Risk Register

Fees and charges
Miscellaneous Licensing 2026-2027

28 January 2026

GPLC 9th February 2026

Ref	Risk Title	Risk Description	Risk Cause	Risk Consequence	Name of Risk Owner	Gross			Current			Target		Risk Control/Mitigation Description	Risk Control Date Due	Progress on Risk Control/Mitigation	Action Owner
						P	I	Score	P	I	Score	P	I				
BRT1	Regulation and compliance Fees and Charges Miscellaneous Licensing	Fee increases	Increased fees , lost of street traders	Reduced Budget income	Nicholas Cox	1	2	2	1	2	2	1	1	market competition , loss of traders, track feedback from traders and trading numbers .Generally number of trader is static	28/01/26	Currently have full pitch capacity and numerous enquiries on available pitches and new pitches	N.Cox
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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 sevces 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.

- ### 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 a 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 a 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 services, 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 when 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 the

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 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.

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 different types of risks across the organisation
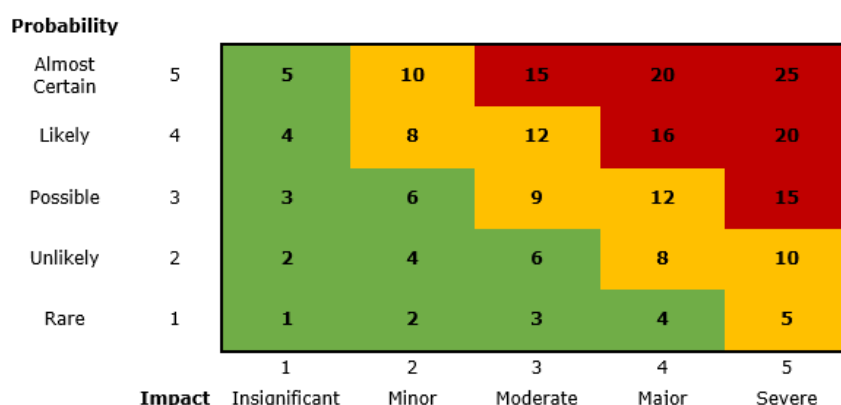
Each risk should be analysed using a five by five matrix for (1) the probability it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:
• Gross risk – risk level if existing key controls and mitigations were not in place or not effective.
• Current 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 controls were removed?

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 considered within the current risk.

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

Probability

		1	2	3	4	5
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	3	4	5
		1	2	3	4	5
Impact		Insignificant	Minor	Moderate	Major	Severe

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 impact.

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 likely 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 judgement.

Risk Impact Assessment Criteria

Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe

	Insignificant	Minor	Moderate	Major	Severe
Strategic	Little or no impact on the delivery of the organisation's priorities	May have a minor impact on the delivery of the organisation's priorities	Would impact the delivery of the organisation's priorities	Would require a significant shift from current strategy to enable the Council to achieve its priorities	Would require a fundamental change in strategy and priorities. Failure to deliver a 2024 to 2028 priority
Economic, Financial & Markets	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 corporate budget realignment >£750K per annum
Customers & Citizens	No impact to service quality, limited disruption to operations	Minor impact to service quality, minor service standards are not met, short term disruption to operations	Significant fall in service quality and standards	Major impact to service quality, multiple service standards are not met, long term disruption to operations	Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations
Reputation	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 UK wide publicity	Prolonged negative perception in the UK
IT & Information	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	Catastrophic IT risks that have widespread, severe consequences, that threaten the Council's ability to function

	Insignificant	Minor	Moderate	Major	Severe
Legal, Regulatory & Compliance	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 leading to suspension or discontinuation of business and services or breaches of law punishable by imprisonment. Litigation is certain and impossible to defend
Organisational, Management and People, including Health and Safety and equalities	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	Disruptions that threaten the Council's ability to operate. Long term consequences for service delivery. A failure to deliver a 2024 to 2028 priority. Death or life changing injury to more than one person A systemic breakdown in the Council's efforts to uphold equality and fairness particularly impacting those from a protected characteristic group.

	Insignificant	Minor	Moderate	Major	Severe
Environmental & Sustainability	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	Largescale irreversible environmental damage A complete failure to meet sustainability obligations and targets resulting in large fines, and legal action with long term damage to the Council's reputation
Commercial	Negligible impact on the Council's operations, finances, or reputation	Small financial losses with manageable consequences. No critical services or strategic priorities are affected	May cause disruption but does not cause long term harm to the Council's reputation or ability to meet its budget	A significant disruption to the Council's operations, financial position and a long-term impact on reputation	Large scale financial loss, with the potential to result in the Council issuing a Section 114 notice
Political	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 Councils 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 event that threatens the existence or legitimacy of the Council. Long term instability and irreparable damage to its reputation
	Issues arising from	Some inconvenience	More significant disruption to	Significantly disrupts Council services and	There is a threat to the

Partnerships	the partnership are managed and have	but no long-term impact on the	disruption to operations and financial position but	Council services and financial stability. There are delays to	Council's ability to function effectively, and

	Insignificant	**Minor**	**Moderate**	**Major**	**Severe**
	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 services cannot be delivered
Technical, Operational & Infrastructure	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's ability to continue functioning is threatened. Significant long-lasting disruption, financial losses, or public safety concerns