

South Oxfordshire District Council Corporate Risk Register

SODC Corporate												
Sa All themes												
Sb Protect and restore our natural world												
Sc Openness and Accountability												
Sd Action on Climate emergency												
Se Improved economic and community well-being												
Sf Homes and Infrastructure that meet local needs												
Sg Investment that rebuilds our financial Viability												
A	B	C	D	E	F	G	H	J	K		L	
Risk No/Ref	Corporate Strategic Themes	Risk category	Risk description / consequences	Gross risk rating 3+3	Risk owner	Mitigation actions	Action owner	Net risk rating 3+3 matrix	Tolerable Y/N	Further mitigation actions if required	Review by when	
77	Sa	Statutory	Please refer to Confidential Appendix	8	Suzanne Malcolm	Please refer to Confidential Appendix	Andrew Busby	8	Y	Please refer to Confidential Appendix	Apr-24	
93(new)	Sa	IT apps	Failure to implement Idox for South and Vale with no alternative option/plan B impacts the delivery of planning and environmental health services in the short to medium term and will impact overall improvements through transformation and poor service in the long term resulting in loss of service delivery and income, reputation and may result in statutory fines	8	Suzanne Malcom	Maintain Ocella up to end of Capita contract (Sept 2025), but adds another year of Ocella costs. Explore options to run Ocella beyond Sept 25 while alternate options are sought if Idox cannot be implemented to the councils satisfaction.	SMT	8	Y	Outline options	Apr-24	
87 (new)	Sa	Operational	Current proposed Idox functionality falls short of that originally contracted to the council to deliver and results in major delays to roll out to planning and environmental health services impacting over all service provision and delays to Ocella switch off for these services.	8	Suzanne Malcolm	Dep CEO written and met with Idox Chief Operating Officer, agreed to provide a senior Executive to support project going forward to deal with any issues arising. Members of idox user group with LA's (Liverpool City Council) for mutual support, help and advice. Currently training staff on Idox system in good time/planning for transition with all parties (IT/Capita/Planning team). IT team are now taking on responsibility for implementation of apps including idox. Planning team will receive idox end of November.	SMT	8	Y	Transformation team looking at securing right level of training for officers and sharing best practise from other LA's. Monitor progress.	Apr-24	
81	Sa	IT Security	Third party supplier suffers a cyber attack and data breach resulting in personal data of residents and staff being leaked ICO reports, fines and loss of council reputation.	8	Vivien Williams, Mark Minion	Adequate BRP across all council services, lessens impact through exercises. Procurement criteria request all potential suppliers have BRP. Procuring suppliers through approved frameworks where cyber security is criteria to use the framework. Expect suppliers have regular awareness training .	Simon Turner/ Sandy Bayley	8	Y		Apr-24	
91(new)	Sa	Operational Regulatory	A number of key third party contracts are up for review/renewal within a similar time period, a failure to plan and resource each project may result in council failing in its statutory duties provide poor service to residents, loss of reputation and increased costs.	8	SMT/Andrew Down/Simon Hewings/Mark Minion	Identify all key programmes and time frames for delivery. Resource plan, individual project teams with project governance in place are being set up . Progress oversight by transformation board and corporate delivery framework project register.	SMT	5	Y		Apr-24	
92(new)	Sa	Finance	Failure to anticipate the costs of contract exits and service re-procurement/insourcing may result in increased financial burden on the council in the short to medium term, poor service delivery to residents, low staff retention and loss of reputation .	8	SMT/Andrew Down/Simon Hewings/Mark Minion	Council programme governance in place. Decision making goes through rigorous checks and consultations. Reports on proposals go to SMT/Scrutiny/JAGC/Finance Committee/Cabinet members before agreeing approach.	SMT	5	Y		Apr-24	
78	Sa	Strategic	Increased approaches of homelessness that are unmanageable by the council exacerbated by national shortage of rented accommodation. This may result in: Use of unsuitable temporary accommodation, such as B&B and hotel, beyond acceptable timescale Financial impact upon temporary accommodation budgets Reputational risk of families being homeless Increased rough sleeping	8	Paul Fielding	The number of homeless approaches is mostly outside of the control of the council, and therefore mitigation is more important in controlling the outcomes as preventing occurrence. Monitoring of financial situation especially regarding/impacting housing market enabling us do everything we can in preparation for an increase in homelessness. Homelessness prevention grants from Government to help low income families. Sourced more housing, especially for the SFA (Vale only) and LAHF schemes More proactive in foreseeing homelessness and thereby preventing it early. Consideration is being given to purchase of more council owned Temporary accommodation	Paul Fielding	5	Y	Consider purchase of more temporary accommodation to be used by singles and couples using Homelessness Prevention Grant Complete the purchase of properties under the LAHF scheme and make available	Apr-24	
11	Sb	Procedural/regulatory	Failure to fulfil the Data Protection legislative requirements may result in fines, insurance claims and reputational damage if data is breached or a challenge is made	8	Adrianna Partridge(interim DPO)	Information Governance and Data Protection team now has a settled establishment of permanent staff and provides dedicated support to all teams as well as developing a hub and spoke network of Information Governance Champions. There has been extensive work to establish assurance in line with the ICO toolkit with significant progress made and raising awareness at SMT level with a regular update dashboard. Work has been underway to further work to develop/review the corporate framework and all relevant policies. There is close liaison with Legal on data sharing agreements and review of contract clauses. Updates to Record of Processing Activities (ROPA) to be further embedded as a regular review process. Data Protection Impact Assessments (DPIAs) considered for all new processes and Data Protection Team/Officer advice sought on all new projects. Data protection training for all staff on LEAH is closely monitored to ensure compliance. Keep up to date with guidance from the information Commissioner and other bodies in relation to data protection and information rights. Working from abroad policy now in place to ensure all staff are aware of the requirements. New Deputy Head of Legal will manage the team and be the designate SIRO . Established network in each dept with subject matter experts thus supporting the team going forward. Constant monitoring of legislative tests. Continue work to ensure that all Data Protection policies are in place and up to date, including ongoing review of the ROPA. Ensure FOI/EIR requests are correctly managed to ensure compliance with DPA and minimise data breaches arising from incorrect handling.	Sandy Bayley	6	Y	Review officer training to raise awareness of consequences of data breaches. Establish annual refresher training. Share good practise from regular network meetings.	Apr-24	

9	Sc	Procedural - Health and safety	Failing to have an effective health and safety management system in place and lack of resource to support, may result in: a fatality, illness or injury to staff or anyone else affected by our business; damage to property; legal action by HSE; civil claims and increased costs.	8	Mark Stone, Adrianna Partridge, Suzanne Malcolm	A revised H&S policy was implemented in 2022. Due for review 2025. Health & Safety is a standing item on SMT agendas including quarterly reporting of reported incidents, key metrics and KPIs. The Last report showed an increase in reporting near miss incidents across the council which is a measure of increased awareness amongst staff. The following policies are available on LEAH (which is the councils' online learning and training platform): •Display Screen Equipment •Eye Tests Procedure •First Aid Policy •H&S Policy •Hybrid and remote working policy •Lone Working Policy •Stress Management Policy- being updated •Working from Abroad- updated 2023 •Volunteering Policy- updated 2023 H&S Champions role created. Action plan created to complete policy reviews by end of 2024. Lone Alert contract renewed- meeting in Jan to audit/update platform. Training modules are available via LEAH for staff and councillors to access(Members area created on LEAH); reporting of completion rates for services areas will be reported to SMT. H&S audit report recommendations are being actioned. There are also several pages related to H&S on Jarvis. Successfully recruited two members of staff for managing Health and Safety across the councils- one Senior H&S Advisor Andrew Huckstep and one Health and Safety Advisor Louise Doughty and are actively engaged across the council. In addition to this Jane Smith is staying on an additional 3 months until 31 March 2024 to assist with H&S improvements for the Grounds Maintenance service following the audit.	Andrew Busby	6	Y	A revised H&S policy was implemented in 2022. Due for review 2025. Lone Alert contract renewed- meeting in Jan to audit/update platform Driving at work policy – final sign off by SMT planned for Jan 2024 includes telematics and associated privacy notice. First Aid, Manual Handling training ongoing. Options for management training being considered.	Apr-24
58	Sa	IT Security	IT and data security compromised due to remote working and naive user behaviour, which may result in data breach and fines/loss of reputation	8	Adrianna Partridge	Regular monitoring and review at triage and SMT. Capita monitoring network for unusual activity and reporting to councils Action recommendations from security audit regard staff behaviours and awareness particularly during remote working. Update Jarvis pages etc. Cyber and data security awareness campaign22/23 launched to raise awareness to all staff working remotely first key message Phishing with posters and Jarvis popup. Regular monthly Cyber Group Meetings. Meta compliance Training Modules are being uploaded on Leah for all staff and councillors. Multifactor authentication deployed to all councillors and officers to added an additional layer of security when logging into Office365 (already used for VPN). Regular comms updates to councillors and staff on cyber-security themes highlighting key messages on tips and information to avoid falling prey to cyber-scams and phishing attacks. Councillor Cyber Security briefings have been devised via the Cyber and Data Security working group and were delivered as part of the Cllr induction after the elections in May. Cyber Christmas campaign 2023, and video launched on Jarvis mid November for staff to stay safe on line with tips on how to avoid Phishing risks.	All Service Managers	6	Y	Continue to monitor and increase awareness throughout the year through Meta compliance and comms. Continued comms messages to staff and councillors on current threats, and known vulnerabilities being exploited, highlighting awareness and personal responsibility on being 'secure'. Devise a service team briefing as a annual refresher to be delivered at team meetings.	Apr-24
38	Sa	Statutory	Failure to deliver a major election in accordance with our statutory requirements including the Elections Act results in reputational damage and costs to re - run an election	8	Mark Stone/Vivien Williams	Delivered the local election in 2024 . Continue to build on good practise and learning following the Election Act 2022 and Voter ID requirements by: Continue to maintain detailed project planning and risk registers which are regularly reviewed and updated as part of project governance. Delivery is monitored on a regular basis as and when appropriate. Fully resourced: returning officer and electoral registration officer, together with Deputy Returning Officers. Very close project management of the process with an experienced project team throughout.	Steven Corrigan	5	Y	Refer to Project risk register and dashboard	Apr-24
72	Sc Sg	Operational	The transformation programme aim whereby staff will be enabled by systems and processes to deliver four key outcomes: 1. Customers (services accessible to all) 2.digital data and technology (user centred, secure and trusted) 3.people (supported, skilled and resilient) 4. future proofing the council (continually improving; efficient and adaptable) are not realised over the timeframe resulting in outdated processes delivering a poor standard of customer service, lower efficiencies and loss of reputation.	8	Adrianna Partridge	Transformation team fully resourced. Cabinet paper approved approach Sept 2022. Governance structure being refreshed. LH has written a paper for SMT on the governance structure and draft road map of all council projects and programmes as well as major contract reviews to provide oversight across all council programmes and projects. Finance (SH) has revised the Transformation budget to support resourcing and n from IT/5C exit/exchequer services and transformation. Plan to review all the council service areas by an agreed staged process outlined in the approved Cabinet paper. Service teams under review are part of the process and attend regular transformation meetings. Staff briefings. Intranet transformation pages developed on Jarvis and managed by the Transformation Team. Staff briefings. Members updates to be scheduled when governance refreshed. Comms plan in place .	Tim Oruye	6	Y	Transformation Programme Board is being developed Project and Programme management training undertaken and scheduled for the Transformation team and other service areas that regularly manage projects and would directly benefit. Review Programme Governance/Risk and reporting.	Apr-24
76	Sa	5CP	Failure to Plan for 5CP exit and ensure seamless transition, will impact IT and services revs and bens/land charges/ new staff payroll system and result in loss of reputation etc	8	SMT/Andrew Down/Simon Hewings/Mark Minion	It is a regular agenda item for SMT monitoring impact across services. 5CP monitoring board to review progress on this action. 5CP client team has a project under way, to help define what we want the future service to look like. IT team have recruited a project manager for two years to assist in IT extraction from Capita contract provision. A new project team has been set up to start planning for contract end and impact across all council services. The current budget round has provision for resources in IT/HR to support 5C exit. The transformation programme board will over see this to ensure a seamless transition and provide joined up collaboration across all service teams.	SMT/Andrew Down/Simon Hewings/Mark Minion	5	Y	Work on creating a separate S&V M365 tenancy is in train, regular project meetings with Capita are in place to ensure that this work is completed in good time. With regards to HR Zellis system (HRIS) meetings with partner councils have taken place. All agreed to go separate ways from June 2025. Report went to partnership board in November and this approach was agreed along with the authority to give six months' notice to Zellis. No TUPE implications for HRIS system as already in house. Consideration to address potential risk of demand from other councils to support their procurement/exit from the HRIS will take place early in Q4.	Apr-24
88 (new)	Sa	Resources	Failure to recruit and retain staff of the right experience and calibre at the right time may result in key projects not being delivered or delayed, increased agency staff costs , poor staff wellbeing.	7	Adrianna Partridge	Continue to review successional planning to 'grow our own' and provide internal on the job qualifications and skills training in roles where there are skills shortages (Planning/Building Control/Legal services)using secondments and apprenticeships. Team realignment supports collaborative working model and reduces silo working. HR Team have recruited dedicated OD resource to support team development; Evolving Leaders training programme in place for S&V managers. Workforce strategy created and signed off by SMT along with additional resources (as part of 2024/25 revenue budgets) to deliver succession planning and workforce planning is now underway. Where required advice given to create bespoke recruitment strategies and to benchmark salaries where market supplements will be required. Reviewing the number of agency staff as part of the overall strategy.	MM/AW	5	Y	Deliver the strategy and monitor progress on bespoke recruitment approach.	Apr-24
23	Sf	Procedural	Lack of informed and consistent decision making across the councils due to inadequate democratic reports and/or members exercising their democratic right to not agree with officer advice or a council wide view, resulting in potential increased number of appeals, increased costs, loss of infrastructure funding and loss of council reputation	7	Mark Stone, Suzanne Malcolm, Adrianna Partridge	Member training programme set up and rolled out. Lifecycle audit report and actions implemented, effective governance training to ensure office and member understanding of roles etc and effective review and sign off of reports, including SMT input. Review underway of reporting lifecycle . SMT now review all reports. Constitution under review to be updated.Independent statutory review of governance and reporting made recommendations .	Heads of Service	5	Y	Briefing sessions to be set up for members prior to attending outside meetings. Action on recommendations made by independent statutory review.	Apr-24

71	Se	Property assets	Failure to deliver a full range of leisure centre activities with GLL through high fuel costs and economic downturn results in closure of facilities, impacting the health and wellbeing of residents, a corporate objective.	7	Suzanne Malcolm/Andrew Busby	3 million KW/Hrs saved due to Decarbonisation and other energy saving measure such as pool covers/LED lighting/reduced pool temperatures/reduction of circulation turnover of pools . Continue to work with our operator GLL to ensure good service provision for our residents. 3)The councils are having on going communication with GLL regarding the performance of the partnership. The contract is now up for review.	Ben Whaymand	5	Y	Ongoing effective management controls with GLL through regular Scrutiny and Cabinet reviews. The Joint Scrutiny committee meeting in September highlighted the need for greater granularity of key performance measures, looking at each centre individually.	Apr-24
79	Sa	Regulatory	Failure to anticipate the impact on service of the building safety regulations results in unlicensed building inspectors unable to undertake inspections and reduced service	7	Adrian Duffield	Met with HR ,Insurance, Building inspectors and Planning team to set up action plan with two options: Option 1 to agree to pay for training and licencing of our officers to undertake inspections as per new regs. Option 2: to ask each building inspector to train and pay for their own licencing (impact on resources). Draft paper for SMT to agree way forward by October 23. Progress update: The majority of the team have either passed their exam/submitted their portfolio,completed their BSR application and re now in a que to gain their licence, there is a delay in processing nationally. For these members yet to commence their exam/portfolio submission and action plan has been agreed with HR to ensure they are licensed by April 2024. HR have also agreed funding for licences annually.	Adrian Duffield	5	Y	Monitor regulations and progress of action plan to ensure 100% licensed by April 24.HR have supported service to ensure Building Control inspectors are completing accreditation training and will support where registration not achieved in time.	Apr-24
84	Sa	HR	Failure to have an effective recruitment and retention strategy in place which ensures the councils can attract, recruit and retain staff with the necessary skills to roles across all service teams may result in the council being unable to deal with changing priorities, deliver BAU and not fulfil their statutory duties. Resulting in a poor level of customer service, potential fines and loss of reputation.	7	Adrianna Partridge	Continue to review successional planning to 'grow our own' and provide internal on the job qualifications and skills training in roles where there are skills shortages (Planning/Building Control/Legal services)using secondments and apprenticeships. Team realignment supports collaborative working model and reduces silo working. HR Team have recruited dedicated OD resource to support team development; Evolving Leaders training programme in place for S&V managers. Workforce strategy created and signed off by SMT along with additional resources (as part of 2024/25 revenue budgets) to deliver succession planning and workforce planning. Where required advice given to create bespoke recruitment strategies and to benchmark salaries where market supplements will be required. Reviewing the number of agency staff as part of the overall strategy.	Mark Minion/Abi Witting	3	Y	Deliver the strategy and monitor progress	Apr-24
86	Sa	Comms	Failure to manage stakeholder (Officers/Members/Residents and Partners) expectations whilst undertaking the delivery of council services and projects in a fast, everchanging environment may result in an ability to keep pace with the changing landscape,confusion,lack of focus and loss of reputation as services are not delivered or delayed.	7	Marks Stone/Suzanne Malcolm/Adrianna Partridge	Communications to all key audiences using a variety of methods (social media/website/internal comms updates). Core SMT members review and monitor the long-term impacts on council services, regularly lobby future government funding and sustainability. The council has currently at least 5-year reserves to support funding across both councils. Service areas have regular BCP reviews to ensure resilience across services. Council website has a Data Hub reporting on corporate plan performance.	Heads of Service	5	Y	Communication and engagement report is underway outlining how to effectively engage with our stakeholders going forward.	Apr-24
25	Sa	Corporate plan	Failure to deliver on the corporate plan objectives due to unrealistic targets set in an everchanging policy landscape ,limited finances and resources may result in reputational damage. And legal challenge. Note: external challenge due to us not meeting the climate target against the backdrop of net zero legislation, which allows anyone if they are so minded to take the council to task over not achieving this target	7	Mark Stone, Adrianna Partridge, Suzanne Malcolm	The Current three year Corporate Plan with ongoing performance reporting. Climate targets for Souths own operations to be carbon neutral by 2025 may not reach target in the timeframe. Paper for South Cabinet looking at implication around target and support in development of new Corporate Plan. Approach to the development of the new Corporate Plan set to be endorsed early 2024.	Tim Oruye	4	Y	Work underway to develop new Corporate plan. Briefings to Council members. Workshops end of September to identify priorities. Review name and content of the document to become more high level strategic .Service plans/Business plans to be reinvigorated to inform the corporate plan by October 2024.	Apr-24
89 (new)	Sa	Strategic	Limited oversight and perceived lack of prioritisation of corporate initiatives and service business plans ,key projects and programmes results in staff working in silos , duplication, lack of buy in to aims and objectives , sub optimal project delivery and increased costs	5	SMT/Andrew Down/Simon Hewings/Mark Minion	New corporate plan underway linked to Service business plans. Transformation programme board to over see specific council initiatives and programmes and report on progress. Revised corporate delivery framework and project register will provide oversight, review and reporting of projects.The 'Corporate GANTT chart' to be reviewed and updated by SMT by 15 March.	Tim Oruye	5	Y	SMT regularly (weekly/fortnightly) review the main corporate projects, considering resources and priorities if a new initiative is required to be actioned. Use the refreshed Corporate Delivery Framework . Core SMT to finalise "Corporate GANTT Chart" after SMT review.	Apr-24
82	Sa	Corporate plan	Failure to understand and plan for the impact on the councils of HIF development rejection by OCC planning committee will result in loss of finances delayed joint local plan, infrastructure and growth and potential unplanned development due to loss of 5 year housing supply	5	Mark Stone/SMT	Government intervention , Secretary of state call in and await impact of Sec of state with little change to date. Paper to be discussed at extraordinary council meeting 29 August for South.	Tim Oruye	5	Y	Keep a watching brief. Hearing set for Feb/March 2024	Apr-24
83	Sa	Strategic	Registered Housing Providers (RPs) don't provide suitable numbers or quality of affordable housing units (either independently or using Section 106 funds.) This may result in: Delays in commencement or ongoing development Not achieving Policy compliant affordable housing schemes On site affordable housing Not being achieved Lack of direct contribution to Housing Register demand	5	Suzanne Malcom	Working group established with all RP's in districts and continue to look at other ways of bring the affordable units into operation. Regular meetings between council officers and RPs to ensure a good working relationship is kept. Update on schemes within the district. Maintain knowledge into what site scale RPs are considering, e.g. larger or smaller sites. Maintain knowledge from developers on what RPs they have contacted. Continue to identify new schemes that have planning permission and S106 agreements confirmed.	Paul Feilding	2/3	Y	Continuous piece of on-going work.	Apr-24
74	Sc Sg	Finance	Failure to plan for the potential long term impact on council finances due to uncertainty of future government funding and failure of all funding increases keeping pace with increased council expenditure, results in the councils being unable to undertake their statutory duties and provide poor customer service leading to loss of reputation.	6	Core SMT	Key topic of discussion core members from SMT(MS/VW/SH/AP/SM) to review and monitor the long term impacts on the councils and services and to regularly funding to LA's by 3 / 4% this year but this is still not at pace with inflation. Income from investments has increased due to increased interest rates as a result based on last years assumptions the councils had at least 5 years reserves to support funding across both councils this now needs to be reconsidered as part of budget reviews so we are unsure of reserve levels this year. SH is delivering member briefings outlining medium and long term impacts to budgets.	Core SMT	5	Y	Monitor	Apr-24
4	Sa	Security - resources	Failure to manage the security of all council owned assets including council offices may result in an incident or intruder entering the building putting our staff and visitors at risk or potential injury claims.	6	Adrianna Partridge/Suzanne Malcolm/ Andrew Busby	Cornerstone and community centres have designated key holders and security checks as part daily operations. Corporate Landlord Model: Provides clarity on roles and responsibilities. Terror threat level remains substantial .. Remain alert to PROTECT draft Legislation and guidance. Security audit has been undertaken at new Office premises at Abbey House, recommendations have been endorsed by our insurers ZM . A review is underway to help support staff against abusive customers .WIP.Didcot Gateway Security: Outside consultants advising on security for new premises , recommendations have been incorporated into the design. There have been incidents at Abbey House with Members of the public ,all have been reported and mitigation actions have been put in place to reduce likelihood of further occurrence successful fire evacuation exercise took place in August and lessons learnt with regards to security and entry to the building which has been communicated via comms to all staff.	Heads of Service	2/3	Y	Monitor security plans across all council owned assets.	Apr-24

41	Sa	Security - resources	Major incident in the district. Failure to adequately respond to a major incident affecting our residents may result in legal action (corporate manslaughter/environmental pollution) and loss of reputation.	5	Adrianna Partridge	<p>The council has an Emergency Planning Officer (EPO) within the Programmes and Assurance team. The team have up to date Emergency Plans which include establishing a Crisis Response Team and cover appropriate escalations to deal with Major Incidents.</p> <p>The EPO attends TVLRF and Oxfordshire County Council meetings on a regular basis to ensure joint working and understanding of roles and responsibilities in the event of an emergency incident. The team receives and reviews regular updates from the Local Resilience Forum (LRF) partners and Resilience Direct.</p> <p>To respond to an incident the LRF would 'stand up' an SCG or TCG as appropriate and would call upon partners to allocate resources as indicated in agreed plans. This could include a scientific technical advisory cell (STAC) in the event of environmental issues. A major incident would be responded to by the relevant partner agencies, utilising Joint Emergency Services Interoperability Programme (JESIP) principles.</p> <p>The team keep up to date with the latest developments, regularly review internal plans and arrangements, undertake training and participate in emergency planning incident exercises. Successfully undertook Golden Chariot Exercise with OCC ,updated plans accordingly.</p> <p>The Council team successfully managed the London Bridge plan on the Death of QEII and a large water disruption emergency in the district.</p>	Ben Coleman/Tim Oruye	2/3	Y	Plan to carry out test of our own cascade call system following Golden Chariot de brief . Look into feasibility of running a cyber exercise.	Apr-24
21	Sa	Procedural/regulatory	Changes in legislation and government policy, may impact the operational delivery of the councils' corporate objectives.	6	Adrianna Partridge/ Tim Oruye	<p>Environment Bill enshrined in law with effect from 10 Nov 2021. Insight and Policy Team researching implications . A number of DEFRA consultations on the new Environment Act have been responded to. Most recently a collaborative response across, Biodiversity, Climate, Waste and Air Quality teams for input into the consultation environmental targets. We continue to use the responses to these as a powerful lobbying and feedback tool.</p> <p>Climate & Biodiversity Team Leader in post with new team members to support actions and continue to review the specific requirements for both Councils to ensure compliance to new Environment Act obligations.</p> <p>A waste procurement expert is employed to support the waste contract procurement, planned interim contract with BIFFA at present until all implications are known.</p> <p>Building Safety Bill emerging with implications for building control relating to fire safety . Senior members of planning team have undertaken training on this to understand impact.</p> <p>I monitoring potential implications for the councils.</p> <p>Illegal immigration Bill monitor impact of any legislation on our districts asylum and refugees who are housed here, as this is a changing landscape. Levelling Up Bill. Administering the biodiversity 'net gain' on planning applications.</p>	SMT	2/3	Y	Continuation of surveillance of further DEFRA announcements on the Environment Act and input into consultations held. Refugees dispersal schemes monitor impact on councils. NPPF monitor changes and potential timeframe delay on impact districts and Joint local plan .	Apr-24
15	Sc	Contract/Procedural	Failure of third party contracts to deliver acceptable levels of statutory service, resulting in non compliance of councils statutory obligations , reduction of service provision, inefficient operations, financial penalties and increased costs.	5	Simon Hewings/ Paul Fielding/Andrew Busby	<p>Methodology to report service breaches are in place, this provides evidence to use in contract re-negotiation. Contracts continue to be under review with focus on lessons learned. Governance structure in place and regular monitoring meetings held. Annual Performance Reports Scrutiny reviews projects as part of Corporate Delivery Framework. Performance reporting process has been embedded to ensure openness and transparency. Provision of effective contract monitoring training for staff. Consider succession planning for hand over of contracts to ensure consistency and that focus is maintained. Council waste contract procurement to incorporate contract monitoring requirements. Regular report on KPI monitoring to Scrutiny (GLL/BIFFA/Capita).</p>	All Heads of Service	2/3	Y	Consideration of setting up a central contract monitoring group linked to SMT to review and report on contractual obligations and revisit contracts. Management structure includes Head of Service and service management reporting on contract KPI's quarterly.	Apr-24
27	Se	Safeguarding	Failure to deliver council safeguarding responsibilities may result in loss of reputation and civil claims if a safeguarding incident occurs in our districts and we have not followed the stipulated procedures and protocols of reporting.	5	Adrianna Partridge Suzanne Malcolm/ Paul Fielding	<p>Designated safeguarding officer (DSO) Adrianna Partridge and deputies, Suzanne Malcolm and Paul Fielding, in place. Cases referred to DSO which do not meet the threshold can be referred to monthly Joint Task Meeting for multi-agency review. Training ongoing</p> <p>Oxfordshire County Council conducts a joint annual audit incorporating the standards from the safeguarding self-assessment against the Children Act 2004 (s11 audit) as well as the standards developed for Adult Services. As part of this audit we submit an annual return which is subject to peer review.</p> <p>Process in place to protect potential victims of modern slavery (MS1).</p> <p>Mandatory training appropriate to the level of contact, as a District Council with no social services and education responsibilities is available on LEAH. All staff completed training every 3 years, and new starters complete this as part of their induction. Monthly reports are produced to inform when staff are due training and procedures in place to ensure training is completed as required . The safeguarding policy has been reviewed and is published on our safeguarding page on Jarvis along with guidance on how to report any safeguarding concerns.</p>	Diane Foster	2/3	Y		Apr-24
67	Sa	Resources personal security	Failure to estimate the impact of hybrid working and changes in ways of working through transformation as well as external economic factors on the staff morale result in increased absence and stress cultural disconnect with the council and staff working in isolation poor customer service and loss of reputation.	5	Adrianna Partridge/Mark Minion	<p>Staff briefings.</p> <p>Staff wellbeing group activities.</p> <p>Staff survey</p> <p>Abbey house nice office space fit for purpose.</p> <p>Drop-in sessions for staff</p> <p>Able to meet for lunch as part of wellbeing. Abbey House use demonstrates how staff have embraced hybrid working whereby on a regular basis there are 30 hot desk bookings and 70 staff signed in on the same day to attend meetings etc.</p> <p>Evolving leaders programme developed providing workshops and online training to support managers in managing in a hybrid environment. Wellbeing champions in place.</p>	Mark Minion/ Abi Witting	2/3	Y	<p>Wellbeing survey and Hybrid working surveys have been undertaken. A review of the outputs has taken place and where there are similarities/comparisons these have been noted. TOR for wellbeing group have been refreshed and a paper was presented to SMT in Q2 summarising the results and proposed actions.</p> <p>Wellbeing groups is well established and has continued to arrange a range of activities: tea and biscuits- meet your MHFA team, wellbeing walks, yoga. A series of talks are planned for the remainder of the financial year.</p> <p>Good use of EAP - mental health issues continue to be one of the top 3 issues and this is reflected in the sickness data.</p> <p>Regular staff surveys to assess issues. New workforce strategy has workstreams to support management and staff induction and improved wellbeing support.</p>	Apr-24
68	Sc	Openness and Accountability	Failure of officers to declare gifts and hospitality in accordance with the Officer Code of Conduct resulting in a risk of the councils not complying with their openness and transparency commitment.	5	Vivien Williams	<p>Clear guidance is provided to officers by the adopted Officer Code of Conduct. Heads of Service will be responsible for monitoring the application of the Code in respect of gifts and hospitality and Human Resources will have general oversight. There is a requirement for Heads of Service to review gifts and hospitality quarterly.</p>	All Heads of Service	2/3	Y		Apr-24
85	Sa	Corporate plan	Failure to deliver the new corporate plan within the timeframe set with clear realistic and measurable objectives that are resilient to reflect the everchanging policy landscape and priorities may impact BAU and strategic project delivery. Objectives results in reputational damage.	5	Mark Stone, Adrianna Partridge, Suzanne Malcolm	<p>The Current four year Corporate Plan with ongoing performance reporting. Climate targets for Souths own operations to be carbon neutral by 2025 may not reach target in the timeframe. Paper for South Cabinet looking at implication around target and support in development of new Corporate Plan.</p> <p>Approach to the development of the new Corporate Plan set to be endorsed early 2024.</p>	Tim Oruye	2/3	Y	Work underway to develop new Corporate plan. Briefings to Council members. Workshops end of September to identify priorities. Review name and content of the document to become more high level strategic .Service plans/Business plans to be reinvigorated to inform the corporate plan by October 2024.	Apr-24

Critical impact (> £5m)	6	8	9 CRITICAL
Major impact (£1m-£5K)	2/3	5	7
Manageable impact (< £250K)	1	2/3	4
	remote (< 10%)	possible (10 - 50%)	likely (> 50%)

LIKELIHOOD