

Ref	Risk Description	Consequence	Owner	Current Probability	Current Impact	Risk Score
1	Financial Services - Financial Stability - Pressure on income and increased demand for services means that the Council will not be able to deliver its plans and corporate priorities. Causes are a lack of knowledge on the implications of fairer funding in respect of business rates and revenue support grant. Fluctuations in the Council's income and expenditure. Increased costs due to inflation impacting the capital programme. Increased demand, including for temporary accommodation. Pressures on the Oxford Model caused by a more challenging client and inflationary increases incurred by Oxford Direct Services, and a need for OX Place to refresh the business plan for developments once the current plan expires in 2033. These pressures could result in anticipated returns not being delivered. A poorly performing wider economy results in a reduction in income including commercial rents and business rates. Insufficient governance leads to overspend, and a failure to deliver savings.	This might result in a reduction in services, including to vulnerable people with complex needs. Difficult decisions must be taken by Members and senior officers about resource allocation. Fees and charges have to increase. The Council is exposed to a higher risk exposure outside of its risk appetite. Staff morale and the reputation of the Council is reduced. Unresolvable pressures ultimately lead to government intervention.	Nigel Kennedy	4	4	16
3	People - Workforce sustainability - Delivery of future ambitions - Recruitment and retention of staff in key areas such as Legal, ICT and Environmental Health. Affordability, skills shortage, can't compete on pay, increased demand / ambition from OCC, limitations on capacity and ability to change. The position is exacerbated by increased uncertainty caused by the outcome of Local Government Reorganisation being unknown.	This could result in increased workload putting pressure on capacity, resulting in poor morale, impact on wellbeing, high staff turnover, increased sickness, poorer outcomes and an impact on service delivery, reputation, legal challenge, union disputes, resilience, skills.	Gail Malkin	3	3	9

<p><b>6</b> Law, Governance &amp; Strategy - 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 ensure correct processes are followed. Confusion about roles and responsibilities. Poorly implemented policies. Inexperienced staff lack the knowledge and skills they need. Workplace culture results in insufficient planning taking place leading to time pressures on delivery and corners being cut. Staff workload results in mistakes being made. Pressure of timelines imposed by third parties e.g. grant expenditure deadlines, lead to significantly truncated timelines and competing requirements meaning governance is sometimes overlooked.</p>	<p>This might result in a loss of public trust and confidence in the Council's ability to govern effectively. Negative media attention will harm the Council's reputation and image. Elected Members and senior officers face criticism. The Council's ability to deliver services is undermined as important decisions are made incorrectly. Disputes among Members and staff. Exposure to financial mismanagement and loss of grants and funding. Legal challenge and claims and procurement challenges. Decisions being found to be invalid. Delays to projects whilst legal challenges / failure to follow governance processes are concluded and addressed.</p>	<p>Emma Jackman</p>	<p><b>3</b></p>	<p><b>4</b></p>	<p><b>12</b></p>
<p><b>9</b> Chief Executive - Political and Partnership landscape - local and national - The Government devolution agenda, the universal requirement to create Mayoral Strategic Authorities and the introduction of unitary councils may lead to increased uncertainty, significant additional work to shape new governance, a challenge to partnership and relationship management, dilution of budgetary control, and the assumption of significant new service responsibilities.</p>	<p>This may result in the potential loss of focus on city-level inclusive growth and community identity, distraction from BAU work, increased budgetary risk, and negative impact on partnership working.</p>	<p>Caroline Green</p>	<p><b>4</b></p>	<p><b>3</b></p>	<p><b>12</b></p>

<p><b>11</b> Communities &amp; Citizen Services - Increased demand on services - There is increased demand for services provided by the Council, particularly Customer Services, Council Tax and Benefits. Several factors are driving the growing demand for City Council services, including the persistent high cost of living, high costs of accommodation reducing disposable income and driving debt. This is compounded by rising health inequalities, an ageing population, significant deprivation in certain areas of the city, and the increasing complexity of the challenges residents face. These issues are further exacerbated when the Council fails to fully leverage technology, when residents are unable to access digital services due to digital poverty, and when partner organizations reduce or eliminate preventative services.</p>	<p>The increasing pressure on services and staff, can lead to lower staff morale and a failure to meet statutory obligations. As a result, the Council's reputation may suffer as customer expectations go unmet, and relationships with delivery partners may become strained. Delivering services within budgets and achieving savings targets will become more challenging.</p>	<p>Helen Bishop</p>	<p>3</p>	<p>3</p>	<p>9</p>
<p><b>97</b> Community Safety - Flood - The Council's ability to respond to a serious flooding incident would be jeopardised if there was an inadequate response due to inexperience of leaders, or dependence on individuals who become unavailable, 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. Communication failures within the Council and between partner organisations lead to inadequate coordination in the response.</p>	<p>If the Council does not effectively manage the risk of flood there will be disruption to the life of residents, damage to homes, damage to business premises and they will lose trade and profitability and a failure to comply with our Category 1 responder duties set out in the Civil Contingencies Act 2004. Vulnerable people will be affected, strain will be placed on emergency services and Council services, with greater demands on staff, the reputation of the city as a great place to visit will suffer. Political difficulties arising out of disagreements about accountability for the response including budget and use of resources.</p>	<p>Tom Hook</p>	<p>4</p>	<p>3</p>	<p>12</p>

- 98** Community Safety - 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 incident would be jeopardised if there was an inadequate response due to inexperience of leaders, or dependence on individuals who become unavailable, 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. Communication failures within the Council and between partner organisations lead to inadequate coordination in the response.
- If the Council does not effectively manage an emergency response there will be disruption to the life of residents, damage to homes, damage to business premises and they will lose trade and profitability, and a failure to comply with our Category 1 responder duties set out in the Civil Contingencies Act 2004. Vulnerable people will be affected, strain will be placed on emergency services and Council services, with greater demands on staff, the reputation of the city as a great place to visit will suffer. Political difficulties arising out of disagreements about accountability for the response including budget and use of resources.
- Tom Hook
- 99** Economy, Regeneration and Sustainability - A utilities infrastructure that does not meet the needs of the city - Without further investment and partnership working the city's utility infrastructure will come under increasing strain and have an adverse impact on the wellbeing of citizens and the prosperity of the city. The city's utility infrastructure is struggling because the city's population has been growing, with a corresponding rise in demand for housing and new commercial developments, whilst at the same time there has been historic under investment meaning that aging systems are not designed for today's demand. Lack of capacity of both energy and sewage treatment supply have been identified by developers as risks to growth in both the short and long term.
- A lack of utilities infrastructure can lead to restrictive conditions on planning preventing occupation of residential and commercial properties which will put development at risk, as has been seen with the recent concerns around the capacity of the sewage treatment works. A lack of energy supply may mean that new developments do not receive the level of supply needed to enable occupation. New housing and commercial developments may not receive planning permission or become stalled or be scaled back. Businesses may be unable to expand and take on new premises resulting in lost employment opportunities and reduced profitability. The green agenda may be harmed as new infrastructure can not be connected. Old sewage systems may not be able to cope with high rainfall events resulting in more flooding. Under pressure aging systems may fail leading to complaints and a reduction in the perception that Oxford is a great place to live and work.
- Clive Tritton

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<p><b>100</b> ICT - 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. This might be caused by human error, deliberate targeting, because the Council is a high profile organisation with financial information. Exposure through third party partners. Inability to invest in security improvements. Lack of skilled staff and recruitment challenges. Inadequate funding and prioritisation of IT infrastructure. Complexity of infrastructure and connectivity issues. Readiness and capacity for change.</p>	<p>- This might result in an inability to provide key public services. Financial losses, fines and reputational damage. Staff wellbeing and morale impacted. Reduced productivity and operational inefficiencies. Increased IT inequality, limited service accessibility. Failure to deliver savings and modernisation.</p>	<p>Rocco Labellarte</p>	<p>4</p>	<p>4</p>	<p>16</p>
<p><b>102</b> Economy, Regeneration &amp; 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 will suffer detrimental harm. This might be caused by funding that is insufficient to invest in infrastructure, resources and technology. Conflicting priorities divert resources and slow delivery. Changes in government policy can create uncertainty. Staff skills gap to manage projects and work with partners.</p>	<p>Carbon emissions fail to meet the required targets. Detrimental impact on biodiversity. An escalation in heat, flooding and storms. This might result in increasing damage to infrastructure, homes and business. Increased energy costs. Increased deaths and reduced health and wellbeing for the population. These consequences have a financial impact and damage the reputation of the Council.</p>	<p>Clive Tritton</p>	<p>5</p>	<p>3</p>	<p>15</p>

<p><b>104</b> Chief Executive - The workforce and public are healthy and safe - If the Council fails to effectively manage health and safety, both employees and the public could be at risk of harm, leading to injury, illness, death financial loss and regulatory intervention. Insufficient resources and funding can limit investment in equipment, technology and systems. Weak enforcement of policies. Lack of regular and comprehensive training leads to a lack of knowledge and skills. Turnover of staff impacts continuity. Employees and managers may not be fully aware of their responsibilities. A workplace culture where there are not shared values and behaviors, and where health and safety is not embedded, with safety being part of every decision and task.</p>	<p>Injury, ill health or death of employees or members of the public. Increased sickness absence of staff . Interrupted service delivery including to vulnerable people. Criminal prosecution of the Council and/or staff by enforcement bodies such as the HSE and the Police. Sanctions including fines, imprisonment and disqualification from office. Responding appropriately to Investigations will take considerable time and resources. Increased budgetary pressures from liability claims and premiums. Increased costs from fines, legal costs and damage to equipment and premises. Media scrutiny and reputational damage.</p>	<p>Caroline Green</p>	<p>3</p>	<p>4</p>	<p>12</p>
<p><b>105</b> Housing - A failure to deliver housing priorities and business plans - If the council, as the local housing authority, fails to deliver its housing prevention priorities for homelessness and fails to deliver its HRA business plan and Asset Strategy priorities, then its ability to rebalance HRA financial pressures will be reduced. This can be caused by service delivery failure, the cost of living crisis and other external factors (most outside of the Council's control), meaning homeless prevention activities become unable to meet a sustained increase in homelessness in Oxford and HRA business/asset management activities cost more than forecast.</p>	<p>Reputational Impact - If the Council fails to meet its homelessness duties and landlord obligations, it could result in severely impacting its preparedness for Social Housing Regulator inspection.  Financial Impact - The Council is unable to effectively manage Temporary Accommodation demand and supply in the General Fund and its ability to secure value for money for the HRA.  Legal Impact - The Council's inability to fulfil its duty to develop and set out its housing homelessness prevention strategy and HRA business plan priorities.  Overall Impact: This risk, if realised, would be a systemic risk to the Council's statutory obligations and would lead to negative financial implications</p>	<p>Nerys Parry</p>	<p>3</p>	<p>4</p>	<p>12</p>

**106** Housing - A failure to deliver Temporary Accommodation strategies to meet demand/increases in homelessness. The Council does not/cannot effectively meet or implement the mitigation priorities for controlling temporary accommodation costs, nor the contingency measures required to address the growing demand for homelessness prevention. Additionally, it falls short in ensuring the adequate supply of housing through the private rented sector and 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 in Government Policy, increased interest rates, a higher demand for housing etc) mean homeless prevention activities are unable to stop enough households from becoming homeless and requiring temporary accommodation. OCC is unable to move on enough homeless households from Temporary Accommodation to suitable housing, due to not enough new or existing social housing becoming available and a shortage of affordable private rented sector homes.

Reputational Impact - Council fails to meet its homelessness housing duties due to its inability to secure sufficient PRS supply and delayed delivery of its housing supply targets.  
 Financial Impact - 1) Increasing financial pressures on General Fund due to increasing placements in temporary accommodation and costs.  
 2) Government changes to metrics and formula within the Homelessness Prevention Grant are expected later in the year. This could impact OCC's allocation going forward  
 Legal Impact - Council's inability to fulfil its legal requirement to ensure accommodation offered to discharge its housing duties is affordable and suitable, and as a result, may see an increase in reviews, legal action being taken against the council.  
 Overall Impact - Is limited due to the internal control measures that have been adopted. However, an increase in homelessness due to economic or legislative changes could put this service under strain and lead to a heightened risk level than is currently envisaged under the current regulatory and economic circumstances

Nerys Parry

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**107** Housing - 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 standards, particularly the Safety and Quality Consumer standard. A failure could lead to a major incident jeopardising tenant safety, resulting in sanctions, regulatory intervention, and significant reputational damage. Regulatory compliance failure - OCC activities and processes fail to comply with consumer standards within the Social Housing (Regulation) Act.

Reputational Impact - The Social Housing (Regulation) Act has been provided with greater powers to "name and shame" underperforming local housing authorities as well as through its new inspection regime it will have the authority to issue unlimited fines to landlords.

Financial Impact - Increasing financial pressures on the HRA as a result of its inability to secure value for money through the commissioning of works and services.

Legal Impact - Council's inability to fulfil its landlord housing duties - in particular those relating to tenant safety, providing tenants with a platform to raise concerns and fails to maintain properties to the required decent home standard.

Overall Impact: This risk would have a knock on impact on the efficacy of the HRA budget with impacts on the reliability and standard of services to tenants

Nerys Parry

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