

| Service | Ref | Title | Risk description | Cause | Consequence | Owner | Gross Impact | Gross Probability | Current Impact | Current Probability | Risk Score | Residual Impact | Residual Probability | 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 retender for further contractors to complete the work. | Nerys Parry | 4 | 3 | 3 | 3 | 9 | 3 | 2 | A | | | | | | |
| 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 | 2 | 8 | 4 | 1 | A | | | | | | |
| 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 Council's 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 | 3 | 3 | 4 | 5 | 20 | 2 | 3 | R | | | | | | |
| 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 | | | | | | |
| Regulatory Services and Community Safety | 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 | Ian Wright | 3 | 4 | 2 | 2 | 4 | 1 | 1 | G | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 on quality of work if it is rushed or not checked. Reduction in quality of service to customers | David Butler | 4 | 3 | 4 | 3 | 12 | 4 | 3 | A | | | | | | |
| 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 | Nicola Regis | 2 | 2 | 4 | 3 | 12 | 2 | 2 | A | | | | | | |
| 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. | Reduced ability to house applicants in greatest need, "sitting 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 propertiesso reduced income . | Malcolm PEEK | 2 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | David Morrell | 3 | 3 | 3 | 2 | 6 | 3 | 4 | G | | | | | | |
| 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 | | | | | | |
| 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 | | | Malcolm PEEK | |

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| 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 | Inability to recruit lawyers to permanent post, leaving service dependent on locum resources and therefore exceeding salary budget The majority of permanent posts have been recruited to. Further advertising of the Litigation and Planning Lawyer posts has not been successful. The Council will have to retain a locum lawyer in litigation and reconsider the recruitment strategy. | Reputational damage; adverse costs; greater reliance on external services and therefore increased costs. Ability to meet Council's own requirements prejudiced. | Emma Jackman | 4 | 3 | 3 | 2 | 6 | 3 | 1 | G | | | | | | |
| 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 Impact of expectations of politicians and the local community impacting on resources and priorities | 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 | | | | | | |
| Community Services | SRR-007-LP | Insufficient revenue and capital for each proposed development | Insufficient revenue and capital for each proposed development etc. | Current economic climate/Comprehensive spending review | Developments do not take place | Hagan Lewisman | 3 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| Community Services | SRR-007-PC | Income Targets | Non achievement of Town Hall income targets | Impact of economic circumstances; delays in building maintenance, major disruption to business e.g. fire, major repairs | | David Hunt | 4 | 4 | 1 | 1 | 1 | 1 | 1 | G | | | | | | |
| Planning Services | SRR-009-CD | Opposition | Opposition to emerging statutory plans, and to planning applications and decisions; A) vocal and organised local opposition before decision; B) opposition at Examination or committee stage; C) Legal Challenge after Adoption or planning decision | Local public, groups, organisations or political parties object to policies in emerging documents and choose to use many and all avenues to express objection, including some outside normal procedures and all drawing a lot of media attention . Or opposition to planning applications at, pre-application, after validation. Committee and post decision stages | Delay, extra costs, reputational risk, possibly David Butler amendments to policies. | David Butler | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| Housing Services | SRR-009-HC | Long term sustainability of HRA business plan | Changes to variable factors threatens investment and service performance and medium term financial strategy | Government legislative changes with respect to welfare reform, rent policy and sale of high value assets. Government rules on Right to Buy receipts mean money not spent in certain timeframe need to be returned to central government with interest. The Rent Cap being set at 7% has limited rental income alongside the pressure of supply, repairs & maintenance and the retrofit agenda will cause significant pressures for the HRA. | Significant reduction to rental income threatens the investment programme in existing stock and new Council housing and the level and quality of landlord services. As well as our ability to respond to retrofit agenda, new decent homes standards and any further demands from regulator. | Nerys Parry | 4 | 3 | 4 | 2 | 8 | 4 | 2 | A | | | | | | |
| Community Services | SRR-010- CS | Budget and Income | Trading Income from Event hire | Changes to Broad Street, COVID-19, the cost of living impact on the events sector and targeted campaigns against event organisers | Budgeted Target not met | Paula Redway | 2 | 4 | 1 | 3 | 3 | 1 | 2 | G | | | | | | |
| Planning Services | SRR-010-CD | New Partnership Challenges | Oxford Growth strategy, and related work including City Deal scheme implementation, Unable to secure partnership agreement in order to deliver work plan commitments with pace to work plan | Unable to reach agreement with partners, necessity to compromise away from best interests, prevarication, delay and effort in the processes | Delay, failure, less favourable outcomes, more complex delivery mechanism going forward | David Butler | 4 | 4 | 3 | 4 | 12 | 3 | 4 | A | | | | | | |
| Community Services | SRR-010-LP | Breach in H&S leading to fatality/closure of building | Breach in H&S leading to incident/ injury/ fatality/ closure of leisure facility and/ or service disruption | Failure of health and safety management and monitoring | Risk of injury or death to persons. Reputational risk. Financial claims. Risk of facility closure or service disruption | David Morrell | 3 | 3 | 4 | 3 | 12 | 4 | 3 | A | | | | | | |
| 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. | Ian Brooke | 2 | 4 | 4 | 3 | 12 | 3 | 3 | A | | | | | | |
| 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 Verssa 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 | | | | | | |
| 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 | Ian Brooke | 3 | 4 | 3 | 4 | 12 | 3 | 3 | A | | | | | | |
| 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 | | | | | | |
| 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 | Ian Brooke | 4 | 3 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| Regulatory Services and Community Safety | 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. | Ian Wright | 4 | 4 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| 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 tower blocks compliance. | Occupiers put at risk. Prosecution of Oxford City Council. | Steve Stansfield | 4 | 2 | 3 | 2 | 6 | 2 | 1 | G | | | | | | |
| 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 | | | | | | |
| 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 | Sonal Khade | 2 | 2 | 2 | 2 | 4 | 2 | 2 | G | | | | | | |
| 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 | | | | | | |

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| 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 | 4 | 3 | 12 | 3 | 2 | A | | | | | | |
| Financial Services | SRR-017-FI | Corporate Fraud | Suppliers set up on payment system that are not genuine or requests to change bank account details that are not genuine | Third parties attempt to defraud the council | Payments being misappropriated, loss of public monies | Annette Osborne | 3 | 3 | 3 | 3 | 9 | 3 | 2 | A | | | | | | |
| Law and Governance | SRR-017-LG | Legal Income | Income target not achieved | Failure to secure external work | Budgetary Pressure | Emma Jackman | 3 | 3 | 3 | 3 | 9 | 3 | 2 | A | | | | | | |
| Financial Services | SRR-018-FS | Management effectiveness and employee ability to deliver services | Excessive pressure placed on staff and managers | Increased workloads and increased volumes of emails and online meetings in addition to increasing demands arising from the "day job" | Staff burnout; increased incidence of stress; lack of capacity to deliver work demands | Nigel Kennedy | 4 | 4 | 4 | 4 | 16 | 3 | 3 | R | | | | | | |
| Law and Governance | SRR-018-LG | Complaints Handling | Failure of corporate complaints process resulting in Ombudsman intervention | Reliance on limited number of officers | Reputational risk. Additional complaints and/or ombudsmen intervention. | Emma Jackman | 3 | 4 | 3 | 4 | 12 | 2 | 1 | A | | | | | | |
| Financial Services | SRR-019-FS | Health & Safety | Staff are subject to volatile situations in the course of their duties and possible harm | Robust & challenging conversations held with subjects of investigation during interviews and visits leading to escalation tension and possible physical assault. | Staff subject to harm and subsequent short or long-term sickness, reduced resources. | Scott Warner | 1 | 1 | 2 | 2 | 4 | 2 | 2 | G | | | | | | |
| Community Services | SRR-020-CS | Community Cohesion Erodes | The risk that social and community cohesion will be negatively affected, detracting from our aims to encourage strong and active communities. | Britain's exit from the EU, shifts in national politics, and subsequent shifts in society's perceptions. | 1.Uncertainty and instability in political climate leads to social and political polarisation - this in turn could lead to political fallout/shifts in management and risk of the council developing a bad reputation 2.Political instability means social instability / unrest, leading to higher rates of hate crime. Deepening cleavages in society divides communities, with settled communities feeling neglected by local authorities in favour of new/emerging communities - diversity is seen as a threat for some. 3. Social unrest can have negative effects on health, which carries risk of widening existing health inequalities across the city. | Ian Brooke | 3 | 5 | 3 | 3 | 9 | 3 | 3 | A | | | | | | |
| Financial Services | SRR-020-FS | Budget and Income | Failure to deliver profiled trading income due to external factors | Reduced appetites for external clients and partners to spend on counter-fraud services due to cost of living crisis, politics or competing priorities | Trading income targets not achieved, medium term financial plan compromised, budgetary overspend. | Scott Warner | 1 | 1 | 2 | 1 | 2 | 1 | 1 | G | | | | | | |
| Financial Services | SRR-021-FS | Performance | Failure to achieve service plan targets and objectives due to unplanned staff absence or turnover including sickness | Some fixed term contracts in the team increase risk of staff looking to alternative roles with other organisations. | Targets not achieved, trading income compromised, inability to service external contractual commitments | Scott Warner | 1 | 1 | 2 | 2 | 4 | 2 | 1 | G | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | |
| 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 | | | | | | |
| 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 | 3 | 3 | 9 | 2 | 2 | A | | | | | | |
| 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 achieved | Helen Bishop | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | |
| 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. | David Morrell | 5 | 5 | 1 | 2 | 2 | 1 | 1 | G | | | | | | |
| 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 | | | | | | |
| 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 Delivery 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |

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| 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 | | | | | | |
| 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 | | | | | | |
| Regeneration and Economy | SRR-007-RE | Capital project delays | Significant delays of capital projects | Unforeseen circumstances 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 | 4 | 4 | 16 | 4 | 4 | R | | | | | | |
| 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 including RRTBRs being returned with punitive interest | Dave Scholes | 3 | 3 | 3 | 3 | 9 | 2 | 2 | A | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | | | | | | |
| 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 | 2 | 2 | A | | Understanding of stock condition , developing robust programmes of work to secure budgets are adequate | | | | |
| Corporate Property and | SRR-015-CP | Capital Receipts | Inability to reac 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 | | Constant review of lease re-gear opportunities | | | | Alex Miller |