

**AUDIT and GOVERNANCE COMMITTEE**  
**July 2026**  
**RISK MANAGEMENT OVERVIEW**

**Report by Lorna Baxter, Deputy Chief Executive and Section  
151 Officer**

**RECOMMENDATION**

1. The Committee is RECOMMENDED to
  - To note the risk management update

## **Executive Summary**

2. This report sets out updates to risk and opportunity management, and an overview of the latest strategic risk register which contains the Council's most significant risks. The strategic risk register is proactively managed by the senior leadership team (SLT) and reported into the Resources Directorate Meeting (DLT) as part of the council's business management and monitoring reports (BMMR). These combined reports contain performance, risk, and finance progress updates against the delivery of the current strategic plan priorities.

## **Introduction**

3. The Oxfordshire County Council risk and opportunities policy is the overarching framework of the risk management process across the council. The policy is reviewed and updated on an annual basis. This annual review ensures the policy is linked to the budget and business planning process, the strategic plan and captures any external influence that may impact on the risk management process.

4. The current 2025 – 2028 Strategic Plan was approved by Cabinet in November 2025, focussing on our vision to make Oxfordshire a greener, fairer, healthier county. Centred around strong and connected communities, healthy places to live, and a thriving local economy that benefits everyone.

5. The Performance and Insight (P&I) team are responsible for the management and reporting of strategic risks and continue to work with services to assess training needs and further embed the risk and opportunities management process across the organisation.

## **Key updates**

7. Through agile risk management SR19 Cyber Security has been re-instated to the Strategic risk register following changes in the global picture. The current strategic risk register has seven risks.

8. The Performance & Insight (P&I) team has played a central role in supporting services across Oxfordshire County Council to transition all operational risk registers into Camms.Riskconnect, the Council's corporate risk management system. This programme of work has ensured that every service area understands the purpose behind the move, the expectations placed upon Heads of Service, and the benefits of consistent, high-quality risk management practice. Each Head of Service is now the owner of risk management at an operational level.

The transfer is being undertaken to establish a single, centralised source of truth for all operational risk information, in line with Council risk policy and process guidance. Internal materials explain that Camms.Riskconnect is now the Council's central risk management system, designed to enable consistent documentation, reduce duplication, and improve the quality and transparency of reporting across the organisation.

The move also strengthens governance and assurance. Consolidating risks into one system supports consistent scoring, clearer ownership and accountability, and more effective escalation from operational to strategic level, ensuring risks are managed in line with OCC's corporate methodology.

9. Supporting documents outline several organisational drivers for this transition:

- **Policy compliance:** Operational risks must be held in Camms.Riskconnect as required by OCC's risk management policy, strategy and process guide.
- **Improved governance and decision-making:** A unified system enhances visibility of risks, enables more accurate reporting, and informs senior decision-makers with consistent, high-quality data.
- **Efficiency and reduced duplication:** Bringing all registers into one platform eliminates multiple formats, reduces administrative burden, and allows users to attach supporting documentation directly to risks.
- **Clarity of roles and accountability:** Heads of Service are confirmed as risk owners and are responsible for ensuring registers are complete, accurate and routinely updated.

### **Support to Colleagues**

Throughout the transfer period, the P&I team has delivered a range of support to ensure services could successfully migrate their operational risk registers. This has included:

- **Drop-in Q&A sessions** to guide colleagues through the system, explain expectations, and answer technical and process-related questions. These sessions reinforced that all operational risk registers must be entered into Camms.Riskconnect and clarified ownership requirements.
- **Guidance materials and handouts**, including step-by-step instructions for adding risks, applying consistent formats, and attaching documentation safely.
- **Direct engagement with services**, responding to requests for additional advice and clarifying the information needed to complete transfers.
- **Coordination of access requirements**, ensuring any additional colleagues needing system access were identified and onboarded appropriately.
- **Ongoing liaison** with teams to confirm register structures, naming conventions and alignment with corporate risk guidance, helping services embed good practice in how operational risks are identified, described and assessed.

## Outcome

Through sustained guidance, training and hands-on support, P&I has enabled services to transition towards a more consistent, accountable and transparent approach to operational risk management. The move to Camms.Riskconnect represents a significant step in strengthening the Council's governance and ensuring operational risks are captured, monitored and escalated in a manner that supports service delivery, compliance, and organisational resilience. Services are now well equipped to self-serve and manage their operational risks via the system.

## Strategic Risk Register

10. The term "Strategic risk" refers to both strategic risks (risks to the Council's strategic objectives) and operational or programme/project risks which have been escalated due to the severity of their likelihood and/or impact. It does not necessarily include risks to the community, which are managed through the Community Risk Register, overseen by the Local Resilience Forum, (of which the Council is a member).

The strategic risk register records the risks identified as requiring the most senior management attention. The strategic risk register is reviewed monthly by Resources DLT and will be reviewed quarterly by Informal Cabinet, Cabinet and is also an agenda item for chairs of scrutiny committees as part of the Business Management and Monitoring reporting process.

The high-level overview of the strategic risks will be reported publicly as part of the business management and monitoring report (BMMR) pack which goes to Cabinet.

There are currently eight live strategic risks on the strategic risk register. The register below has been through the governance process. Cyber security is included in the quarter 3 business management and monitoring report (BMMR) which went to Cabinet on 17 March 2026. Strategic risks can be added and escalated at any time during the year.

### 11. Risk Status Updates

<b>SR01</b> Financial Resilience	<b>SR10</b> Climate Impact
<b>SR03</b> Housing Infrastructure (HIF1)	<b>SR12</b> Local Government Reform
<b>SR05</b> Special Educational needs and disabilities (SEND)	<b>SR13</b> SEND Sufficiency
<b>SR09</b> Delivering the future together (DTFT)	<b>SR19</b> Cybersecurity

*Table 1: Strategic risks included in the strategic risk register as of 31 March 2026*

## 12. Strategic Risk Overview

Risk Title	Inherent Risk Score	Inherent Risk Rating	Residual Risk Score	Residual Risk Rating	Effectiveness of Controls
SR10 Climate Impact	25	High	20	High	Partially Effective
SR19 Cyber Security	25	High	15	Medium	Partially Effective
SR09 Delivering the Future Together	25	High	16	High	Substantially Effective
SR01 Financial resilience	25	High	12	Medium	Substantially Effective
SR03 Housing Infrastructure (HIF1)	16	High	12	Medium	Substantially Effective
SR13 SEND Sufficiency	25	High	9	Low	Partially Effective
SR05 Special Educational Needs and Disability	25	High	16	High	Substantially Effective
SR12 Local Government Reform	20	High	20	High	Partially Effective

Table 2: Strategic Risk Overview March 2026

## 13. Strategic risk key










Status Indicator	Status Description
High	Residual risk rating is high (Score 16 and above)
Medium	Residual risk rating is medium (Score 10-15)
Low	Residual risk rating is low (Score 1-9)
	Risk score has increased, and position declined
	Risk score has stayed the same and position maintained
	Risk score has decreased, and position improved

Table 3 – Strategic risk key

#### 14. Strategic risk table – position as of 31 December 2025

Risk Title	Risk Description	Inherent Risk score and Rating	Previous Residual Risk score and Rating	Current risk score and Rating	Movement of risk	Effectiveness of Controls
SR10 Climate Impact	Increasing vulnerability to climate impacts leads to failure of key infrastructure and services with a direct impact on health, safety, environment, and businesses.	25 High	20 High	20 High		Partially Effective
SR19 Cyber Security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25 High	15 Medium	N/A	N/A	Partially Effective
SR09 Delivering the Future Together	Failure to deliver organisation wide transformation	25 High	16 High	16 High		Substantially Effective
SR01 Financial resilience	The council is not financially sustainable in the immediate / medium term	25 High	12 Medium	12 Medium		Substantially Effective
SR03 Housing Infrastructure (HIF1)	HIF1 – Programme and cost pressures posing financial and reputation risk to the council	16 High	12 Medium	12 Medium		Substantially Effective
SR13 SEND Sufficiency	Sufficiency demands for SEND places	25 High	9 Low	9 Low		Partially Effective
SR05 Special Educational	Local area SEND partnership inspection	25 High	20 High	16 High		Substantially Effective

Needs and Disability	outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally)					
----------------------	---	--	--	--	--	--

Table 4: Strategic Risk Overview for March 2026

## Corporate Policies and Priorities

15. The risk management process links to all three themes. All templates include the link to the strategic plan to ensure risks are identified with any effect to headline priorities possibly not being delivered.

## Financial Implications

16. There are no significant financial implications from this paper

Comments checked by:

Ian Dyson Director Financial and Commercial Services

## Legal Implications

17. There are no significant legal implications from this paper

Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer  
[Anita.Bradley@oxfordshire.gov.uk](mailto:Anita.Bradley@oxfordshire.gov.uk)

## Risk Management

18. There are no significant risk implications from this paper.

Comments checked by

Louise Tustian, Head of Strategic Performance and Corporate Programmes  
[Louise.Tustian@oxfordshire.gov.uk](mailto:Louise.Tustian@oxfordshire.gov.uk)