

**Risk Register**  
**Pride in Place Programme**  
**As at: 22/12/2025**

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						Gross			Current			Target			Risk Control/Mitigation Description	Risk Control Date Due	Progress on Risk Control/Mitigation	Action Owner
Ref	Risk Title	Risk Description	Risk Cause	Risk Consequence	Name of Risk Owner	P	I	Score	P	I	Score	P	I	Score				
1	Selection of Chair	Delay to Chair selection delays Programme and creates uncertainty in the Community	Resourcing and co-ordination with MP's office	Lack of community support	Roo Humpherson	3	4	12	3	3	9	2	2	4	Close communication between OCC and MP's office with regular co-ordination meetings	30/01/2026	25%	Roo Humpherson
2	Choice of Chair	Selection of Chair not supported by Community	Lack of engagement in selection process	Lack of community support	Roo Humpherson	3	5	15	3	5	15	2	3	6	Engagement process to be agreed between OCC and MP's office. Ensure Community understands OCC role.	30/01/2026	25%	Roo Humpherson
3	Selection of Neighbourhood Board	Failure to deliver Community support for Board selection	Lack of engagement in selection process	Lack of community support	Roo Humpherson	3	5	15	3	5	15	2	3	6	Engagement process to be agreed between OCC and MP's office	28/02/2026	10%	Roo Humpherson
4	Community support	Failure to realise Community buy in to Programme	Lack of representation and engagement in the Board	Lack of community support	Shabnam Sabir	3	5	15	3	4	12	2	3	6	Ensure comprehensive engagement in the Board selection process	01/03/2026	10%	Roo Humpherson
5	Communications	Failure to inform and engage Community	Lack of resourcing and failure to ensure comprehensive means of enagement through a variety of sources	Lack of community support	Shabnam Sabir	3	5	15	3	4	12	2	3	6	Early agreement to engagement & communications plan and close co-ordination with MP's office. Consider Community newspaper	30/01/2026	10%	Shabnam Sabir
6	Resource funding	Lack of funding to support Council resource	MHCLG and Neighbourhood Board budget allocation	Either insufficient resourcing or unfunded cost to Council	Roo Humpherson	3	3	9	3	3	9	3	2	6	Council input into Pride in Place Plan and budget allocations	30/11/2026	0%	Clare Keen
7	Neighbourhood Board Skills	Neighbourhood Board lacks capacity and skills to deliver Programme	Lack of experience and time undermines opportunity	Board struggles to deliver Programme	Shabnam Sabir	4	4	16	3	4	12	3	2	6	Consider Council and community support for training and negotiate financial support via MHCLG and PiP Plan. Consider external agency support	30/07/2026	0%	Shabnam Sabir
8	Existing Community Groups	Existing organisations negatively impacted as new programmes prioritised and funding lost	Lack of engagement with existing stakeholders	Loss of good community support structures	Shabnam Sabir	3	4	12	3	4	12	2	2	4	Co-ordination with existing programmes and projects to form part of community data to avoid unnecessary overlap and/ or duplication	30/07/2026	10%	Shabnam Sabir
9	Engagement Fatigue	Lack of engagement and enthusiasm for programme	Too much engagement and lack of reward/ feedback	Lost project opportunities	Shabnam Sabir	3	4	12	3	4	12	2	2	4	Comm's and engagement plan to be innovative and wide ranging with opportunity for early wins	30/07/2026	0%	Shabnam Sabir
10	Regeneration area	Area of regeneration challenged by wider community	Genuine concern at failure to support other deprived areas combined with lack of explanation for selection process	Disruption and negative publicity	Roo Humpherson	3	3	9	3	3	9	3	2	6	Comms to clearly explain roles an dresponsibility for area selection. Combined with review by Neighbourhood Board of final boundary proposals.	30/07/2026	5%	Roo Humpherson
11	Council role as accountable body	Council exposed to additional financial and legal risk	Lack of clarity and definition to role	Delay in delivery and additional financial and legal risk to Council	Roo Humpherson	3	4	12	3	4	12	2	3	6	Further clarification from MHCL to be communicated to Neighbourhood Board	30/07/2026	10%	Legal tba
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THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

## Description of the headings within the risk log

The risk description should have the following elements:

- **Title** – a short and clear name for risk
- **Description** - expanding on the risk title, outline the situation or event that exposes the Council to risk.
- **Cause** – identifying the root causes or contributing factors
- **Consequence** – The likely outcomes and consequences if the risk materialises
- **Name of risk owner** – The name of the person who has responsibility for the risk
- **Risk control/mitigations** – How the Council is choosing to respond to the risk. What is it doing or what will it do, to reduce the risk so that it is within the Council's risk appetite?
- **Risk control/mitigation due date** – The date by which the risk control will be in place
- **Progress on risk control/mitigation** – A description of the progress that has been made in implementing the risk control/mitigation
- **Action owner** – The person who is responsible for implementing the risk control/mitigation

## Risk Appetite

The Council's risk appetite is the amount of risk that it is willing to take to achieve its priorities, provide services as planned and deliver its statutory services. When considering risk staff must take into account the Council's appetite for risk which differs according to the type of risk. How low, medium and high are defined is shown at the bottom of the page.

### Risk appetites across the Council's activities and risk categories

- **Strategic**

Where the council needs to innovate to make transformative change happen so that it can achieve its 2024 to 2028 priorities, the council will accept a medium risk appetite. Examples of this might be housing development and climate change initiatives where projects might be supported that are innovative, have a degree of uncertainty but are aligned with the Council's priorities.

- **Economic, finance and markets**

It is a legal requirement for the Council to set a balanced budget. The Council operates against a challenging economic and financial backdrop in which it only knows what resources it will have for one year at a time. It has finite financial reserves and must be sustainable in the long term. These will be considered by the Group Finance Director on an annual basis, but in the context of a medium risk appetite. Where there is the possibility of investing to achieve a priority through development or economic growth, the risk appetite will tend towards medium risk, whilst maintaining rigorous oversight of delivery.

- **Customers and Citizens - Providing services as planned and delivering statutory duties**

For core services that are delivered to vulnerable people the Council will have low-risk appetite to avoid a failure in service delivery that might harm vulnerable people.

- **Reputation**

The Council must maintain the trust of citizens and consequently has a low-risk appetite.

- **IT and information**

Information Technology plays a critical role in the delivery of Council services including to the most vulnerable in the city and consequently the Council has low-risk appetite to failure of systems. The Council will prioritise having the correct IT systems, which are dependable and will provide continuity of service, whilst at the same time are secure and provide data confidentiality in order that all GDPR requirements are met. The risk appetite may increase to medium if digital transformation projects are undertaken in line with Council priorities but only after

rigorous risk assessment, with contingency plans for the continuity of service.

- **Legal, regulatory and compliance, both internal and external**

These risks are about ensuring the Council complies with its constitution, policies, regulatory requirements, legal obligations and statutory guidance. The Council will take a risk-based approach where there are decisions which, though they may be in compliance with these areas, could be open to challenge or subject to regulatory action. The Council has a low-risk appetite relating to compliance, ensuring all obligations and requirements upon it are met, whilst taking decisions and delivering its services and functions. However, in relation to the risk of legal challenge (both defending and taking), the Council will have a medium risk appetite. Decisions around regulatory and legal action will be taken in light of many considerations, including priorities, resources, commercial factors, timing, future impact and reputational impact.

- **Organisational, management and people (including health and safety and equalities)**

Organisational and management risk is about the structure, leadership, governance, processes, and culture of the Council. These can undermine the delivery of services, cause inefficiencies and damage the Council's reputation. The Council's risk appetite is low.

People risk concerns staff and includes recruitment and retention, staff engagement, training, health and safety and equalities. Risks include not being able to obtain the right staff or retain them, a lack of engagement and low morale. These can severely impact delivery of services. The risk appetite is low.

The Council is committed to the health and safety of its staff and members of the public, not only because it fulfils its legal responsibilities, but because it has a moral duty not to cause harm. The Council has a low-risk appetite and will have effective health and safety practices that help prevent death, injuries, and illness.

The Council is committed to building a fairer city by ensuring its service investments, and policymaking addresses Oxford's social and financial inequalities. A medium risk appetite is appropriate when the Council is driving positive change.

- **Environmental and sustainability**

The Council will have a low-risk appetite for environmental and sustainability risks that might damage health and wellbeing in the community, and which might result in legal liabilities and fines. This includes areas such as long-term environmental damage like climate change impacts, pollution, and a loss of biodiversity. Laws and regulations must be adhered to. A medium risk appetite is acceptable where environmental and sustainability projects can result in long term benefits to the city through Zero Carbon Oxford.

- **Commercial**

The Council is responsible for spending public funds, providing efficient public services over the long term, and maintaining the trust of the community.

Expenditure with some commercial aspects will be made that can provide a return on investment so that these resources can be used to help it achieve its priorities deliver services as planned and meet its statutory duties. However, the investments should align with the priorities of the Council, be medium risk, and focus on stable returns.

- **Political**

Political risk is about change, instability or disagreements that can make delivery of the Council's priorities more difficult. This may include changes in national leadership priorities and resource allocation, shifts in public opinion or outside pressures. Generally, the Council's risk appetite is low because unexpected change can impact service delivery, but it may be medium when the pursuit of priorities requires working within a changing political environment.

- **Partnerships**

Partnerships are important because they enable the Council to access additional resources and expertise that can drive change and innovation leading to the more efficient delivery of priorities and services. Due to the potential benefits, including improved service delivery, whilst delivering efficiencies and savings, the Council will have a medium risk appetite, but the risk must be underpinned by sound governance structures.

- **Technical, operational and infrastructure**

Technical risks are about the adoption of new ways of completing tasks and the reliability of existing methods. The risks include implementing a new way of working and it fails to deliver the expected results. Operational risks arise from the day-to-day activities of the Council and might include process inefficiencies or a failure in supply chains. Infrastructure risks concern the physical assets that the Council needs to deliver its services, such as buildings and utilities. In these areas the council has a low-risk appetite as it must reliably deliver services to citizens.

## Definitions of low, medium and high

Low	The Council is unwilling to expose itself to risks particularly if by doing so there could be significant negative consequences and the possibility of failure. It will minimise its exposure to risk and prioritise certainty, security, adherence to regulations, and prudence. Key aspects of a low-risk appetite are prioritising compliance with laws and regulations, safety, conservative decision making, financial prudence and minimising actions that could lead to adverse impacts on citizens.
Medium	The Council will take considered risks when they help it successfully deliver the Council Strategy 2024 to 2028, provide the services identified in its business plans and deliver its statutory duties, but it will only do so after it has given the matter careful consideration through risk assessment, and there are plans in place to implement risk controls. The Council is open to opportunities that could lead to improved public services, and it may allocate resources to higher risk projects if they align with 2024 to 2028 priorities. The Council is willing to take these risks when the potential rewards align with its priorities and risks can be managed.
High	The Council is willing to take on significant risks to achieve

high	The Council is willing to take on significant risks to achieve ambitious goals, drive innovation or deliver transformative projects where there is uncertainty about the outcome, including the possibility of failure. It is characterised by bold decision making and innovative approaches to the delivery of public services with the goal of delivering significant improvement.
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## Risk Scoring

Once risks have been identified, the risk matrix serves as the primary tool for prioritisation. It enables the Council to determine which risks are most significant and therefore require greater attention and resources. The matrix also provides a consistent framework for comparing

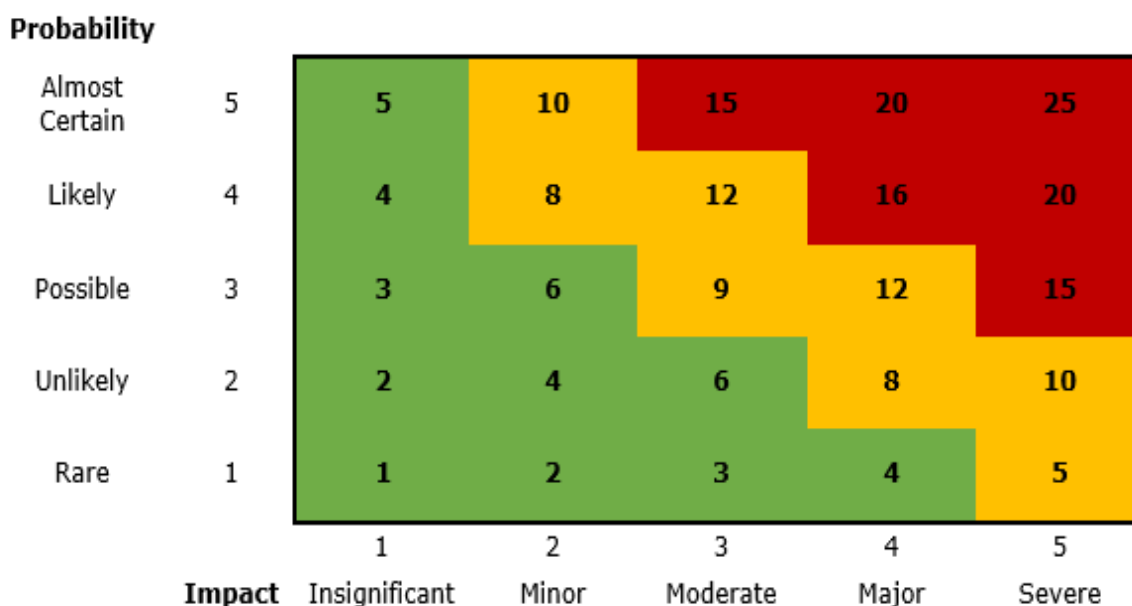
Each risk should be analysed using a five by five matrix for (1) the probability it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

- Gross risk – risk level if existing key controls and mitigations were not in place or not
- Current risk – risk level after existing controls and mitigations are taken into consideration.
- Target risk – anticipated risk level, within the Council's risk appetite, following the introduction of planned controls and mitigations.

Assessing gross risk helps the organisation understand its reliance on existing key controls and supports decisions on risk treatment and the appropriate target risk level. A useful approach is to first consider the current risk, then ask: what would the impact and likelihood be if those key

It is the risk owner's responsibility to ensure the controls they believe are reducing the risk are effective and are working in practice. Controls that are not yet in place should not be

Each identified risk should then be plotted onto the risk matrix.



When assessing the likelihood of a risk occurring, select a score from 1 to 5 on the risk matrix that best reflects what you think. This rating involves an element of professional judgement, so consider how probable the event is and take into account the following factors:

- Has this event happened before in the Council? (How frequently?) Has this event happened elsewhere? (How frequently?)
- How likely is it that one or more of the causes/ triggers of the event will occur?
- Has anything happened recently that makes the event more or less likely to occur?

The following tables provide some support in quantifying the risk in terms of probability and

#### Risk Probability Assessment Criteria

##### Risk Probability Assessment Criteria

Scale	Description	Probability of Occurrence	Description
1	Unlikely	0 to 19%	The event may occur in certain circumstances
2	Probably not	20% to 39%	The event will probably not occur
3	Possible	40% to 59%	The event may occur
4	Likely	60% to 79%	The event is likely to happen
5	Highly likely	80% to 100%	The event is highly <u>likely</u> to happen



When you select the impact you should give consideration to the factors outlined in the risk matrix. For example, if the risk you are scoring has a low financial impact but a high impact on our reputation then you would select the most appropriate number between 1 and 5 that relates to the level of reputational impact. Once again, this score will have an element of

#### Risk Impact Assessment Criteria

##### Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe
<b>Strategic</b>	Little or no impact on the delivery of the organisation's priorities	May have a minor <u>impact</u> on the delivery of the organisation's priorities	Would impact the delivery of the organisation's priorities	Would require a significant shift from <u>current</u> strategy to enable the Council to achieve its priorities	Would require fundamental strategy and Failure to achieve its priorities to 2028 or beyond
<b>Economic, Financial &amp; Markets</b>	Minor financial impact <£50k per annum	Financial impact contained within the service area £50k - £250k per annum	Budget adjusted across service areas £250k - £500k per annum	Some corporate budget realignment £500k - £750k per annum	Significant budget realignment >£750K per annum
<b>Customers &amp; Citizens</b>	No impact to service quality, limited disruption to operations	Minor impact to service quality, minor service standards are not met, <u>short term</u> disruption to operations	Significant fall in service quality and standards	Major impact to <u>service quality</u> , multiple service standards are not met, <u>long term</u> disruption to operations	Catastrophic service quality standards not met, <u>long term</u> catastrophic disruption to operations
<b>Reputation</b>	local complaints that do not attract adverse publicity	Adverse publicity locally and regionally on social media	Adverse publicity locally and regionally in mainstream media	Adverse <u>UK wide</u> publicity	Prolonged perception of adverse publicity

<b>IT &amp; Information</b>	Minimal impact on the Council's infrastructure, information management and service delivery	Brief disruptions and inconvenience, but no long-term consequences	Moderate IT and information risks that cause noticeable disruptions or delays in services. They may affect a specific group of users	Significant disruption to the delivery of services or financial loss, including fines. Large sections of the Council's operations impacted	Catastrophes have wide consequences that threaten the ability to function
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	<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Severe</b>
<b>Legal, Regulatory &amp; Compliance</b>	Breaches of local procedures or standards  Unlikely to cause litigation	Breach of statutory regulations or standards  Litigation possible	Breach of a major statutory duty or internal regulations leading to disciplinary action  Litigation to be expected	Significant breach of external regulations leading to intervention, sanctions, or fines  Litigation almost certain and difficult to defend	Major breach of external regulations leading to suspension or discontinuation of business or breach of punishable law  Litigation almost certain and difficult to defend
<b>Organisational, Management and People, including Health and Safety and equalities</b>	Minor issues within teams with no major impacts on service delivery  Minor injury  Minimal impact on the Council's ability to promote equality and diversity	Difficulties that cause short lived disruptions or inefficiencies.  Less serious injury causing one-month recovery  Minor equalities risks that cause brief disruptions or dissatisfaction, but no long-term harm to service delivery	Noticeable disruption and delays to operations requiring significant effort to resolve  Serious injury to a person causing a six-month recovery  An impact on certain groups or services, with operational inefficiencies and complaints	Significant disruption and inefficiencies that affect the Council's ability to deliver a service or priority  Death or life changing injury to a person  Equalities risks that significantly affect the delivery of services or reputation	Disruption of the Council's ability to operate. Large scale consequences to service delivery. A major breach of the Council's duty to deliver a service or priority.  Death or life changing injury to a person  A systemic failure of the Council's ability to uphold equality, fairness or protect a protected group.

	<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Severe</b>
<b>Environmental &amp; Sustainability</b>	Environmental impact that disperses within a short time  Minor delays in implementing sustainability initiatives	Environmental impact that is contained and rectified easily  Small disruptions or inefficiencies but no long-term impact on sustainability strategy or service delivery	Environmental impact on a small area or a wider area with limited damage  Noticeable delays or inefficiencies in the delivery of sustainability projects	Persistent environmental damage  The Council's ability to meet its sustainability goals are undermined and key targets are missed leading to regulatory consequences	Large scale environmental damage  A complete failure to meet sustainability obligations resulting in legal action and a long term impact on the Council's reputation
	Negligible impact	Small financial losses	May cause disruption	A significant financial loss	Large scale financial loss

<b>Commercial</b>	negligible impact on the Council's operations, finances, or reputation	with manageable consequences. No critical services or strategic priorities are affected	but does not cause long term harm to the Council's reputation or ability to meet its budget	disruption to the Council's operations, financial position and a long-term impact on reputation	large scale with the po result in th issuing a S notice
<b>Political</b>	Small scale political disagreements that do not affect decision making or lead to reputational damage	Minor disruption or reputational damage but can be managed without a significant impact on the Council's ability to perform its duties	Noticeable disruption or delays in Council decisions and reputational damage	A significant disruption to the Council's ability to operate effectively and deliver its priorities due to political conflict, public protest, or a shift in political power	A severe e threatens t or legitima Council. Lo instability i irreparable reputation
<b>Partnerships</b>	Issues arising from the partnership are managed and have	Some inconvenience but no long-term impact on the	More significant disruption to operations and financial position but	Significantly disrupts Council services and financial stability. There are delays to	There is a Council's a function ef

	<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Severe</b>
	no significant impact	Council's priorities and services	they can be managed with appropriate resources. Active intervention required	the delivery of services and a loss of reputation	core service delivered
<b>Technical, Operational &amp; Infrastructure</b>	Little impact on the Council's functions. Any problems are minor and easily addressed	Minor issues that cause short disruptions or inconvenience. No long-term effects and resolved quickly	There are more significant disruptions or delays. Service delivery may be impacted but can be resolved with additional resource	A significant disruption to Council operations affecting key services and causing substantial delays, financial loss and inconvenience to the public	The Council continue to threatened long-lasting financial loss safety con





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