SRR-006-CD | | | | | | | | | | | | | | Review of Building Control service over 2018/19 | 31/03/20 | Completed | 100% | | David Butler |
| | SRR-006-CD | | | | | | | | | | | | | | Promoting services, raise fees and charges, secure planning performance agreements to achieve income and meet targets | 14/10/21 | Ongoing | 100% | | David Butler |
| Corporate Property and Assets | SRR-006-CP | Quality of Data and Property Knowledge | Data Management processes improvement | No asset management system in place to store and analyse data. | Unable to plan or programme work in a timely fashion, delays in letting of properties and potential non-compliance. Risk of decreased insurance cover or increased premium costs | Malcolm PEEK | 3 | 3 | 4 | 4 | 16 | 2 | 2 | R | Implementation of Asset Management system enabling programming of works arising from Stock condition survey. Enables compliance and works programmes | 31/03/25 | Completed | | Team structure and systems improvements | Malcolm PEEK |
| | SRR-006-CP | | | | | | | | | | | | | | More efficient data management | 30/09/24 | In Progress | 60% | | Jonathan Wright |
| Law and Governance | SRR-006-LG | Resilience of Service | Inability to effectively deliver services required by the Council to deliver and support statutory and non-statutory functions with a direct impact on risk, compliance and income to the Council. | Inability to retain and recruit lawyers to permanent post, leaving service dependent on locum resources and therefore exceeding salary budget | Reputational damage; adverse costs; greater reliance on external services and therefore increased costs. Ability to meet Council's own requirements prejudiced. | Emma Jackman | 5 | 5 | 4 | 4 | 16 | 4 | 4 | R | | | | | | |
| | SRR-006-LG | | | | | | | | | | | | | | Focused recruitment processes, reviewing posts which we struggle to recruit to and taking steps to address and targeted use of locums. | 31/03/24 | In Progress | 70 | | Emma Griffiths |
| | SRR-006-LG | | | | | | | | | | | | | | Trainee Solicitor apprentice recruited | 31/03/23 | Completed | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Succession plan in place to ensure continuity of service provision given potential retirements amongst senior staff; | 31/03/23 | Completed | 80% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Level of service to be provided to Council companies agreed & monitored, demand managed & workloads monitored | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Continuous professional development legal training programme maintained and team participation encouraged | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Regular team briefings held | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | AEA Forum monitoring by senior colleagues around the country. Replies to queries swift. AEA consultancy arm accessible. | 31/03/23 | Ongoing | 100% | | Martin John |
| | SRR-006-LG | | | | | | | | | | | | | | Electoral Services has good relationships with neighbouring and country wide authorities to whom they could turn for advice. Contacts and numbers are on the board in the elections office and maintained in a central record | 31/03/23 | Ongoing | 100% | | Martin John |
| | SRR-006-LG | | | | | | | | | | | | | | Legal Hub and other collaboration arrangements maintained | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Level of service to be provided to external organisations agreed and monitored | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-006-LG | | | | | | | | | | | | | | Written procedures, shadowing and cross-skilling in Committee Services | 31/03/24 | Ongoing | 75% | | Jonathan Malton |
| Planning Services | SRR-007-CD | Government legislation, Democracy and Localism Bill | Substantial changes to the planning system. Relaxation of Change of Use, Prior Approval regime extended | Government legislation leading to need to redesign processes | Lack of capacity to meet changes coming from government, undermining of the delivery of local policy objectives (e.g. protection of key employment sites). Neighbourhood Plans put pressure on resources and/or seek to challenge City Council | David Butler | 4 | 4 | 4 | 4 | 16 | 4 | 4 | R | | | | | | |
| | SRR-007-CD | | | | | | | | | | | | | | Maintain responsiveness and plan for change. Make robust representations to Government where appropriate. Maintain a dialogue with groups wishing to bring forward Neighbourhood Plans. | 31/03/19 | Ongoing | 100% | | David Butler |
| Community Services | SRR-007-LP | Insufficient revenue and capital for each proposed development | Insufficient revenue and capital for each proposed development | Current economic climate/Comprehensive spending review | Developments do not take place | Hagan Lewisman | 3 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |

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| SRR-010-LP | | | | | | | | | | | | | | | Lead Officer with experience, knowledge and understanding of compliance. Monitor through service delivery meetings. Performance and pay mechanisms for the leisure provider. Timely action through systematic methodology and procedures. Review ODS governance. | 01/04/23 | Ongoing | 70% | Peter Matthew |
| Community Services | SRR-011-CS | Hinksey heated Outdoor Pool Cover | Incident, injury, vandalism cost liability and negative publicity. | Unauthorised access to the facility and a pool cover installation; Pool cover not operated by the end user as intended (i.e. leisure provider); | Risk of serious incident or injury; Cost liability to the council; Negative PR to the council; Utility and carbon savings not achieved inline with any funding agreement; Un-budgeted R&M or Lifecycle replacement costs to the council; Challenge from the leisure provider; Contract management relationship with the leisure provider. | Peter Matthew | 2 | 4 | 4 | 2 | 8 | 3 | 3 | A | | | | | |
| | SRR-011-CS | | | | | | | | | | | | | | Higher security fencing in an area where there have been regular incursions | 06/12/21 | In Progress | | David Morrell |
| | SRR-011-CS | | | | | | | | | | | | | | Signage externally and in the pool area highlighting risks | 31/12/21 | In Progress | | David Morrell |
| | SRR-011-CS | | | | | | | | | | | | | | Additional lighting | 31/12/21 | In Progress | | David Morrell |
| | SRR-011-CS | | | | | | | | | | | | | | Positive Client / Contract relationship with the leisure provider | 31/03/24 | Ongoing | The Leisure Decarbonisation Project Team (LDPT) are progressing options and costs for mitigating risks. Communication is continuing with Fusion. Fusion representatives have been included in part of the mitigation conversations. The LDPT (Officer decision paper completed) have instructed the Councils contractor to progress with installation. | James Baughan |
| | SRR-011-CS | | | | | | | | | | | | | | Client Audit inspections | 31/03/24 | Completed | *As the pool cover has been formally abandoned, this risk can be closed* Additional security fencing has been installed along the outer perimeter metal fence; nursery fencing has rollers installed. Warning signage has gone up and additional defensive hedging should be planted in the autumn. Anti-climb paint has been applied (June 2024). Working with TVP and Community Safety, 'police operation in progress' signs are on display and patrols of the area being increased. Further access deterrents, including an out of hours motoring system, is due to be installed by the new operator in the coming weeks. The pool cover has been abandoned, which reduces the overall risk, however we continue to do what we can to reduce incursions. | James Baughan |
| Housing Services | SRR-011-HC | ICT re-investment projects - delivery failure | Risks relating to the delivery of ICT projects following the ICT Strategic Review, including cost over-runs; project resourcing capacity (operational and technical); delivery timetable delays; quality or specification/ procurement/ provider issues; etc. | Project over-runs or service objectives not achieved through proposed procurement. | Delays in implementation of the Customer Portal impacting the CBL system, online housing application and the enhanced housing options along with the Versaa mobile. Additional administration requirements for operation staff whilst we await a self serve option for tenants and applicants. | Nerys Parry | 3 | 3 | 3 | 3 | 9 | 2 | 3 | A | | | | | |
| | SRR-011-HC | | | | | | | | | | | | | | Deliver a replacement Housing System. System is live but with a number of work arounds in place and full functionality not delivered. Aiming for steady state in autumn 2021 and full functionality in May 2022. | 31/05/21 | Completed | 100% | Bill Graves |
| | SRR-011-HC | | | | | | | | | | | | | | Procurement of mobile data solutions completed and mobile devices rolled out across front facing teams, bespoke forms developed to enable Versaa to be utilised. | 01/12/23 | In Progress | Update 03/01/25 - ICT have the Sims and are arranging configuration for users ahead of distribution. Versaa PEEPs form is live and in use. Further development of over 20 bespoke forms in Versaa test environment which will be released for use from Feb onwards. Update 08/10/24 - still waiting for the Sims from Virgin/O2 with ICT leading. Some Aareon action still needed for PEEPs forms to go live. Update 02/09/24 - Versaa has been installed in the live environment. Final testing on PEEP form underway ahead of pilot. Tenancy Versaa form handed over by Aareon for familiarisation/testing. Waiting for Virgin/O2 data sims. Update 01/08/24 - Expected that Versaa will be live for OCC mid August. Update 03/06/24 - First batch of Samsung tablets rolled out to users. Final batch with ICT for fulfillment (Planet IT configuring devices). Virgin/O2 | Bill Graves |

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| | SRR-011-HC | | | | | | | | | | | | | | | | | Implement the Customer Portal and continue to develop full functionality. | 31/03/24 | In Progress | Update 03/01/25 - The comms campaign was launched in December with press release, posters, flyers etc. Phase 2 of implementing further functionality to continue from Jan 25. 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 01/08/24 - Issues with Aareon resolved. Expected soft go-live in mid August with comms push once the QL Board approves the comms launch. The Tenant Portal configuration is complete and UAT is complete. QL Board agreed to go live. Awaiting deployment in the live | Bill Graves |
| | SRR-011-HC | | | | | | | | | | | | | | | | | Complete procurement of MRI (or alternative provider) and begin implementation of CBL portal, online applications and enhanced housing options | 31/03/24 | In Progress | | Richard Wood |
| | SRR-011-HC | | | | | | | | | | | | | | | | | Procurement of mobile data solutions completed and mobile devices rolled out across front facing teams, bespoke forms developed to enable Versaa to be utilised. | 31/03/24 | In Progress | First batch of devices rolled out to Housing Needs and Landlord Services staff. Second batch (ASBIT/CRT, Property) to be requested. Delay in implementing usage caused by contractual issues with O2 being able to provide 10GB roaming sims. Expected April/May 2024. Update 03/06/24 - First batch of Samsung tablets rolled out to users. Final batch with ICT for fulfillment (Planet IT configuring devices), Virgin/O2 mobile data sims due for dispatch mid June (ICT). Versaa environment in final configuration ahead of go-live. Versaa consultant appointed. First forms in various stages of development (PEEP complete, Personal FRA in test, Tenancy Update in development). | Bill Graves |
| | SRR-011-HC | | | | | | | | | | | | | | | | | Implement the Customer Portal and continue to develop full functionality. | 31/03/24 | In Progress | Update 02/09/24 - Test to live cutover scheduled for 09/09. Soft launch on live on 11/09 with Ambassadors and then new tenants for four weeks. QL Board will decided go/no-go for significant comms launch. | Bill Graves |
| | SRR-011-HC | | | | | | | | | | | | | | | | | Complete procurement of MRI (or alternative provider) and begin implementation of CBL portal, online applications and enhanced housing options | 31/03/24 | In Progress | | Bill Graves |
| Community Services | SRR-011-LP | Loss of key staff members | Prolonged absence or badly planned leave may result in the service area not delivering on its objectives | Staffing structure quite tight, meaning that there can be resource issues | Non delivery of service objectives | Peter Matthew | 3 | 4 | 3 | 4 | 12 | 3 | 3 | A | | | | | | | | |
| | SRR-011-LP | | | | | | | | | | | | | | | | | Monitor through service delivery meetings | 23/04/21 | Ongoing | 100% | Hagan Lewisman |
| Law and Governance | SRR-012-LG | External Legal Resources | External legal costs exceed budget | Unpredictability of costs which may arise. Due to increase demand in client departments for legal support, capacity issues continue which has an impact on ELA requirements. Inability to use usual procurement route of EM Lawshare Framework meaning using higher priced frameworks as an alternative. | Budgetary pressure | Emma Griffiths | 3 | 4 | 3 | 3 | 9 | 3 | 2 | A | | | | | | | | |
| | SRR-012-LG | | | | | | | | | | | | | | | | | EM Lawshare framework arrangement enables more robust budgeting | 31/03/23 | Ongoing | 100% | Emma Jackman |
| | SRR-012-LG | | | | | | | | | | | | | | | | | Close liaison with internal clients to secure appropriate budget for projects requiring external legal services | 31/03/23 | Ongoing | 100% | Emma Jackman |
| | SRR-012-LG | | | | | | | | | | | | | | | | | Use of external legal advisors limited & controlled (prior approval of Head of Service/Legal Services Manager required); presumption - internal legal team to be relied upon unless no expertise/resource | 31/03/23 | Ongoing | 100% | Emma Jackman |
| | SRR-012-LG | | | | | | | | | | | | | | | | | Active management of budget & issues of concern flagged at budget monitoring meetings | 31/03/23 | Ongoing | 100% | Emma Jackman |

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| Community Services | SRR-012-LP | Insufficient resource and market demand to deliver financial plan | A stringent focus is on this work, although the macro env continues to increase the challenges. There is a risk of there not being enough resource (staff time), and/or market demand to deliver the level required | Not enough staff time / insufficient demand for additional activities | Reduced delivery of efficiencies | Peter Matthew | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | |
| | SRR-012-LP | | | | | | | | | | | | | | Undertake feasibility works and monitor through SPM | 23/04/21 | In Progress | 90% | Hagan Lewisman |
| Planning Services | SRR-013-ED | Public Health Protection | Threats to public health eg., from food borne communicable disease | Uncontrolled spread of diseases; illness and possible deaths; damage to Council reputation. | Failure to adequately control/respond to outbreaks. | David Butler | 4 | 4 | 3 | 3 | 9 | 3 | 3 | A | | | | | |
| | SRR-013-ED | | | | | | | | | | | | | | Competent and experienced specialist staff, effective links with Public Health & the UKHSA; protocols for outbreak and control. | 31/03/24 | In Progress | 90% | David Butler |
| Housing Services | SRR-013-HP | Property Related Health and Safety Failure | Property related health and safety failure (HRA) | Lack of statutory compliance. Potential for system failure. Particular focus on lower blocks compliance. | Occupiers put at risk. Prosecution of Oxford City Council. | Steve Stansfield | 4 | 2 | 3 | 2 | 6 | 2 | 1 | G | | | | | |
| | SRR-013-HP | | | | | | | | | | | | | | Ongoing monitoring and surveillance of property to ensure compliance | ##### | In Progress | 50% | Malcolm PEEK |
| Housing Services | SRR-014-HC | Delivery Failure - Adult Homeless Pathway Transformation programme. | Risks relating to the delivery on time of the Alliance transformation programme to provide sufficient reprofiled services of good quality across the County. | Project over-runs or service objectives not achieved through proposed approach and subsequent procurement. Reduction in funding from DLUHC. High inflation increasing costs for providers causing services to be reduced. | Increased rough sleepers; more statutory homeless presentations; the need for increased City Council investment to maintain quality services, etc. | Nerys Parry | 3 | 3 | 4 | 4 | 16 | 3 | 3 | R | | | | | |
| | SRR-014-HC | | | | | | | | | | | | | | Submit new funding bid to MHCLG (NSAP). | 31/03/21 | Completed | 100% | Nerys Parry |
| | SRR-014-HC | | | | | | | | | | | | | | Implement new funding for move-on accommodation made available through government funding schemes, SHAP & RSI. | 31/03/21 | In Progress | 80% | Richard Wood |
| | SRR-014-HC | | | | | | | | | | | | | | Senior officer and Member commitment to on-going joint working with the County, Districts and others around transformation programme, including future financial and commissioning arrangements, and Countywide Strategy. | 31/03/24 | In Progress | 80% | Richard Wood |
| | SRR-014-HC | | | | | | | | | | | | | | Work with Alliance and commissioning partners to ensure that service provision and access to accommodation is transformed in line with the countywide strategy, including moving to a housing-led and more person centered approach. | 31/03/24 | In Progress | | Richard Wood |
| | SRR-014-HC | | | | | | | | | | | | | | Continue to work closely with DLUHC and St Mungo's regarding future of a Somewhere safe to stay provision in Oxford | 31/03/24 | In Progress | | Richard Wood |
| | SRR-014-HC | | | | | | | | | | | | | | Work with Alliance and commissioning partners to ensure that service provision and access to accommodation is transformed in line with the countywide strategy, including moving to a housing-led and more person centred approach. | 31/03/25 | In Progress | | Richard Wood |
| | SRR-014-HC | | | | | | | | | | | | | | Continue to work closely with DLUHC and St Mungo's regarding future of a Somewhere safe to stay provision in Oxford | 31/03/24 | In Progress | | Richard Wood |
| Financial Services | SRR-015-FI | Budget Management | Inability to forecast outturn effectively due to limited or incorrect information | There are significant efficiency savings and service reductions across the board as a result of budget process, and these may be difficult to deliver, or to understand if they will be delivered timely. | Increased use of balances or further reductions to be identified | Andrew Friar | 2 | 2 | 2 | 2 | 4 | 2 | 2 | G | | | | | |
| | SRR-015-FI | | | | | | | | | | | | | | Regular forecast updates ensure the Council stays within budget | 31/03/23 | In Progress | 50% | Nigel Kennedy |
| | SRR-015-FI | | | | | | | | | | | | | | Robust challenges by MAs and BPs during the budget monitoring process | 31/03/23 | In Progress | 50% | Nigel Kennedy |
| Community Services | SRR-015-LP | Safeguarding | Safeguarding vulnerable groups including children. | Poor training off and recognition of safeguarding principals. Poor monitoring and compliance regimes | Risk to Council reputation. Risk of allegation. Risk to public safety | Hagan Lewisman | 4 | 3 | 4 | 2 | 8 | 4 | 2 | A | | | | | |
| | SRR-015-LP | | | | | | | | | | | | | | Staff Training | 30/06/21 | In Progress | 95% | Hagan Lewisman |
| | SRR-015-LP | | | | | | | | | | | | | | Lead Officer with experience, knowledge and understanding of compliance requirements. | 22/04/21 | Ongoing | 100% | Hagan Lewisman |
| | SRR-015-LP | | | | | | | | | | | | | | Relevant and timely processing of criminal record checks | 22/04/21 | Ongoing | 100% | Hagan Lewisman |
| | SRR-015-LP | | | | | | | | | | | | | | Timely action and monitoring through systematic methodology and procedures | 22/04/21 | Ongoing | 100% | Hagan Lewisman |
| Law and Governance | SRR-016-LG | ICT | Reliance on ICT and System Failures - Modgov, Iken, IDOX and eCase. Also need to move Legal to a cloud based version of IKEN so that they can be migrated to O365 without delay. | Insufficient support for critical systems and lack of timely roll out of appropriate device solution for Members | Officers and Members operating inefficiently or being frustrated in the discharge of their roles | Emma Jackman | 4 | 4 | 3 | 3 | 9 | 3 | 2 | A | | | | | |
| | SRR-016-LG | | | | | | | | | | | | | | Electoral Services are developing contingency plans in the event of ICT failures | 31/03/24 | In Progress | 80% | Martin John |
| | SRR-016-LG | | | | | | | | | | | | | | Committee Services have contingency plans in place for ICT failures | 31/03/24 | Ongoing | 40% | Jonathan Malton |
| | SRR-016-LG | | | | | | | | | | | | | | Close liaison with ICT; articulation of the needs of Members; Iken upgrade implemented | 31/03/23 | Ongoing | 100% | Emma Jackman |
| | SRR-016-LG | | | | | | | | | | | | | | Escalation of issues as they arise using the Service Desk Portal | 31/03/23 | Ongoing | 100% | Emma Jackman |
| | SRR-016-LG | | | | | | | | | | | | | | Moving to cloud based solutions for each of the ICT systems – Elections and Info Governance done, IKEN and Mod.gov to be progressed | 31/03/23 | Ongoing | 50% | Emma Jackman |

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| | SRR-021-FS | | | | | | | | | | | | | | | | | Resilience contract in place with Reigate and Banstead Council for assistance when needed. Use of master vend recruitment agency where required. | 31/03/25 | In Progress | 75.00% | | Scott Warner |
| Law and Governance | SRR-022-LG | Budgetary issue | Increase in the cost of postage causing budget pressures | The rise in the cost of postage has increased in recent years (with another in-year rise of 15% due) | Pressure on budgets beyond what is acceptable | Martin John | 3 | 3 | 3 | 3 | 9 | 3 | 1 | A | | | | | | | | | |
| | SRR-022-LG | | | | | | | | | | | | | | | | | A bid will be submitted to the Council to increase the postal element of the electoral services budgets (both elections and elec reg) | 29/02/24 | In Progress | | | Martin John |
| Law and Governance | SRR-023-LG | Voter ID provisions | Issues around the introduction of voter ID measures, due in Oxford in May 2024 (or any preceding by-elections) | The provisions within the Elections Act 2022 mean that the Council's RO has to put in place systems to allow the production of ID in order for an elector to vote at a polling station. | Potential issues with ID, training staff, getting the message out to electors about the new measures and the availability of VACs if they have no valid ID | Caroline Green | 4 | 4 | 4 | 3 | 12 | 4 | 2 | A | | | | | | | | | |
| | SRR-023-LG | | | | | | | | | | | | | | | | | Project Group formed, inc the CX/RO, Elections Team and Comms. Elections Team worked at other Oxon districts in May 23, already sent leaflet with CCA/CCBs, engagement plan in development. | 31/05/24 | In Progress | | | Martin John |
| Law and Governance | SRR-024-LG | FOIA and DPA compliance | Failure to comply with statutory deadlines in terms of information Requests and Data Subject Access Requests. Failure to properly manage personal data. | Failure of other council departments and officers to contribute and approve in timescales required | Reputation risk, ICO action could result. | Emma Jackman | 3 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | | | | |
| | SRR-024-LG | | | | | | | | | | | | | | | | | Set up the new management system for information governance to ensure reminders, prompts, and communications managed with internal teams | 31/03/24 | In Progress | | | Emma Griffiths |
| | SRR-024-LG | | | | | | | | | | | | | | | | | Corporate training (compulsory) to be pushed to ensure that the council has maximum take up | 31/03/24 | In Progress | | | Emma Griffiths |
| | SRR-024-LG | | | | | | | | | | | | | | | | | Undertake departmental audits of data retention and tie in with migration to One Drive and SharePoint | 31/03/24 | In Progress | | | Emma Griffiths |
| | SRR-024-LG | | | | | | | | | | | | | | | | | Review retention policies and processes going forward to ensure future management of information is properly undertaken | 01/10/24 | In Progress | | | Emma Griffiths |
| Law and Governance | SRR-025-LG | Data Protection | Data Protection Breach and Non-Compliance with Data Protection Law | Failure of the organisation to adhere to data protection law would cause issues for the team in terms of capacity and work implications | Increased workload on a small team. Organisation could suffer reputational damage and/or have fines levied against them by ICO. Reputational risk for Service & Council Financial penalties for Council & employees. Potential litigation against Council with damages/adverse costs | Emma Jackman | 4 | 3 | 4 | 3 | 12 | 3 | 3 | A | | | | | | | | | |
| | SRR-025-LG | | | | | | | | | | | | | | | | | GDPR Action Plan Review - What next | 31/10/22 | In Progress | 60% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Manage Actions of Law and Governance Service Action Plan on an ongoing basis. Reviewed annually with the Service Action Plan | 31/03/24 | Ongoing | 70% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Prepare guidance, policies and procedures | 31/03/22 | In Progress | 60% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Provide data protection legal support as required | 31/03/23 | In Progress | 60% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Ensure L&G Service complies with corporate policies and guidelines on data protection and ICT security | 31/03/23 | Ongoing | 100% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Meet corporate training requirements | 24/03/22 | In Progress | 10% | | Emma Jackman |
| | SRR-025-LG | | | | | | | | | | | | | | | | | Properly respond to data subject access requests | 31/03/22 | In Progress | 80% | | Emma Jackman |
| Community Services | SRR-028-PCC | Sponsorship | Failure to achieve sponsorship income targets | Business climate. | Difficult to sustain city events and cultural activity on an annual basis. | Paula Redway | 4 | 2 | 2 | 2 | 4 | 1 | 2 | G | | | | | | | | | Peter Matthew |
| | SRR-028-PCC | | | | | | | | | | | | | | | | | £4K advertising secured for May Morning 2024 - will try to develop the relationship with Landsec and Red Bull to increase for 2025. Development Board seeking sponsorship for MOX. | 31/03/25 | Ongoing | 55% | | Paula Redway |
| | SRR-028-PCC | | | | | | | | | | | | | | | | | All members of the team engage in sponsorship - £4K has been raised recently for the Festive lighting in Gloucester Green over a 3 year period. Target met for this year | 31/03/21 | Completed | 100% | | Paula Redway |
| Financial Services | SRR-034-BIT | Procurement | Risk of challenge | Failure to follow best practice | Reputation of Council. Financial penalty. Poor decision making and financial loss due to potentially awarding a contract to the wrong supplier. Potential delays in achieving organisational objectives as a result of challenge and if decision set aside | Annette Osborne | 3 | 3 | 4 | 4 | 16 | 3 | 3 | R | No change, risk remains as is | | | | | | | | |
| | SRR-034-BIT | | | | | | | | | | | | | | | | | Clear and unambiguous best practice guidance and templates readily available, providing an advisory service for procurements below £100k. | 31/03/21 | Ongoing | 100% | | Annette Osborne |
| | SRR-034-BIT | | | | | | | | | | | | | | | | | Development and monitoring of a forward plan to identify potential high risk areas (early intervention) | 31/03/21 | Ongoing | 100% | | Annette Osborne |
| | SRR-034-BIT | | | | | | | | | | | | | | | | | Evaluation panels include a cross selection of officers and professional staff, proportionate to the value and risk of the contract being tendered | 31/03/21 | Ongoing | 100% | | Annette Osborne |
| | SRR-034-BIT | | | | | | | | | | | | | | | | | Providing up to date and relevant training to commissioners | 31/08/18 | Ongoing | 100% | | Annette Osborne |
| | SRR-034-BIT | | | | | | | | | | | | | | | | | Regular monitoring of spend and contracts that need to be re tendered and are not allowed to be rolled on | 31/03/21 | Ongoing | 100% | | Annette Osborne |
| Business Improvement | SRR-039-BIT | Corporate Management | Managers not equipped to meet the changing needs of the organisation | Development of Fit for the Future Programme, gives new accountabilities and responsibilities for Leaders | If not addressed service improvements and efficiencies not delivered | Helen Bishop | 3 | 2 | 2 | 2 | 4 | 2 | 2 | G | | | | | | | | | |
| | SRR-039-BIT | | | | | | | | | | | | | | | | | HR Support & Business Partners review processes to support organisation and deliver revised service supported by SLA Leadership development programme | 31/03/24 | Completed | 100% | | Helen Bishop |
| | SRR-039-BIT | | | | | | | | | | | | | | | | | | | | | | Gail Malkin |
| | SRR-039-BIT | | | | | | | | | | | | | | | | | Review key policies and deliver relevant training | 31/03/24 | Completed | | | Gail Malkin |

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| Business Improvement | SRR-040-BIT | People team | Resources insufficient to meet the growing demands of service | The work demands over which we have no control, such as new starters, pension queries, employee turnover and increasing numbers of payroll transactions, is putting additional pressure on the operations work of the team. Additional temporary resource is coming to an end without efficiency savings having been met, partly due to the ASM platform not leading to time savinas. | Service quality is dropping and team is reporting workload pressures and work-related stress. Will need to cut back on service offered and extend service standard delivery times. | Gail Malkin | 3 | 3 | 2 | 3 | 6 | 2 | 2 | G | Have made budget bid to increase operations resources. | We are seeking to improve resources in operations team and move workflows to iTrent and away from ASM. | 31/03/25 | in progress | 10% | Gail Malkin |
| | SRR-040-BIT | | | | | | | | | | | | | | We are seeking to improve resources in operations team and move workflows to iTrent and away from ASM. | 31/03/25 | In Progress | 50% | Gail Malkin | |
| Business Improvement | SRR-041-BIT | People team | Loss of key talent | Reliance on individual contributors with no cover as team is small. Example - one recruitment consultant if she left - we would have a limited and reduced recruitment service until replaced | difficulty filling hard-to-recruit roles and longer time to recruit times more generally | Gail Malkin | 3 | 3 | 2 | 3 | 6 | 2 | 2 | G | | Maintain People Team as a "great place to work" where individuals are respected, trusted, have meaningful work and are well supported. | ongoing | in progress/ongoing | 90% | Gail Malkin |
| | SRR-041-BIT | | | | | | | | | | | | | | Maintain People Team as a "great place to work" where individuals are respected, trusted, have meaningful work and are well supported. | 31/03/25 | In Progress | 90% | Gail Malkin | |
| Business Improvement | SRR-042-BIT | People team | Data protection legal compliance | Historical poor administration practices and pressures of work have meant that data has not been managed in line with data retention schedules. | non-compliance with data protection law | Gail Malkin | 3 | 3 | 2 | 3 | 6 | 2 | 2 | G | | Plan in place to tackle data cleansing of records including electronic and paper. | ongoing | in progress/ongoing | 40% | Gail Malkin |
| | SRR-042-BIT | | | | | | | | | | | | | | Plan in place to tackle data cleansing of records including electronic and paper. Electronic complete. | 31/03/25 | In Progress | 75% | Gail Malkin | |
| Business Improvement | SRR-044-BI | Budget pressures | Budget pressures in Customer Services, including Customer Contact and Corporate Support teams | Increased workload Improvements not delivered to improve services and reduce resource requirement Insufficient funding for workforce | Service savings not acheived | Helen Bishop | 3 | 3 | 2 | 2 | 4 | 2 | 2 | G | | | | | | |
| | SRR-044-BI | | | | | | | | | | | | | | Tight establishment control in conjunction with Finance | 31/03/25 | In Progress | 80% | Helen Bishop | |
| | SRR-044-BI | | | | | | | | | | | | | | Corporate governance of CEX programme to include regular monitoring and escalation where appropriate | 31/03/25 | In Progress | | Helen Bishop | |
| Community Services | SRR-CoS001 | Decarbonisation Programme - Impact to leisure operator & service provision | Impact to leisure operator & service provision from the programme of works for the decarbonisation of council community assets | Full or partial facility closures to deliver the decarbonisation and enabling programme of works, within the PSDA (Salix) timelines. | Impact on the councils MTFP; Compensation claim from the leisure operator; Reputational risk to the council; interim reduction in wellbeing & resilience opportunities for our communities and residents. | Hagan Lewisman | 4 | 4 | 1 | 2 | 2 | 1 | 1 | G | | | | | | |
| | SRR-CoS001 | | | | | | | | | | | | | | Asbestos in the Ferry pool plant & boiler area | 30/08/21 | Completed | 100% | Peter Matthew | |
| | SRR-CoS001 | | | | | | | | | | | | | | Additional money in capital budget to cover if required | | Completed | 100% | Peter Matthew | |
| | SRR-CoS001 | | | | | | | | | | | | | | Delivery timelines | | Completed | 100% | Peter Matthew | |
| | SRR-CoS001 | | | | | | | | | | | | | | Desktop feasibility, work with consultants and dialogue with Salix Finance & the Leisure Provider | | Completed | 100% | Peter Matthew | |
| | SRR-CoS001 | | | | | | | | | | | | | | Contractual position and liability between Landlord & Tenants | | Completed | 100% | Peter Matthew | |
| | SRR-CoS001 | | | | | | | | | | | | | | System validation of M&E equipment | | Completed | 100% | Peter Matthew | |
| Regeneration and Economy | SRR-001-RE | Staff Recruitment | Difficulty in recruiting on proposed terms and conditions - often FTC roles in the service. | Terms and conditions of employment are not sufficiently attractive to attract and retain staff | Required skills and capacity are not available to deliver required work programmes or staff turnover results in the loss of skills from the team. | Carolyn Ploszynski | 2 | 3 | 2 | 2 | 4 | 2 | 3 | G | | | | | | |
| | SRR-001-RE | | | | | | | | | | | | | | Identifying project resource needs in early stages to identify resource needs and commence recruitment early before projects or strategies are committed or pausing projects while resource is secured. | 29/03/25 | Ongoing | 90% | Carolyn Ploszynski | |
| Regeneration and Economy | SRR-002-RE | Managing staff capacity | Little capacity in team to allow cover for other team members if required. | Internal and external projects and programme are running to very similar timescales across economic development, City Centre, Green Transport, Housing Delierly and Regeneration. | Staff resource and work needs to be carefully prioritised to handle demand. Some programmes are outside our control particularly in Green Transport and Economic Development. Difficulty to provide project cover if regeneration manager or housing supply officer is off work or leaves at short notice. | Carolyn Ploszynski | 2 | 4 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| | SRR-002-RE | | | | | | | | | | | | | | Teams to implement team work plans or programme of projects and make sure it is updated and discussed at team meetings so service managers can monitor pressure points | 31/03/25 | In Progress | 80% | Carolyn Ploszynski | |
| | SRR-002-RE | | | | | | | | | | | | | | Ensure all staff are using using OneDrive or sharepoint for file storage and the file structure agreed for the team | 31/03/25 | Ongoing | 100% | Carolyn Ploszynski | |
| | SRR-002-RE | | | | | | | | | | | | | | Maintain links with wider services on staffing demand issues, utilise external funds, and recruitment agencies where needed | 31/03/25 | Ongoing | 80% | Carolyn Ploszynski | |

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| | SRR-002-RE | | | | | | | | | | | | | | | | Ensure all project managers are keeping a risk and issues log up to date and this is reported to development board. | 31/03/25 | In Progress | 80% | Jenny Barker |
| Regeneration and Economy | SRR-003-RE | Good governance | Development board and associated groups within the governance process not utilised effectively as it could be across the council. | Lack of knowledge of how and when to utilise development review group and development board. | Board is reactive or not utilised leading to project problems. | Carolyn Ploszynski | 2 | 3 | 2 | 3 | 6 | 2 | 3 | G | | | | | | | |
| | SRR-003-RE | | | | | | | | | | | | | | | | Project management training for project managers to be established and run from PMO. Use of Boards is now established for DRG and ARG. Housing Review Group is now being incorporated into the system. | 31/03/25 | In Progress | 90% | Jenny Barker |
| | SRR-003-RE | | | | | | | | | | | | | | | | Guidance on intranet/Sharepoint regarding development review group. Asset review group and development board. New Intranet site will include a new page for the Project Management Office (PMO). | 31/03/25 | In Progress | 90% | Jenny Barker |
| | SRR-003-RE | | | | | | | | | | | | | | | | Advertise the development board review group to all project managers across the organisation | 31/03/25 | Completed | 90% | Jenny Barker |
| | SRR-003-RE | | | | | | | | | | | | | | | | Ensure consistent and appropriate personnel in PMO to enable the development process to be embedded across the organisation | 31/03/25 | Completed | 80% | Jenny Barker |
| Regeneration and Economy | SRR-004-RE | Health & Safety | Poor health and safety compliance due to inconsistent levels of experience and training. | Inconsistent levels of experience and training in project managers. Lack of corporate resource and training in H&S protocols. | Health and safety incidents and non compliance during projects which may cause significant project delays, fines or legal action and more widely causes risk to staff. | Carolyn Ploszynski | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | | |
| | SRR-004-RE | | | | | | | | | | | | | | | | Health and Safety Team & CDM team have developed training standard for project managers and implement and then maintain records. | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | SRR-004-RE | | | | | | | | | | | | | | | | Update and implement risk assessments for service teams | 30/09/25 | In Progress | 50% | Carolyn Ploszynski |
| Regeneration and Economy | SRR-005-RE | Support Team Capacity | Lack of specialist advice or delays to projects caused by support team capacity | Commitments to projects and resourcing of support services (procurement, legal, finance, communities, planning) have not been considered in tandem and therefore resourcing in support areas cannot meet requirements of capital projects | Project delays and potentially inaccurate information reported through governance process through lack of specialist advice | Carolyn Ploszynski | 2 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | | |
| | SRR-005-RE | | | | | | | | | | | | | | | | Raise awareness early with the support services on requirements during projects but also needing to build additional time into projects to reflect delays that occur | 31/03/25 | Ongoing | 70% | Jenny Barker |
| | SRR-005-RE | | | | | | | | | | | | | | | | Ensure support services are liaised with at stage one in the project and that support requirements are discussed and agreed | 31/03/25 | Ongoing | 80% | Jenny Barker |
| Regeneration and Economy | SRR-006-RE | Staff Budget | Lack of budget to maintain staffing levels across service. Regen team due to failure to capitalise on the regeneration managers time and lack of funding to maintain current levels for city centre management and economic development teams | Staff budget relies capitalising time and external funding sources | Not being able to maintain staffing level of teams which would mean reduced resource to bring forward projects and programmes and loss of good staff that have often been difficult to recruit | Carolyn Ploszynski | 3 | 3 | 2 | 2 | 4 | 2 | 2 | G | | | | | | | |
| | SRR-006-RE | | | | | | | | | | | | | | | | Proactively review funding opportunities to sustain staff levels | 31/03/25 | Ongoing | 80% | Carolyn Ploszynski |
| | SRR-006-RE | | | | | | | | | | | | | | | | If funding lost look at whether other teams in service or wider require the skills of affected staff whilst funding is secured. | 31/03/25 | Ongoing | 80% | Ted Maxwell |
| | SRR-006-RE | | | | | | | | | | | | | | | | Ensure that Project Managers time is built into the Capital budgets on future projects | 31/03/25 | Ongoing | 95% | Jenny Barker |
| Regeneration and Economy | SRR-008-RE | Housing supply funding | Reduction in funding available impacting housing delivery targets | Limits to HRA borrowing capacity/ Change to HRA Business Plan, Borrowing cost rises making schemes unviable, Lack of Homes England Funding rounds, Poor outcome from RSH inspection rates (RP) landlord service any of the compliance criteria/ Annual HE Investment Partner compliance return not considered satisfactory, loss of awarded funding due to not meeting grant terms | Reduced delivery results in increasing further the backlog of housing need if we do not secure additional affordable housing stock and risk of grant incurring RRTBRs being returned with punitive interest | Dave Scholes | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | | |
| | SRR-008-RE | | | | | | | | | | | | | | | | Ensure appropriate resource from across the council is supporting the housing delivery programme (see support services risk) | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | Prioritise funding across the programme to managed risk base don funding sources | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | Work closely with finance on the programme budgets to minimise risk of loss of funding | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | Work closely with Housing on HRA Business Plan review and other factors that may affect ability to secure funding | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | Maintain regular liaison and relationships with key contacts at Homes England. | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | Maintain regular liaison with RPs to ensure enabling opportunities are maximised. | 31/03/25 | Ongoing | 80% | Dave Scholes |
| | SRR-008-RE | | | | | | | | | | | | | | | | HRG and OXPLace Clienting meetings to ensure programme risks affecting funding closely monitored and managed. | 31/03/25 | Ongoing | 80% | Dave Scholes |
| Regeneration and Economy | SRR-009-RE | Housing project delays | Programme slippage puts housing delivery targets at risk | Issues could be wide ranging for example risks relating to meeting planning policies, SSEN grid capacity to 2028/ 2032; and also water and sewage capacity concerns, site specific issues | Either projects are lost from programme or are delayed which adds further cost risk or funding is lost as grant terms not met risk of needing to return Right to Buy receipts if not spent with punitive interest | Dave Scholes | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | | |
| | SRR-009-RE | | | | | | | | | | | | | | | | Improve processes with OXPLace to streamline and give more certainty - Collaboration Agreement | 31/03/25 | Ongoing | 80% | Dave Scholes |

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|--------------------------|------------|---|---|--|---|------------------|---|---|---|---|----|---|---|--|----------|-------------|-----|---|---------------|
| | SRR-009-RE | | | | | | | | | | | | | Each project to follow established governance process including those relating to managing risks and issues with escalation to the responsible sponsor of the project or programme. Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Good project management with all risks managed and mitigated suitably. Ensure good reporting is conducted by project managers, escalating issues to development board | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted with appropriately qualified professional teams | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Good project management with all risks managed and mitigated suitably. Ensure good reporting is conducted by project managers, escalating issues to development board | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Ensure financial checks on contractors as part of procurement | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Ensure that client requirements re. consultation with council and external stakeholders is happening on projects including with relevant members | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| | SRR-009-RE | | | | | | | | | | | | | Internal meetings e.g.OXPLace Programme meetings, OXPlace Client Meetings, Development Board and its review groups to discuss strategic programme issues and identify actions to unblock engaging with relevant stakeholders where necessary. | 31/03/25 | Ongoing | 80% | | Dave Scholes |
| Regeneration and Economy | SRR-010-RE | Lack of key partner engagement | Lack of engagement from partners to deliver our priorities in Economic Development and City Centre | Third party decision making or capacity issues result in lack of support financially or in kind for key initiatives/projects | Unable to deliver on strategy actions or priorities or fund associated projects/staff or creates unplanned financial pressure | Ted Maxwell | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | |
| | SRR-010-RE | | | | | | | | | | | | | Ensure formal established partnership forums e.g. Economic Growth Steering Board and City Centre Delivery Board with key stakeholders established and regular horizon scanning | 31/03/25 | Ongoing | 80% | | Ted Maxwell |
| | SRR-010-RE | | | | | | | | | | | | | Regular more informal engagement with key local and national bodies to maintain relationships and horizon scan | 31/03/25 | Ongoing | 80% | | Ted Maxwell |
| Regeneration and Economy | SRR-011-RE | Resource pressure from partners or stakeholders | Key Stakeholders or partners' projects and priorities create council resource implications | Third party decision making result in pressure for officer or member support financially or in kind for their initiatives/projects | Unable to resource either the partner priority or our own priorities or creates unplanned financial pressure | Ted Maxwell | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | |
| | SRR-011-RE | | | | | | | | | | | | | Ensure formal established partnership forums e.g. Economic Growth Steering Board and City Centre Delivery Board with key stakeholders established and regular horizon scanning | 31/03/25 | Ongoing | 80% | | Ted Maxwell |
| | SRR-011-RE | | | | | | | | | | | | | Regular more informal engagement with key local and national bodies to maintain relationships and horizon scan | 31/03/25 | Ongoing | 80% | | Ted Maxwell |
| Corporate Property and | SRR-014-CP | Investment into stock and existing properties | Under investment or lack of funding to invest into properties to maintain condition | Budgets not sufficient to match property needs | Properties become poor condition to let, reduction in income and potential non-compliant or dangerous. | Malcolm PEEK | 3 | 4 | 3 | 4 | 12 | 3 | 2 | A | | | | | |
| Corporate Property and | SRR-015-CP | Capital Receipts | Inability to react capital receipts budget | Market forces, dependant on engagement of 3rd parties.Selling from investment portfolio reduction in income | Reduced capital causes increased borrowing or reduction in capital programme | Emma Gubbins | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | Alex Miller |
| Business Improvement | SRR-045-BI | Customer Services | Applications Team KPIs may be unable to be met due to taxi licensing not resourced appropriately | Taxi licensing is not resourced appropriately by the service due to them not agreeing funding | Performance affected and KPIs unable to be achieved | Mark Chandler | 1 | 1 | 1 | 1 | 1 | 1 | 1 | G | | | | | |
| | SRR-045-BI | | | | | | | | | | | | | Currently temp in place funded by taxi licensing up until end of September, discussions ongoing with Finance and Richard Adams to source this resource permanently | 30/09/24 | Ongoing | | Meeting on 8/10 scheduled to review and agree longer term budget for this post. Funding has been agreed by Nigel and Richard Adams to extend this post until the end of March25, Funding will need to be reviewed and agreed post March25 | Mark Chandler |
| Business Improvement | SRR-046-BI | Customer Services | Customer behaviour in the Westgate library or larders putting our staff at risk either through physical or mental abuse | Unacceptable behaviour either verbally or physically from customers who visit the Westgate library | Staff are physically or verbally abused | Mark Chandler | 3 | 2 | 3 | 2 | 6 | 3 | 2 | G | | | | | |
| | SRR-046-BI | | | | | | | | | | | | | Mobile phones in place to call library security for assistance as and when required, security guard on site throughout opening times, procedure in place to report and ban customers from the library who are physically or verbally abusive towards our staff, looking to develop training for staff on handling these difficult situations | Ongoing | In Progress | | | Mark Chandler |
| Business Improvement | SRR-047-BI | Customer Services | Wellbeing of staff working from home and being able to access support as and when required | Majority of staff working from home regularly without face to face contact | Staff feeling isolated, struggling mentally and not getting the support they need | Mark Chandler | 2 | 2 | 2 | 2 | 4 | 2 | 2 | G | | | | | |
| | SRR-047-BI | | | | | | | | | | | | | Duty Manager available for staff to phone at all times to gain access to support. Teams channels set up to communicate with colleagues, monthly 1-1s held with Managers, bi-monthly face to face team meetings take place | Ongoing | In Progress | | | Mark Chandler |
| Business Improvement | SRR-048-BI | Customer Services | -Staff not following data protection processes resulting in breaches | Staff not following data protection guidelines or having the appropriate up to date training and awareness of procedures | Data protection breaches resulting in unhappy customers | Mark Chandler | 3 | 2 | 2 | 2 | 4 | 2 | 2 | G | | | | | |
| | SRR-048-BI | | | | | | | | | | | | | All staff ensuring data protection training is completed as per mandatory requirements, breaches reported to Managers and plans put in place to take actions to prevent further re-occurrences including re-taking training where necessary | Ongoing | In Progress | | | Mark Chandler |
| Business Improvement | SRR-049-BI | ICT | Retaining skilled ICT professionals | Uncompetitive salaries in some areas. | Staff leave. | Rocco Labellarte | 3 | 3 | 3 | 2 | 6 | 3 | 2 | G | | | | | |
| | SRR-049-BI | | | | | | | | | | | | | Provide flexibility - output based working versus presentism. Review grades and salaries for key roles. | Ongoing | Completed | | | Helen Bishop |
| Business Improvement | SRR-050-BI | ICT | Addressing ICT staff skills gaps | Single points of failure, in particular with the absence of Business Owners and super-users within the services. | Delays in resolving issues for individuals and services. | Rocco Labellarte | 3 | 3 | 3 | 2 | 6 | 2 | 2 | G | | | | | |
| | SRR-050-BI | | | | | | | | | | | | | Communicate the need for service areas to develop their skills and training on business systems | Ongoing | In Progress | | | Helen Bishop |

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| Business Improvement | SRR-051-BI | ICT | Resources insufficient to meet demands of service | Competing priorities (BAU, Projects, non-ICT issues passed to ICT). | Demand exceeds capacity, and staff work long hours, struggling mentally (as evidenced by the H&S Survey) | Rocco Labellarte | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | |
| | SRR-051-BI | | | | | | | | | | | | | | Raise the challenges with senior management so that appropriate action can be taken. | Ongoing | In Progress | | Helen Bishop |
| Regeneration and Econc | SRR-007-RE | Capital Project Delays | Significant delays of capital projects | Unforeseen consequences e.g. planning risks, external factors, competing asks on resources, contractor insolvency or supply chain issues | Reduced performance and missed targets on capital projects which affect overall expenditure, MTFP spend or grant stipulations | Carolyn Ploszynski | 2 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | |
| | SRR-007-RE | | | | | | | | | | | | | | Each project to follow established governance process including those relating to managing risks and issues with escalation to the responsible sponsor of the project or programme | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | | | | | | | | | | | | | | | Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted with appropriately qualified professional teams | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | | | | | | | | | | | | | | | Good project management with all risks managed and mitigated suitably. Ensure good reporting is conducted by project managers, escalating issues to development board. | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | | | | | | | | | | | | | | | Undertake financial checks on contractors as part of procurement. | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | | | | | | | | | | | | | | | Internal meetings e.g. project boards and Development Board including its review groups to discuss strategic programme issues and identify actions to unblock engaging with relevant stakeholders where necessary. | 31/03/25 | Ongoing | 80% | Jenny Barker |
| | | | | | | | | | | | | | | | Undertake consultation internal and external on projects including with members | 31/03/25 | Ongoing | 80% | Jenny Barker |