Reference	Service	Corporate Priority	Risk Category	Title	Risk description	Cause	Consequence	Owner	Updater	Risk Owner	Gross Probability	Gross Impact	Current Probability	Current Impact	Risk Score	Target Probability	Target Impact	RAG	Comments
00001	Financial Services	Priority 5 - Well-Run Council	Business, financial, market		Pressure on income and increased demand for services means that the Council will not be able to deliver its plans and corporate priorities	Increasing demand for services and expectations. Increased costs due to inflation impacting the wider economy and our partners. Reduction in income and commercialisation. Pressures on the Orchid Market causing increased demand for adult social care services. Impact caused by Orchid Direct Services, and a need for Oak Place to refract the business plan for developments. Impact of Covid-19 and Brexit. The Council's budget could result in anticipated returns not being delivered or poorly performing as the economy recalls. Ina reduction in income from fees and charges and council tax rates. Insufficient governance leads to corruption, and a failure to deliver savings.	Vulnerable residents in the Council's income and expenditure increased costs due to inflation impacting the wider economy and our partners. Reduction in income and commercialisation. Pressures on the Orchid Market causing increased demand for adult social care services. Impact caused by Orchid Direct Services, and a need for Oak Place to refract the business plan for developments. Impact of Covid-19 and Brexit. The Council's budget could result in anticipated returns not being delivered or poorly performing as the economy recalls. Ina reduction in income from fees and charges and council tax rates. Insufficient governance leads to corruption, and a failure to deliver savings.	Gail Mallin	Gail Mallin		4	4	16	3	3	9		no change
00001				Business Planning process															
00001				Agree a balance four year MTFP, with no unidentified savings gaps							01/03/08	In Progress							
00001				Ensure companies are on schedule to deliver returns to the Council, and support them to do so where required, and by challenging them to better performance							Ongoing	In Progress							
00001				Rigorous review of plans in 5h service directors to be are required to confirm that savings proposals are achievable, and that they are in line with the MTFP							30/06/08	In Progress							
00001				Scrutiny of the revenue budget and the MTFP by the finance team, Directors, the Chief Executive, Executive Members, and Cabinet. Regular monitoring reports are sent to the all of the MTFS and ensuring savings and income are on track							ongoing	Not yet started							
00001				Robust scrutiny and monitoring of the capital programme, a lifetime Project Management Office scrutinising the management of projects with regular reporting to Cabinet and Scrutiny							ongoing	Not yet started							
00001				Analyse revenue pressures into statutory and non-statutory to support future budget settlement exercises. Plan changes to Business rates, reforms and Fair Funding							31/12/20	Not yet started							
00001				Ensure Senior Officers and Members are aware of the financial pressures, and the need to reshape the workforce to a balanced budget							01/06/20	In Progress							
00001				Ensure Senior Officers and Members are aware of the financial pressures, and the need to reshape the workforce to a balanced budget							01/06/20	Not yet started							
00001				Ensure Senior Officers and Members are aware of the financial pressures, and the need to reshape the workforce to a balanced budget							31/12/20	Not yet started							
00001	People	Priority 5 - Well-Run Council	Organisational, management and people	Workforce sustainability	Delivery of future ambitions	Recruitment and retention of staff in key areas such as Legal, IT and Environmental Health. Unfavorably, public sentiment, cost comparison pay, increased demand / pressure Covid-19	Increased workload putting pressure on capacity, resulting in poor results, impact on stalling high staff turnover, increased sickness, poorer outcomes and an inability to deliver the Council's ambitious digital challenge, action decision, resilience, skills	Gail Mallin	Gail Mallin		4	4	16	3	3	9		no change
00001				Delivery of an agreed local pay deal for all Unions									Completed						
00001				Development and implementation of a pay and grading review to enhance pay in areas where the Council is hard to recruit and attract issues to improve retention							01/06/08	Completed							
00001				Continued implementation of Leadership Development programme for senior managers, middle managers and leaders to support succession planning and retain talent. Timeline = ongoing								In Progress							
00001				Continue workshops on People policies and procedures							Ongoing	Ongoing							
00001				Digital skills training programme for all staff							31/03/08	In Progress							
00001				Continued delivery of occupational health and Employee Assistance programmes to support staff wellbeing and help people back to work, demonstrating our commitment to employee well-being. Timeline = ongoing							Ongoing	Ongoing							
00001				Continued delivery of a comprehensive staff communication plan. Timeline = ongoing								Completed							
00001				Continued development of inclusion non-elected members and staff, to ensure that the Council is able to make decisions that are fair and equitable, and to ensure that the Council is able to meet its statutory duties, including the targeted 10.5% of there workforce from minority ethnic ancestry by 2020							Ongoing	Ongoing							
00001				Development of "Grow our Own" apprenticeships							Ongoing	In Progress							
00001				Establish a new Trainee etc of recruitment agencies to ensure that we have the right number of Council staff to meet resource needs for November 2020							30/11/20	In Progress							
00005	Law, Governance & Strategy	Priority 5 - Well-Run Council	Legal, regulatory & compliance	Failure to comply with governance requirements	Failure to comply with the Council's Constitution and governance requirements as set out in law	Insufficient resources impact on the Council's ability to comply with governance requirements, including about roles and responsibilities. Poorly implemented policies. Inexperienced staff lack the know-ledge and skills to carry out their roles effectively. Insufficient planning taking place leading to time pressures on delivery and corners being cut. Staff/ members are not aware of their roles and duties. Relations deteriorate between third parties (e.g. grant recipients) and the Council. Lack of clarity about roles and responsibilities competing requirements creating governance is sometimes overlooked	A loss of public trust and confidence in the Council's governance and decision-making. Negative impact on staff and the Council's reputation and image. Elected Members and senior officers face criticism. The Council's ability to deliver its services is compromised as important decisions are made incorrectly. Tensions arising Members and staff. Exposure to financial risks and liabilities. Increase in legal challenge and claims and procurement challenges. Increase in complaints. Increase in Ombudsman and other scrutiny legal challenges / failure to follow governance processes are uncovered and addressed.	Emma Jackman	Emma Jackman		4	4	16	3	4	12	
00005				Clarity about roles and responsibilities for decision-making within the constitution							31/07/20	In Progress							
00005				Correct corporate documentation and guidance in place to ensure that policy is translated to processes governance around these being there and properly applied								In Progress							
00005				Internal and external audit								Ongoing							
00005				Appropriate level of resources								Ongoing							
00005				Training of staff, as changes are made, on a refresher basis and as part of an induction							01/12/20	Ongoing							
00005				Ensure culture allows for a forbidden ing / challenge and that we are in a learn and improve culture (Future Leaders programme, Leadership Development)							01/12/20	Ongoing							
00005				Clarity and oversight of companies and specifically reporting decisions, and ensuring - in a timely manner and by the correct decision-making body								Ongoing							
00005				Ability to decentralise lessons learnt								Ongoing							
00005				Ensure that systems are in place to monitor and control compliance and systems								Ongoing							
00005				Establish a corporate approach to project management that ensures governance requirements and timelines are factored in and understood from the outset								Ongoing							
00009	Law, Governance & Strategy	Priority 1 - Good affordable homes Priority 2 - Strong fair economy Priority 3 - Thriving communities Priority 4 - Zero carbon Oxford Priority 5 - Well-Run Council	Political	Political and Partnership landscape - local and national	Uncertainty about the future political landscape at local, national, regional and local level as Local Government Reorganisation and Devolution are progressed	The new Government devolution agenda, the universal requirement to create Mayoral Strategic Authorities and the Government's commitment to devolution. This has increased uncertainty, significant additional work to prepare new governance, a challenge to partnership and relationship building, and the Council's ability to plan and the accumulation of significant new service responsibilities.	The potential loss of focus on city level inclusive growth and community identity, disruption from BID (ended, renewed or extended), risk, and negative impact on partnership working	Caroline Green	Mark Tuller	Caroline Green	5	4	20	3	3	9	
00009				Agreed approach using GDs and Deliberative Leaders Making for LGR, and forecasted timeline for a clear group of councils considering devolution, as near-contiguous, and for taking joint working resources to boards that arise	Ongoing	In Progress													
00009				Use partnerships, stakeholder networks and relationships with Governments to build a compelling case for devolution, and ensure that the Council's voice is heard and audit, south of the M4 corridor also have a voice on a Thames Valley MSA council	Ongoing	In Progress													
00009				Agree protocol on approach to public engagement on devolution, and ensure that Council's commitments to Annual the Governing Principles are upheld		Not yet started													
00009				Ensure staff engagement on LGR as required by Statutory Invitation	Ongoing	In Progress													
00009				Flexible and robust constitution processes to facilitate decision-making	Ongoing	In Progress													
00009				Use cross-party or sitting groups for major decisions	Ongoing	In Progress													
00011	People	Priority 1 - Good affordable homes Priority 2 - Strong fair economy Priority 3 - Thriving communities Priority 4 - Zero carbon Oxford Priority 5 - Well-Run Council	Organisational, management and people	Increased demand on services	There is increased demand for services provided by the Council (including Customer Services, Council Tax and Benefits	Several factors are driving the grow-ing demand for City Council services including the cost of living crisis, the long, high costs of accommodation reducing disposable incomes and driving debt. This is compounded by more people being in need of Council services, including deprivation in certain areas of the city, and the Council's duties to provide services to vulnerable people. These issues are further exacerbated in-ten the Covid-19 crisis, with more people in Oxford and Oxfordshire unable to access digital services, due to digital poverty, and a few partner organisations, reduce or eliminate preventative services.	The increasing pressure on services and staff, can lead to a poor customer experience, and to reputational obligations. As a result, the Council's reputation may suffer as customer expectations go unmet, and residents may lose faith in the Council. Increased demand for services may also place pressure on the Council's achieving savings targets and income-there challenging	Helen Bishop	Helen Bishop		5	4	20	3	3	9	
00011				Launch of phase 1 of OCC new website. This has already been done								Completed							
00011				Launch phase 2 of OCC website								In Progress							
00011				Ensure strong understanding of factors driving demand through the BIU								Completed							
00011				Corporate business planning process to ensure prioritisation of BIA on-line areas								Completed							
00011				Increase services available online followed by digital online campaign. Revenues and benefits forms								Completed							
00011				Ensure central centre maintenance, use of technology								In Progress							
00011				Embed behavioural insight in sub-into Change Team. Ensure that it is a strategic agenda, and value are embed-ed throughout								Completed							
00011				Community Services Review							31/07/08	In Progress							
00011				Review criteria for grant funding								Completed							
00011				Deployment of digital skills training programmes in community								In Progress							
00011				Work in the partners and agencies to deploy collaborative solutions	Ongoing	In Progress													
00011				Corporate organisational structure redesign		Completed													
00011				Delivery of cost of living activities	Ongoing	Ongoing													
00007	Communities & Citizen Services	Priority 3 - Thriving communities	Legal, regulatory & compliance	Flood	The Council's ability to respond to a significant flooding event	The Council's ability to respond to a serious flooding event is compromised because of a lack of or inadequate response due to inexperience of leaders or officers, or because of a lack of resources, equipment and are a single point of failure. Budgets could mean that there are insufficient resources of people and materials to deal with the needs of the affected people. Including preparing for the event before it happens, responding during the event and recovering after the event. Or because of a lack of or inadequate coordination in the response	If the Council does not effectively manage the risk of flooding, it could result in loss of life, injuries, damage to homes, damage to business premises and infrastructure, disruption to the city's economy, and energy to fit our Category 1 responder status, cause in the Council's reputation, and a loss of trust in people and the Council. Impact on Council services and Council services, with greater demands on Council services. Impact on the Council's finances, and cost of a duffer. Political difficulties arising out of disagreements about accountability for the response including budget and use of resources.	Tom Healy	Tom Healy	Tom Healy	5	4	20	4	2	8	Remove or if Probability based on Risk Matrix, Risk Score is also, e.g. Indirect Flood Alleviation Scheme
00007				Flood Protocol setting out the roles of internal teams and partner organisations								Completed							
00007				Internal Incident Management Framework in place that ensures internal escalation routes and communications								Completed							
00007				TVLGF Emergency Response Arrangements are in place								Completed							
00007				Out of hours Teams rota								Completed							
00007				Community resilience plans								In Progress							
00007				Oxford Flood Alleviation Scheme provides bunds and a flood plan channel to direct Flood Relief waters as up from residential areas							31/12/20	In Progress							
00006	Communities & Citizen Services	Priority 3 - Thriving communities	Legal, regulatory & compliance	Adverse weather, terrorism and utility outage	The Council's ability to respond to a significant emergency event	The Council's ability to respond to an emergency is compromised because of a lack of or inadequate response due to inexperience of leaders or dependence on individuals, or because unavailable, or because of a lack of or inadequate resources, or that there are insufficient resources of people and materials to deal with the needs of the affected people. Including preparing for the event before it happens, Communication failures or the the Council and key partners, or because of a lack of or inadequate coordination in the response	If the Council does not effectively manage an emergency, it could result in loss of life, injuries, damage to the city of residents, damage to homes, damage to business premises and infrastructure, disruption to the city's economy, energy to fit our Category 1 responder status, cause in the Council's reputation, and a loss of trust in people and the Council. Impact on Council services and Council services, with greater demands on Council services. Impact on the Council's finances, and cost of a duffer. Political difficulties arising out of disagreements about accountability for the response including budget and use of resources.	Tom Healy	Richard Adams	Tom Healy	4	4	16	3	3	9	
00006				Plans in place for adverse weather, utility outage and terrorism incidents, including Flood Plans, Major Incident Teams and the connections with multi-agency responses.								Ongoing							
00006				Internal Incident Management Framework in place that ensures internal escalation routes and communications								Completed							
00006				Thames Valley Local Resilience Forum Emergency Response Arrangements are in place								Completed							
00006				Out of hours Teams rota								Completed							
00009	Economy, Regeneration & Sustainability	Priority 1 - Thriving communities Priority 3 - Thriving communities	Technical, operational and infrastructure	Ageing infrastructure	Without further investment and partnership working the city's ageing infrastructure will increasingly impede the ability of the Council to deliver on the wellbeing of citizens and the prosperity of the city	The city's utility infrastructure is struggling because the city's population has grown by 40 a cross-the-board increase in demand for water and non-commercial developments, critical the same time there is a lack of investment in the infrastructure. Many of the systems are not designed for today's demand. Lack of capacity of both energy and sewage treatment supply and distribution. Lack of investment, as ne-ces-is given to both the short and long-term.	A lack of utilities infrastructure can lead to restrictive conditions on planning permissions so parts of the city cannot be developed, or can lead to a slowdown in development rate, as has been seen in Bicester recent years. Lack of capacity can lead to a loss of economic activity. A lack of energy supply may mean that new developments do not receive the level of supply needed to function properly. Lack of sewage treatment means developments may not receive planning permission or become stalled or be scaled back. Businesses may be unable to expand, or may be forced to relocate, reducing local employment opportunities and national productivity. Lack of investment means that new utility infrastructure cannot be connected. Old sewage systems may fail leading to pollution of the city's waters causing human flooding. Under pressure ageing systems may fail leading to complaints and a reduction in trust in-ption that Oxford is a great place to live and work.	Clive Tritton	Clive Tritton	Clive Tritton	5	5	25	3	3	9	
00009				There is a challenge because mitigation is out of the Council's control. Raise over, recent pollution on the sewage treatment works has shown that the sound infrastructure is not resilient to pollution and pressure to bear, and it needs to continue to do so. Mitigant Investby: discussions a-tt-appropriate utilities providers to ensure that they are aware of the risks of utilities providers underscored the impact of a reduce service capacity	31/07/20	Ongoing											
00009				Direct access to Government through the Oxford Growth Commission		Ongoing													
00100	ICT	Priority 5 - Well-Run Council	Technical, operational and infrastructure IT and Information	Cyber security and IT infrastructure resilience	Failure to prevent and respond to cyber attacks and ensure IT infrastructure is fit for purpose and adaptable to future needs	human error, deliberate targeting, because the Council's a high value target, and because of inadequate Resource through third party partners. Inability to recruit and retain staff with the required skills, because of recruitment challenges. Inadequate training and prioritisation of IT infrastructure. Complexity of interconnected IT interdependently issues. Resilience and capacity for change	Inability to provide key public services. Financial losses, fines and reputational damage. Staff multitasking and morale impacted. Reduced productivity and operational effectiveness. Loss of trust and confidence. Increased scrutiny. Reputational damage. Infrastructure accessibility. Failure to deliver savings and modernisation.	Rocco Labellarte	Rocco Labellarte	Rocco Labellarte	5	5	25	3	4	12	
00100				Prioritising the Tier-1 fall-server rooms to provide resilience	31/12/20	Ongoing													
00100				Enhancing cyber security monitoring to adapt to evolving threats	30/06/20	Ongoing													
00100				Security upgrades as a result of the cyber incident in June 2020	31/12/20	Ongoing													
00100				Cyber security training for all staff	31/12/20	Ongoing													
00100				Full security review being undertaken by independent experts in July 2020	31/07/20	Ongoing													
00100				Data centre migration after Cyber Incident in June 2020	30/06/20	Overdue													
00100				Building resilience in infrastructure and network	01/03/08	Ongoing													
00100				Review by cyb-ersecurity-expert-resources. Review by cyb-ersecurity-expert-security controls before full-migration	30/06/20	Ongoing													
00102	Economy, Regeneration & Sustainability	Priority 2 - Zero carbon Oxford	Environmental and sustainability	Addressing the causes and impacts of climate change	If the Council does not prioritise addressing the drivers of climate change and reducing its effects, both residents and the environment is at further detrimental harm	Limited funding is insufficient to invest in infrastructure, resources and technology. Conflicting priorities, short-resources, and slow delivery. Changes to government policy and funding. Lack of capacity, skills, gap in-ness in projects and a lack of its partners.	Carbon emissions fail to meet the required targets. Detrimental impact on biodiversity. An increase in heat, flooding and storms. Resulting in increasing costs to the Council and residents. Increased reputational damage. Increased costs. Increased deaths and reduced health and wellbeing for the population. These consequences will have a significant impact and damage the reputation of the Council.	Clive Tritton	Mark Tuller	Clive Tritton	5	3	15	4	3	9	

00162																	Retention of Zero Carbon Oxford as a Corporate Priority & inclusion of annual actions in the Business Plan, that target and support delivery of the Councils 2030 and City 2040 net zero targets.	ongoing	In Progress		Clive Tritton	Clive Tritton	30/06/25	03/07/25 08:00
00162																	Council has set a 2040 NZ target.	31/07/38	In Progress	Target at risk - Being review led by cross Council team, draft paper recommends review all forces on buildings, fleet, procurement, waste, and staff travel to align with 2030 and Property re-profiling programme and City wided plans for delivery. to enable Council to make decisions on the most cost effective way to achieve targets. Council Net Zero Tracker created in 2019, needs to be updated to align with these analysis.	Clive Tritton, Jane Winfield, Nigel Kennedy	Malcolm Prior, Olivia Hearn, Tina Mould	30/06/25	03/07/25 16:00
00162																	Finance - use of revolving loans and ER reserves (inc annual contribution of £100k to Net Zero Transition Fund) - to provide funding for Feasibility and Focused Delivery of decarbonisation projects.	Annual review on progress	In Progress	Plan for use of reserves and funds established for 25/26	Clive Tritton, Nigel Kennedy	Barbara Greenwood, Tina Mould	30/06/25	03/07/25 08:00
00162																	Programme of Carbon Literacy across the Council to increase awareness	ongoing	In Progress	First target numbers achieved. Feedback recommends - course needs to be shortened, updated and relevancy to be improved for participants.	Clive Tritton	Clive Tritton	30/06/25	03/07/25 08:00
00162																	Energy efficiency target for Social Housing (SRC-C by 2030) is on target to be achieved.	Annual review on progress	In Progress	95% of all social housing meets SRC-Cveiling programme to assess remedials' is in place, with 2,000 SRC-C remedial associated works. 2030 should be achievable.	Nancy Parry	Juliet Nicholas, Malcolm Prior	30/06/25	03/07/25 08:00
00162																	City has a 2040 NZ target	Annual review on progress	In Progress	Council continues to host and support the Zero Carbon Oxford Partnership, which is a key delivery vehicle. Full support 2040 target. Risk of achieving 2040 target is being reviewed and updated.	Clive Tritton	Clive Tritton	30/06/25	03/07/25 16:00
00162																	District Heat Mains scoping paper being led by Oxford City Council. If viable will deliver 5% 2030 indicator(by 2030 Net Zero Carbon Oxford) - Public sector and school sector to decarbonise in Oxford.	31/07/38	In Progress	Decision due July 2025 - Connection due 2030.	Tom Bridgman	Tina Mould	30/06/25	03/07/25 08:00
00162																	Council has an Effective Vehicle Strategy and Implementation Plan.	30/06/27	In Progress	Behind. 300 changes due to be installed across Oxford in the next 3 years. Installations behind, due to JJ01 programme delays, needs to be continued at pace and be standardised after initial trials.	Clive Tritton, Jane Winfield	Steve Gaskins, Tina Mould	30/06/25	03/07/25 08:00
00162																	Protect manage and enhance Oxford's urban forest	30/06/38	In Progress	Tina Mould - Tree Officer - Tree Officer - Tree officer - maintaining, improving and increasing tree canopy cover which is of utmost importance to the Council. The Council adopted an ambitious 30% tree canopy cover target in 2021 (currently have tree canopy cover targets but subject to the approval process a draft is in Ring Fence).	Tina Mould	Tina Mould	03/07/25	03/07/25 11:56
00164	Chief Executive	Priority 4 - Well Run Council	Organisational management and people	The workforce and public are healthy and safe	If the Council fails to effectively manage health and safety, staff and the public could be at risk of injury, leading to injury, illness, death interventions and regulatory intervention.	Insufficient resources and funding can limit investment in training, maintenance, and safety measures, undermining enforcement of policies. Lack of regular and comprehensive training leads to a culture of knowledge gaps, risks being overlooked, and reduced vigilance. Employees and managers may not be fully aware of their responsibilities. A non-compliance culture where these risks are ignored or underestimated further weakens health and safety in recommendations, with safety being part of every decision and task.	Injury, ill health or death of employees or members of the public, leading to legal liabilities, reputational damage, disruption to service delivery, including to vulnerable people. Criminal prosecution of the Council and/or staff members for breaches of Health and Safety and Fire Safety Legislation, including fines, imprisonment and disqualification from office. Responding appropriately to incidents and implementing lessons learned is crucial. Increased budgetary pressures from liability claims and compensation payouts, which can divert funds from other priorities. Reputational damage, loss of trust, and damage to equipment and premises. Media scrutiny and reputational damage.	Caroline Green	Cat Mellin, Malcolm Prior	Roger Martin	5	5	25	1	4	5									30/06/25 12:07
00164																	Ensuring governance is in place to monitor health and safety performance	ongoing	Ongoing		Abigail Boydaer, Jane Winfield, Martin Stevens, Martin Shields	Abigail Boydaer, Jane Winfield, Martin Shields	30/06/25	03/07/25 08:00
00164																	Ensuring compliance to RI regulatory requirements	ongoing	Ongoing		Abigail Boydaer, Jane Winfield, Martin Stevens, Martin Shields	Abigail Boydaer, Jane Winfield, Martin Shields	30/06/25	03/07/25 08:00
00164																	Proper governance of compliance with health and safety policy	ongoing	Ongoing		Abigail Boydaer, Jane Winfield, Martin Stevens, Martin Shields	Abigail Boydaer, Jane Winfield, Martin Shields	30/06/25	03/07/25 08:00
00164																	Promoting a health and safety culture, through training, learning lessons and facilitating a mediative by	ongoing	Ongoing		Abigail Boydaer, Jane Winfield, Martin Stevens, Martin Shields	Abigail Boydaer, Jane Winfield, Martin Shields	30/06/25	03/07/25 08:00
00164																	Collaborating with the enforcing authorities - Leading Safety Forum, Fire Safety Enforcement, Enforcing authorities, such as the Police and Fire and Rescue Authority, and cooperating in Ofsted inspections and investigations.	ongoing	Ongoing		Abigail Boydaer, Jane Winfield, Martin Stevens, Martin Shields	Abigail Boydaer, Jane Winfield, Martin Shields	30/06/25	03/07/25 16:02
00165	Housing	Priority 1 - Good affordable homes	Customer and citizens	A failure to deliver Temporary Accommodation strategies to meet demand/increases in homelessness.	The Council does not control/effectively meet or implement the mitigation priorities for ordinarily temporary accommodation needs, nor the contingency plans for unexpected surges in demand for services for homelessness prevention. Additionally, if fails short to ensuring the adequate supply of housing through the implementation of the Council's Housing development programme.	Service demand and supply failure - the cost of living crisis and other external factors (most outside of the Council's control e.g. changes to Government Policy, Economic Climate, Cost of Living Crisis, Housing Market etc) mean homeless prevention activities are unable to stop enough households from becoming homeless and/or prevent enough households from being placed in temporary accommodation or enough homeless households from Temporary Accommodation to move into permanent housing in order to free up existing social housing becoming available and a shortage of affordable PRS homes.	Reputational Impact - If the Council fails to meet its homelessness housing duties due to its inability to secure sufficient PRS supply and delayed delivery of its Housing Development Plan. Financial Impact - 1) Increasing financial pressures on General Fund due to increasing placements in temporary accommodation and B&B. 2) Government changes to metrics and formula within Temporary Accommodation Subsidy Scheme coming in in the year. This could impact GCC's allocation going forward. Legal Impact - Council's inability to fulfill its legal requirements to ensure accommodation offered to homeless households is suitable, affordable, available and as a result, may lead enforcement in order to begin action being taken against the council. Reputational Impact - If the Council fails to implement measures, that have been adopted. However, any unexpected surges in demand for services or legislative changes could put this service under strain and lead to increased costs, impacting the Council's ability to meet the current regulatory and economic circumstances.	Nancy Parry	Tom Porter	Richard Wood	4	5	20	2	2	4	High numerical, vehicle-from-we ongoing Temporary Accommodation mitigations in place to reduce the risk of an increase in the number of homeless households, and an increase/spending Temporary Accommodation is reinforcing its programmes on accommodations. The risk lefts remains high because of most the rising cost of living, the Council's ability to access to availability, changes to Government policy and nationwide impact on this.	Controls place	Ongoing	A suite of housing strategies approved by Cabinet in 2023 are in place. These clearly outline the priorities for the Council to meet the challenges of increasing pressures and for effectively managing financial resources and ensuring value for money for the Housing Account. Governance and regular monitoring is in place via lead member, cabinet and DLT	Nancy Parry	Tom Porter	03/07/25	03/07/25 08:00
00165																	A set of homelessness priorities is are agreed by Cabinet annually. These include a focus on PRS enhanced support, acquisition of PRS, partners to PRS providers, and Housing First. Officers are delivering these mitigating measures and supporting the efforts to reduce the number of homeless households in place. Further mitigations agreed in May 25, including up to 150 new Temporary Accommodation units, reclaim/re-purpose of Hostels, and reforms to the access panel for single homeless.	Controls place	Ongoing	Control in place and is a live, on-going in embedding actions from the strategies. Further mitigations agreed in May 25, including the reclaiming/re-purposing of Hostels and trialling approval of revised Year 3 Actions in the Homeless Prevention and Rough Sleeping to support a cut in the area Corporately.	Nancy Parry, Richard Wood	Tom Porter	03/07/25	03/07/25 08:00
00167	Housing	Priority 1 - Good affordable homes	Customer and citizens	Failure to meet Social Housing (Regulation) Act customer/consumer standards.	The Council, in its role as a landlord, fails to fully meet the Social Housing (Regulation) Act customer/consumer standards. Failure to meet these standards could result in serious consequences, including regulatory intervention, and significant reputational damage.	Regulatory compliance failure - GGC activities and processes fail to comply with consumer standards within the Social Housing (Regulation) Act.	Reputational Impact - The Social Housing (Regulation) Act has been implemented in its phased approach, with the final phase now in effect. Failure to meet these standards or a drive through by new inspection regime it will have a significant impact on the Council's reputation. Financial Impact - Increasing financial pressures on the HRA as a result of its inability to secure value for money in its operations and meet its duty of care to its tenants. Legal Impact - Council's inability to fulfill its legal requirements to ensure tenants are provided with safe, providing tenants with a platform to raise concerns. Failure to meet Decent Homes standards for the required stock, leading to tenant complaints. Overall Impact: The risk is not have a knock on impact on the HRA, the Council's reputation and impact on the reliability and standard of services to tenants.	Nancy Parry	Tom Porter	Bill Graves	4	4	16	2	2	4	Significant current risk, there is ongoing work to address the shortcomings of Housing services, measures to meet the remedial work required to address the issues such deposits not taken, than Decent Homes standards, as set by the British Housing Ombudsman and the Regulator of Social Housing. In addition, the stability of the HRA budget secured by the Council's ability to fund the remediation of disrepairs and the Decent Homes Standard. The JSNA are key to mitigating this risk.	Controls place	Ongoing	Following the approval of a suite of housing strategies, a risk is underway to ensure that HRA business plan, budget and resources, and the Decent Homes Standard programme is being developed and will extend a more structured approach to planning maintenance and ensure a realistic control the charging and delivery of services.	Bill Graves, Nancy Parry	Tom Porter	03/07/25	03/07/25 16:00
00167																								