

Risk rating:

- Limited /no assurance/critical
- Satisfactory assurance/risks
- Full/substantial assurance /risks

**KEY**

**SODC Strategic objectives**

- Sa** All strategic objectives
- Sb** Provide value for money
- Sc** Invest in the districts future
- Sd** Unlock the potential of Didcot
- Se** Services that reflect residents needs

**Draft Corporate Risk Register - South Oxfordshire District Council**

Risk No/Ref	Strategic objective ref	Risk category	Risk description / consequences	Gross risk rating	Risk owner	Mitigation actions	Action owner	Net risk rating	Tolerable Y/N	Further mitigation actions if required	Review by when
1	Sb	Customer	Poor customer insight will inhibit progress on targeting areas where we can raise revenues by selling our services to residents such as brown bin/building control/planning/land charges etc. missed opportunity to create income.	2/3	HOCS						
2	Sa	Technology security	IT Cybersecurity breach due to naïve user behaviour may lead to the council systems being hacked . Resulting in the council being unable to operate effectively and securely and subject to loss of reputation as well a financial loss.	9	HOCS						
3	Sb	Technology	IT infrastructure not fit for purpose with no back up or BCP (no separate WAN line from this building) may result in poor customer service and loss of council reputation.	5	HOCS						
4	Sb	Security - resources	Council offices site security insufficient at both 135 where the location of business lounge and staff entrance increases risk of intruder entering the building and Crowmarsh site where there is an increased risk of injury of intruders resulting in high PL claims which may not be covered by our insurers.	2/3	HODR						
5	Sb	Resources	Insufficient staff capacity may result in the council not fulfilling its regulatory and compliance requirements and subsequently may result in fines. Lack of prioritisation of activities, staff capacity pressures and capabilities, resulting in inefficiencies in operations and missed opportunities such as alternative grant funding research as we firefight/react to issues rather than plan ahead.	5	Mark Stone						
6	Sa	Resources	Lack of senior management leadership as a result of management restructure and implementation, may result in poor/ non delivery of the council strategy and corporate plan objectives.	5	Mark Stone						
7	Sb	Resources personal security	Poor staff morale , wellbeing and security due increased workloads, levels of abuse from residents on social media and at meetings as well as uncertainty over restructure, may result in stress leading to increased absence and low staff retention rates, with subsequent work load pressures and increased cost implication to plug the resource gap by recruiting contract staff.	4	Mark Stone						

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8	SC Sd	Resources	Dependency on contract staff in key operational and strategic areas, may disrupt progress of work with little time to recruit a replacement, thus leaving the council short of key resource in key projects resulting in delay and increased costs. Agency staff unfamiliarity with the councils policies may result in errors in protocols and incorrect guidance given and followed.	7	Mark Stone					
9	Sb	Procedural - Health and safety	Failure to fulfil our health and safety statutory duties including lone working procedures may result in injuries, fatalities, prosecutions and fines.	9	HOCS					
10	Sb Se	Procedural	Inconsistent approach to Third party contract monitoring in service teams , may result in a reduction in service provision and increased cost of performance.	2/3	William Jacobs					
11	Sb	Procedural/regulatory	GDPR failure to fulfil the requirements of the new data protection regulations may result in fines. We have two leads: planning and corporate, planning is well ahead corporate is yet to commence. Worry that we may run out of time corporately.	8	HOCS					
12	Sb	Procedural	Poor/inconsistent level of programme and project management expertise and corporate methodology and controls resulting in poor delivery of projects, not realising the full benefits and understanding the risks and dependancies across the councils.	7	HOCS					
13	Sc	Financial	Reduction in council finances due to economic downturn , reduction in central government funding (including DCLG grant income) results in in councils inability to undertake its duties at a time of increased demands (homelessness and an aging poulation)resulting in reduction in service level to our residents, innovative initiatives and projects going forward.	9	William Jacobs					
14	Sc	Financial	Failure to identify areas of cost reduction may impact overall future council finances.	1	William Jacobs					
15	Sc	Financial	Failure to maximise opportunities to realise areas of revenue growth may impact overall future council finances.	8	William Jacobs					
16	Sb Se	Programmes	Failure to deliver 5CP contract, results in a reduction in quality of service (separate risk register).	5	Andrew Down					
17	Sc Se	Programmes	Failure to deliver Berinsfield development: due to lack of funding or inability to release land to purchase for development results in council loss of reputation. Project is impacted by NICS.(see separate risk register).	5	HODR					
18	Sc Se	Programmes	Enterprise zone pace of expansion is not quick enough to realise the business rate income over 25 years to cover the cost of borrowing against projected incomes. Impacted by NICS. Council fails to attract more business or retain business in the zones thus impacting on business rate income.	6	Andrew Down					
19	Sd	Programmes	Didcot Garden town: failure to realise future funding to expand/expansion delayed and loss of reputation to deliver such projects for the community (separate risk register).	6	Andrew Down					
20	Sc	Programmes	Failure to capitalise and influence national initiatives that benefit the districts.	8	Andrew Down					

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21	Sb	Programmes	Failure to capitalise on new building and refurbishment programmes may result in increased costs and loss of reputation.	5	Mark Stone					
22	Se	Democratic process	Changes in the political landscape including snap elections, potential creation of unitary authority or devolution in Oxfordshire may impact the operational delivery of the councils' corporate objectives.	2/3	Margaret Reed					
23	Sb	Democratic process	Lack of informed and consistent decision making across the councils will result in slow adoption of local plans, more planning appeals losses and increased costs.	5	Margaret Reed					
24	S/V	Corporate plan	Failure to deliver on the corporate plan objectives (council lottery) results in reputational damage and service not fit for purpose.	4	Mark Stone					
25	Se	Customer service	Failure to maintain a consistent standard of customer service results in stagnant customer service initiatives and long term service reduction and thus reputational damage.	5	HOCS					
26	Sb Sc	Property	Lack of asset management of council owned land and property portfolios results in underinvestment in property across the councils, reducing the ability to maximise incomes as well as lack of understanding as to where maintenance and insurance liabilities responsibilities lie (Council/Parishes etc).	5	HODR					
27	Se	Safeguarding	Failure to deliver council safeguarding responsibilities may result in loss of reputation if a safeguarding incident occurs in our districts and we have not followed the stipulated procedures and protocols of reporting.	5	HOHE					
28	Sb	Procedures	lack of clarity on the procurement process, roles and responsibilities results in an informed and inconsistent procurement of services which may result in increased long term costs and services compromised.	4	William Jacobs					
29	Sc Sd Se	Economic	Failure to address or remove barriers to Small and Medium Enterprises (SME) growth may result in SME's closing, moving out of the district, or not starting. This may result in a loss of potential business rates and reduced consumer spending in our market towns.	2/3	HODR					
30	Sc Sd Se	Economic	Insufficient support (including the EU funding shortfall) is provided to key research sites including Culham Science Centre(CSC)/Hydrology base at Howbery park so the research is not commercialised to its full potential and businesses at the site relocate out of the district, resulting in a loss of employment.	2/3	HODR					
31	Sc Sd Se	Economic	Failure to deliver the actions on the BIS plan may result in businesses not engaging with the councils leading to a reduction in the districts economic attractiveness and competitiveness and thus reduction in number of businesses start ups and growth and a reduction in business rate revenues, higher unemployment in the districts.	2/3	HODR					
32	Sc Sd Se	Property	Failure to secure the redevelopment at key sites in the district may result in a decrease in reputation and loss of potential funding from the redevelopment.	8	HODR					
33	Sb	Contract	Councils do not comply with their contractual obligations set down in 3rd party contracts resulting in inefficient operations, financial penalties and loss of reputation.	8	Mark Stone					

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34	Sb	Property	Failure to provide suitable council office accommodation that is fit for purpose on time resulting in poor staff morale, compromised service and loss of reputation.	8	Mark Stone						
35	Sc Sd Se	Contracts	Failure to deliver services from third party contractors who go out of business or do not share our ethos results in poor service and loss of reputation.	8	Mark Stone						
36	Sb	Security - resources	Major incident at council offices or council owned building may result in increased time to deal with the incident and associated investigations, legal requirement and liabilities which may result in reputation loss and compromised service.	2/3	HOCS						
37	Sb	Financial	Failure to prevent corporate fraud activity will result in increased cost to the councils, legal challenge and loss of reputation.	6	William Jacobs						

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