

| Ref | Risk description | Consequence | Owner | Current Probability | Current Impact | Risk Score | Control description | Progress |
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| 00001 | Financial Services - Financial Stability - Pressure on income and increased demand for services means that the Council may not be able to deliver its plans and corporate priorities. The main causes are: 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, 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. Also, a poorly performing wider economy may result in a reduction in income, including commercial rents and business rates. Insufficient governance leads to overspends and a failure to deliver savings. Progress to Local Government Reorganisation may have a negative impact on the Council's financial position. | Reduction in services, including to vulnerable people with complex needs. Difficult decisions must be taken by Members and senior offices 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 | | |
| 00001 | | | | | | | Business Planning process links resources to priorities | The business plan priorities have been reviewed and reduced to better match available resource to priorities in the context of LGR workstreams |
| 00001 | | | | | | | Agree a balanced four-year MTFP, with no unidentified savings within | To be agreed at full Council on 23/2/2026 |
| 00001 | | | | | | | Ensure companies are on schedule to deliver returns to the Council through quarterly monitoring of business plans and by challenging them to deliver annual efficiencies. | Company Business Plans have been updated in December 2025. Work on clienting and commissioning, ODS budget changes, risk profile of schemes within the OX place, HRA 5 year business plan will all impact on the returns the Council has from its companies. Monitoring of the Business Plans is ongoing. National policy changes re waste may impact ODS. |
| 00001 | | | | | | | Rigorous review of plans with service directors who are required to confirm that savings proposals are realistic and are being delivered over the life of the MTFS. | Completed |
| 00001 | | | | | | | Scrutiny of the revenue budget and the MTFP by the finance team, Directors, the Chief Executive, Executive Members and the Scrutiny Committees financial panel over the life of the MTFS and ensuring savings and increased income are on target. | Completed |
| 00001 | | | | | | | Robust scrutiny and monitoring of the capital programme, with the Project Management Office overseeing the management of projects with regular reporting to the Development Board. | Completed |
| 00001 | | | | | | | Consider the implications to the Council's budget of the fairer funding announcement in relation to business rates and the revenue support grant. Make any appropriate alterations in the next budget submission to Cabinet and Council in Feb 2026. Completed | Completed |
| 00001 | | | | | | | Ensure Senior Officers and Members are aware of the financial position and of their responsibility to contribute to a balanced budget | Completed |
| 00001 | | | | | | | Monthly monitoring reports considered by Corporate Leadership Team and service area directors with quarterly updates to Cabinet | Progress continues. Risk and control reviewed with no significant change. |
| 00001 | | | | | | | Continue to monitor the implications of LGR. Finance Officers are members of the various workstreams that have been established including one specifically for finance | These groups are meeting |
| 00003 | People - Workforce sustainability - Delivery of future ambitions is threatened because of difficulties with the recruitment and retention of staff in key areas such as Legal, ICT and Environmental Health. Causes are affordability challenges, being unable to compete on pay, a skills shortage, capacity limitations, the ability to change, and increased demand/ambition from OCC. The position is exacerbated by increased uncertainty caused by the outcome of Local Government Reorganisation being unknown. | 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 and skills. | Gail Malkin | 3 | 3 | 9 | | |
| 00003 | | | | | | | Delivery of an agreed local pay deal with Unions | The current OCC and ODS pay deal runs until the end of March 2026. Negotiations took place with Unison and Unite and a deal has been agreed for 2026 and 2027 onwards. |

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| 00003 | | | | Development and implementation of a pay and grading review to enhance pay in areas where the Council struggles to recruit and where it needs to improve retention. | Implemented new market allowances on 1 May. | |
| 00003 | | | | Continued implementation of Leadership Development to improve manager capabilities and develop future managers and leaders to support succession planning and retain talent. Timeline = ongoing | Aspiring manager third programme launched in November 2025. Bitesize manager training programme is ongoing. Will be considering development for middle managers in 2025/26. Manager induction training is being piloted in December. Group coaching for managers will be delivered in Housing Services. Planned work with senior leaders to clarify roles and expectations and improve strategic leadership. Currently developing ideas for development to prepare managers for change - LGR. | |
| 00003 | | | | Continue workshops on People policies and procedures for managers | Plan in place with programme of dates | |
| 00003 | | | | Digital skills training programme for all staff | All bitesize training has been rolled out. Service has delivered leadership workshop too. | |
| 00003 | | | | Continued delivery of occupational health and Employee Assistance Programme provision to support employees and help people back to work, demonstrating our commitment to employee well-being. Timeline = ongoing | Service continues and will be supplemented by interventions to help manage stressful work demands that are currently being developed and will be trialled in Housing. | |
| 00003 | | | | Continued delivery of comprehensive internal communications campaign for the People Programme | Completed. this is now business as usual. | |
| 00003 | | | | Continued development of inclusive recruitment practices to improve the diversity of the workforce to better represent the communities we serve, reaching the target of 16.5% of the workforce from minority ethnic groups by 2028. | The Positive Action policy was agreed at Council on 14 July 2025. The Recruitment policy has been updated to support inclusive recruitment practices. The Council has reached the 16.5% target. EDI audit has been completed by Internal Audit team with positive outcomes and some areas for improvement. | |
| 00003 | | | | Development of "Grow our Own" apprenticeships | 6 apprentices have now started. Career progression schemes also running in Legal and Planning. | |
| 00003 | | | | Developing an LGR people strategy and plan to support managers and employees through the LGR process and support development and career planning to retain talent, maintain operations and get people ready for new opportunities in new structures. | 15% | |
| 00003 | | | | Establish a new framework of recruitment agencies to better support attraction and the supply of temporary staff to meet resourcing needs by November 2026. | Procurement process is moving forward after some delays. | |
| 00006 | Law, Governance & Strategy - Failure to comply with the Council's Constitution and governance requirements as set out in law. This may be caused by insufficient resources impacting the Council's ability to ensure correct processes are followed, confusion about roles and responsibilities, poorly implemented policies, and inexperienced staff lacking the knowledge and skills they need. Also the workplace culture may result in insufficient planning taking place, leading to time pressures on delivery and corners being cut. Staff workload might result in mistakes being made. Pressure of timelines imposed by third parties e.g. grant expenditure deadlines, might lead to significantly truncated timelines and competing requirements, meaning governance is sometimes overlooked. | 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 and failures to follow governance processes are concluded and addressed. | Emma Jackman | | | |
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| 00006 | | | | Clarity about roles and responsibilities for decision making within the constitution | Constitutional changes are made as they occur and there will be a light touch review in the coming municipal year and pending LGR | |
| 00006 | | | | Correct corporate documentation and guidance in place to ensure that policy is translated to processes; governance around these being there and properly applied | These are in place and available on the intranet however work is also in progress with the procurement team to review forms following development of a flow process chart. There is the intention to introduce property rules and grant rules in due course | |
| 00006 | | | | Internal and external audit | Both are engaged, the annual assurance letter goes to the external auditors each year flagging issues and there is senior oversight of the audit plan for internal audit. | |
| 00006 | | | | Appropriate level of resources | There are ongoing issues with the resources in legal department. Subject to funding being approved by Council as part of budget setting a restructure will be consulted on in the coming weeks. Current reliance on locums is leading to a projected overspend for 25/26. Committee Services is staffed appropriately at present, as is Elections and Policy and Strategy - though the impact of LGR on the Policy and Strategy team is significant. | |
| 00006 | | | | Training of staff as changes are made, on a refresher basis and as part of an induction | The new Human Resources training system has been procured, once live we will ensure the whole organisation retake mandatory training and then new training will be developed for targeted information governance training and also council governance and decision making. | |
| 00006 | | | | Ensure culture allows for whistleblowing / challenge and that an up to date policy and process are in place for the management of whistleblowing and challenge | Requirement to review the policy in 2026. | |
| 00006 | | | | Clarity and oversight of companies and specifically ensuring decisions are taken correctly, in a timely manner and by the correct decision making body | Terms of reference for SHJVG have been updated. The new Shareholder agreement and articles for ODS and ODSTL have been approved and adopted. With the new Managing Director and proposals for a Company Secretary, work will then need to be undertaken with OCHL. There is also a need to ensure that decisions required of the shareholder are properly following the pathways and requirements (such as key decisions), and plans are in progress for enabling this. | |
| 00006 | | | | Ability to disseminate lessons learnt | They are fed back to CLT, reported to Cabinet and Scurtiny have been considering a number of governance issues that have arisen | |
| 00006 | | | | Ensure that systems are in place to monitor and control compliance and updates | There remains issues with late instructions to Legal Services, leading to delays in addressing compliance and monitoring. | |

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| 00006 | | | | Establish a corporate approach to project management that ensures governance requirements and timelines are factored in and understood from the outset | This will need to be considered at a corporate strategic level but may not be possible in advance of LGR. |
| 00009 | Chief Executive - Political and Partnership landscape - Uncertainty about the future political landscape at both a 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 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. | 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. | Caroline Green | | |
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| 00009 | | | | Agreed governance and joint working with Oxfordshire and West Berkshire councils on LGR workstreams. Ongoing engagement with Government on Thames Valley devolution proposal with continued joint working among the Oxfordshire, Berkshire and Swindon councils. | Governance and joint working on LGR workstreams are now established and a programme is being developed for the Phase 2 period up to the Government decision. Government clarification of the position on devolution options, and publication of the proposed Thames Valley Spatial Development Strategy area should enable Oxfordshire, Berkshire and Swindon councils to progress a devolution proposal. |
| 00009 | | | | Use partnerships, stakeholder networks and relationships with Government to build a compelling case for a Greater Oxford Unitary Council, and unitaries to its north and south, each of which would also have a place on a Thames Valley MSA board. | Government consultation on three Oxfordshire LGR proposals is under way, and 3 Councils communications and stakeholder engagement programme is agreed and launched. Significant activities are planned throughout the consultation period to end-March. Preparation is starting for the formal Listening Meeting on the proposal in March involving senior officers. Commitment secured for district council involvement in creation of Thames Valley Spatial Development Strategy - which is linked to future creation of a devolved strategic authority. |
| 00009 | | | | Agree protocol on approach to public engagement on LGR and Devolution with other councils to ensure the Gunning Principles are upheld. | Protocol in place and used by all councils to guide public engagement approach |
| 00009 | | | | Ensure staff engagement on LGR as required by Statutory Invitation | Staff engaged throughout development of 3 Councils proposal and briefed on responses to the Government consultation |
| 00009 | | | | Flexible and robust constitution; processes to facilitate decision making | This will be dealt with as the requirement to formally consult arises |
| 00009 | | | | Use cross party working groups for major decisions | Arranged for workstreams and will continue as needed, including use of Group Leaders |
| 00011 | Communities & Citizen 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 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. | 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. | Helen Bishop | | |
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| 00011 | | | | Launch of phase 1 of OCC new website. This has already been done | complete |
| 00011 | | | | Launch phase 2 of OCC website | Phase 2 work ongoing. Working on 'Parking and Travel' section with OCC/ODS colleagues. Continuing to work on inaccessible documents in 'Planning' section. Hiring a Website Content Officer to support the project. |
| 00011 | | | | Ensure strong understanding of factors driving demand through the BIU | Locality plans updated using local insight to ensure the need is properly understood. This is being used to ensure locality action plans are focused on the right actions. |

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| 00011 | | | Corporate business planning process to ensure prioritisation within service areas | Corporate Business Plan 2026/27 tracking to March Cabinet. Service Planning under way |
| 00011 | | | Increase services available online followed by digital comms campaign: Revenues and benefits forms | Promotion of the web functionality was made in Annual Billing. Further website support is now being designed by Civica. This has resulted in a demonstrable upturn in web enquiries, especially for Council Tax. The housing portal has also been launched and take up is gradually increasing. |
| 00011 | | | Ensure contact centre maximises use of technology | 40 webforms completed. Bulky waste webform is live and awaiting the start of RPA development in HMO Licensing. Agreed to confirm time line for stages as part of the Citizen contact data cleaning approach and to prioritise the order of systems to be reviewed. Low Income Family Tracker software deployed, Pension Credit campaign undertaken and Childcare campaign next to be launched. |
| 00011 | | | Embed behavioural insight work into Change Team procedures, train change agents and raise awareness with the organisation | |
| 00011 | | | Community Services Review | New community centre rent policy for tenants implemented. Implement new room booking software Fees and charges reviewed for each centre and the proposed changes are in the budget papers for 2026/27. |
| 00011 | | | Review criteria for grant funding | Report agreed at Cabinet in February. Increased communications to ensure greater awareness and support for community groups to make applications. |
| 00011 | | | Deployment of digital skills training programmes in community | Activate learning course developed and deployed in Blackbird Leys. Digital café in Westgate Library continues. |
| 00011 | | | Work with partners and agencies to deploy collaborative solutions | Youth Hub in Leys Leisure Centrewent went live in July. Working with community groups and partners to deliver collaborative youth activities. Actively working with health partners to find co-location opportunities. |
| 00011 | | | Corporate organisational structure redesign | |
| 00011 | | | Delivery of cost of living activities | Locality action plans shaped following refresh of customer insight for each locality. Food Larders supported and in operation across the City. Customer Service Officers attending to provide citizens with access to council and related services. Promotion, award and administration of Household Support Fund to communities and citizens. Implementation of Low Income Family Tracker (LIFT) technology, using data sharing technology to identify need in the community at a household level. Identification and promotion of leisure subsidy opportunities for citizens. Cost of living communication campaign to ensure communities and citizens understand what is available. |
| 00011 | | | Review of connecting people to places | Locality working workshops being are conducted across the organisation to review and agree how we can work together to ensure we are focused on the community outcomes and the actions required to deliver |

00097 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 the 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 the risk of flood, there will be disruption to the lives of residents, damage to homes, damage to business premises, and the loss of trade and profitability. The Council will fail to comply with its Category 1 responder duties as 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. There might be political difficulties arising out of disagreements about accountability for the response, including budget and use of resources.

Tom Hook

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| 00097 | | | Flood Protocol setting out the roles of internal teams and the connections with multi-agency responses. | Flood Protocol updated. |
| 00097 | | | Internal Incident Management Framework in place that governs internal decision making and communications. | CLT and Service Directors trained in the Council's Incident Management Framework |
| 00097 | | | TVLRF Emergency Response Arrangements are in place. | CLT and Service Directors training in Thames Valley Local Resilience Forum (TVLRF) emergency response arrangements relevant for their role: SCG and TCG. |
| 00097 | | | Out of hours Teams site. | Out of hours Teams site training has been provided. |

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| 00097 | | | | | Community Resilience Plans. | Community Resilience Plans in place for Osney Island and Duke/Earl Street areas. Developed by the community in partnership with the Council, the plans contain how the community will support themselves and liaise with statutory partners before and during an event. Flood warden training run by the County Council will be offered to these communities. |
| 00097 | | | | | Oxford Flood Alleviation Scheme provides bunds and a flood plain channel to direct fluvial flood waters away from residential areas. | In May 2025 the Secretary of State confirmed the schemes Compulsory Purchase Order. Construction is due to start late in 2026 and completion will take 5 years |
| 00098 | Community Safety - Adverse weather, terrorism and utility outage. 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 residents, 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 the risk of flood, there will be disruption to the lives of residents, damage to homes, damage to business premises, and the loss of trade and profitability. The Council will fail to comply with its Category 1 responder duties as 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. There might be political difficulties arising out of disagreements about accountability for the response, including budget and use of resources. | Tom Hook | 4 3 12 | | |
| 00098 | | | | 4 3 12 | Plans in place for adverse weather, utility outage and Publicly Accessible Places, setting out the roles of internal teams and the connections with multi-agency responses. | Publicly Accessible Locations Plan (PALP) revision drafted. Reconfigured to focus on the national strategy of People, Places and Sectors. Weighted towards prevention activities as response will be led by the emergency services. Terrorism (Protection of Premises) Act 2025 requires the Council and other partners to undertake standard and enhanced security measures in Publicly Accessible Locations. For the Council these are the Town Hall and community centre. Hostile Vehicle Mitigation progress with the County Council, lead officer identified. Conversations will be taking place with the universities and other relevant partners with a role in protecting streets and public spaces. Utility Outage Countywide plan in place - Oxford will revert to this plan with it's own Action Card. Adverse Weather Plan completed. The Incident Management Framework has been updated and training for CLT scheduled for March. |
| 00098 | | | | | Internal Incident Management Framework in place that governs internal decision making and communications. | CLT and Service Directors trained in the Council's Incident Management Framework |
| 00098 | | | | | Thames Valley Local Resilience Forum Emergency Response Arrangements are in place. | CLT and Service Directors training in Thames Valley Local Resilience Forum (TVLRF) Emergency Response Arrangements relevant for their role: Strategic Coordination Group (SCG) and Tactical Coordination Group (TCG). |
| 00098 | | | | | Out of hours Teams site. | Out of hours Teams site training has been provided. |
| 00099 | Economy, Regeneration & 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 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 | 4 4 16 | | |
| 00099 | | | | 4 4 16 | There is a challenge because mitigation is out of the Council's control. However, recent action on the sewage treatment works has shown that the council can reduce the likelihood and impact by bringing pressure to bear, and it needs to continue to do this. Minimum 6 monthly discussions with appropriate utilities providers to understand future modelling and to ensure utilities providers understand the impact of a failure to deliver capacity. Successful discussions with utilities providers across both sewage and energy means that mitigation is in place. These need to be monitored to ensure they stay on track. | On energy - Working with the Distribution Network Organisation, SSEN, to profile future growth. Also, now active with the new National Energy Systems Operator (NESO) to help them profile both future growth and strategic sites held up by lack of capacity. We continue to engage with key developers in the city to get their input into this process. On waste water - Have established quarterly meetings with all the Oxon LPAs within the Oxford Sewage Treatment Work catchment area for Thames Water and the EA to feed back on progress on planned capacity improvement works. Also, a quarterly developer meeting to do the same. The EA and OFWAT are the regulators responsible for ensuring this work and they will report back at these meetings. The EA has confirmed that the Oxford Sewage Treatment Work is one of 20 projects receiving regular oversight at ministerial level. |
| 00099 | | | | | Direct access to Government through the Oxford Growth Commission | The Oxford Growth Commission has this as a priority and will be engaging on this issue |

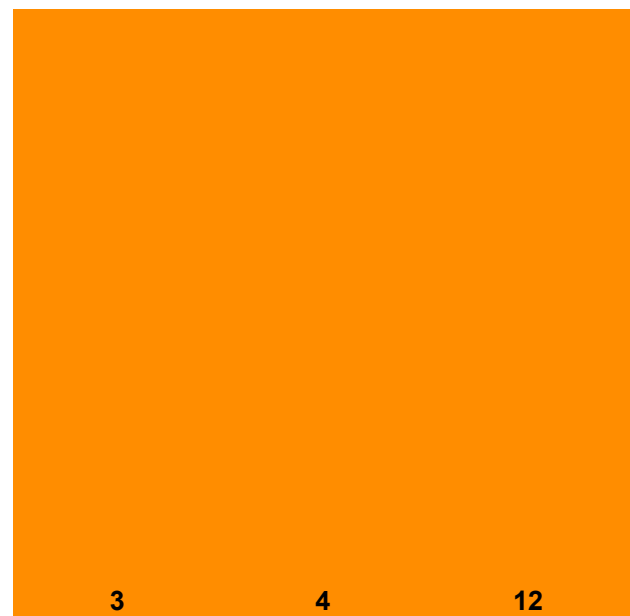
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| 00100 | <p>ICT - Cyber security and IT infrastructure resilience. Failure to prevent and respond to cyber attacks and ensure that the IT infrastructure is fit for purpose and adaptable to future needs. Threats are human error and deliberate targeting, because the Council is a high profile organisation with financial information. Other potential causes are exposure through third-party partners, an inability to invest in security improvements, a 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>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> | Rocco Labellarte | <p>4 4 16</p> | | |
| 00100 | | | | | <p>Over 100 cyber security improvements have been identified and ICT are working through these. The challenge remains that of having to deliver BAU services, projects, and the cyber improvements with the same resources. The addition of 2 further interim resources has allowed a degree of acceleration of the improvements, though the competing challenges remain the biggest cause of delays in implementing the security changes. The institutional knowledge of existing staff is needed to implement many of the changes required.</p> | <p>17/02/26 - A total of 150 (increased from the original 100+) remediations have been identified since the cyber incident in June 2025. Of those, a total of 56 tasks have been completed, 51 are in progress, 31 are still to do, and 12 have been superseded or cancelled. Many of those in progress will be completed with the final migration away from the data centre.</p> |
| 00100 | | | | | <p>Prioritising the Town Hall server room fix to provide infrastructure upgrades</p> | <p>Being progressed as part of the wider Town Hall project.</p> |
| 00100 | | | | | <p>Enhancing cyber security monitoring to adapt to evolving threats</p> | <p>Upgrades funded in the budget are implemented on-going, with no effective due date as threats continuously evolve.</p> |
| 00100 | | | | | <p>Security upgrades as a result of the cyber incident in June 2025.</p> | <p>Various immediate improvements actioned in the response to events. Wider project on security enhancements is being worked through.</p> |
| 00100 | | | | | <p>Cyber security training for all staff</p> | <p>New training offer has been rolled out and is mandatory for all staff. Periodic test emails are used to check the awareness of staff to the threat of phishing attacks. As of December 2025, approximately 75% of staff had completed all modules. Cyber security training will resume in April 2026 with the implementation of Microsoft cyber security training built into the Microsoft platform.</p> |
| 00100 | | | | | <p>Full security review being undertaken by independent experts in July 2025.</p> | <p>Completed</p> |
| 00100 | | | | | <p>Lessons learnt report after Cyber Incident in June 2025</p> | <p>Completed</p> |
| 00100 | | | | | <p>Building redundancy in infrastructure and network teams to reduce single points of failure</p> | <p>Completed</p> |
| 00100 | | | | | <p>Focusing IT efforts on core resilience measures.</p> | <p>Core resilience measures will complete in the first half of the financial year 26-27, once the council is fully migrated out of the SCC data centre into the cloud as only then can the final core resilience measures be implemented.</p> |
| 00100 | | | | | <p>Reviewing and reinforcing cloud security controls before full migration</p> | <p>Ongoing as part of migration programme from the SCC Data Centre to cloud-hosted services for ICT business applications, and scheduled to complete once the council is fully migrated out of the data centre at the end of March 2026. 17/02/26: SCC have brought forward the exit date to the first half of March.</p> |
| 00102 | <p>Economy, Regeneration & 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. Causes are limited funding that is insufficient to invest in infrastructure, resources and technology, conflicting priorities that divert resources and slow delivery, changes in government policy that can create uncertainty and a 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 resulting 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> | Clive Tritton | <p>5 3 15</p> | | |
| 00102 | | | | | <p>Retention of Zero Carbon Oxford as a Corporate Priority & inclusion of annual actions in the Business Plan, that target and support delivery of the 2030 (Council) and 2040 (City) Net Zero targets. Retention of £132,000 annual green gas payment and Net Zero Transition Fund reserve to support fund decarbonisation work.</p> | <p>Good progress is being made. A paper laying out actions for the Council to take forward was received by CLT and Leaders at the end of 2025. Two Net Zero working groups have been set up as a result, one focused on property assets and the other on fleet.</p> |
| 00102 | | | | | <p>Council has set a 2030 Net Zero target.</p> | <p>The working groups, including, ODS and Property are producing a programme and fully costed plans for delivery, to enable the Council to make decisions on level of support and resourcing to achieve targets. Council Net Zero Tracker (created in 2019) still needs to be updated to align with these outputs.</p> |
| 00102 | | | | | <p>Finance - use of revolving loans and ES reserves (including annual contribution of £132k to Net Zero Transition Fund) - to provide funding for feasibility and focused projects that support council Net Zero targets</p> | <p>Plan for use of reserves and funds established for 25/26 as per Tina Mould</p> |

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| 00102 | | | | Programme of Carbon Literacy across the Council to increase awareness | First target numbers achieved. Feedback recommends that the course needs to be shortened, updated and relevancy improved to support engagement. |
| 00102 | | | | Energy efficiency target for Social Housing (Average 95% EPC-C by 2030) is on target to be achieved. | A survey programme is in place to assess all below EPC-C properties. Following these surveys a full programme of works will be developed using the existing agreed MTFP funding and capital programmes. Depending on measures needed to meet EPC C the 2030 target of Average EPC C in 95% of Council Owned HRA properties should be achievable, provided the changes to EPC assessments in the coming years are not drastic. |
| 00102 | | | | City has a 2040 NZ target | The Council continues to host and support the Zero Carbon Oxfordshire Partnership. Which delivers joint projects that support 2040 target. Risk of achieving 2040 target needs to be reviewed in 25/26. |
| 00102 | | | | District Heat Network project is being led by Oxford City Council. If viable it will deliver 5% CO2 reduction by 2030. Buildings emissions are the highest and most difficult sector to decarbonise in Oxford. | Decision due July 2026. Connection due 2030 |
| 00102 | | | | Council has an Electric Vehicle Strategy and Implementation Plan . | Behind. 300 chargers due to be installed across Oxford in the next 2 years. Installation is behind, due to LEVI programme delays. It needs to be continued at pace and be maintained after initial funds. |
| 00102 | | | | Protect, manage and enhance Oxford's urban forest | The strategy emphasizes the importance of maintaining, improving and increasing tree canopy cover which will become increasingly important for climate adaption to mitigate flood and heatwaves. The Council does not currently have tree canopy cover targets but subject to the approval process wishes to bring them in. |
| 00102 | | | | Develop a delivery plan to determine the resources required to deliver the EPC B rating target in commercial properties let by the Council. | Budget approved in the MTFP for surveys to start from March 26. |
| 00104 | 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. Causes include insufficient resources and funding that can limit investment in equipment, technology and systems, weak enforcement of policies, a lack of regular and comprehensive training, which leads to a lack of knowledge and skills, and turnover of staff impacting continuity. Other causes are employees and managers not being fully aware of their responsibilities, a workplace culture where there are not shared values and behaviours, and where health and safety is not embedded, with safety being part of every decision and task. | 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. | Caroline Green | | |
| | | | | 3 4 12 | |
| 00104 | | | | Ensuring governance is in place to monitor health and safety performance | The Health and Safety Compliance Board meets quarterly during CLT. The Health and Safety Manager attends. The meeting is chaired by the Chief Executive. The People Safety Board meets quarterly and reports to the Health, Safety and Compliance Board within CLT. Each Quarter the People Health and Safety Board send collated information from all the service areas. The board reviews health and safety performance; health and Safety risks within service areas; it monitors audits, and discusses changes to legislation. Any concerns raised will be escalated to the Health, Safety and Compliance Board at CLT when required. The Property Health, Safety Compliance Board provides assurance that risks related to property health, safety and compliance are effectively managed. The Board meets each quarter and is attended by Director of Development (Chair), Head of Property Services, and the Building Safety and Compliance Manager. A summary report including the decisions and actions from the Property Board will be sent to the Health, Safety and Compliance Board at CLT for oversight. The Board will establish and maintain standards of Property health, safety and compliance in the council that aligns with legal requirements and in accordance with the Health and Safety Policy and Standards. |
| 00104 | | | | Ensuring compliance with regulatory requirements | Monitor accident and incident reports and review accident investigations. Reporting any accidents, dangerous occurrences or disease that are required to be notified to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). Corporate Guidance and Standards are published on the Intranet. Monitoring risk assessments completed for each service area. Monitoring eLearning training for each service area. Personal Safety Audits completed for Communities & Citizens and Housing. |
| 00104 | | | | Proper governance of compliance with the Health and Safety Policy | People Board and CLT Board is the method of governance. Currently reviewing the Health and Safety Policy and governance structure. |
| 00104 | | | | Promoting a health and safety culture, through training, learning lessons and facilitating whistleblowing | Monitoring health and safety training and development. Providing technical/legal advice and information. Health and Safety staff attending Teams meetings as requested to support Managers. Meeting and working with Managers |
| 00104 | | | | Collaborating with the enforcing authorities. Liaising closely with the HSE and other relevant enforcing authorities, such as the Police and Fire and Rescue Authority, and cooperating with their inspections and investigations | As required. The proactive role for meetings with outside bodies is within the remit of the Safety Advisory Group. |

00105 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. Service delivery failure, the cost of living crisis and other external factors (most outside of the Council's control), mean homeless prevention activities become unable to meet a sustained increase in homelessness in Oxford and HRA business/asset management activities cost more than forecast.

Reputational Impact - If the Council fails to meet its homelessness duties and landlord obligations, it could severely impact 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.

Nerys Parry



00105

A suite of Housing strategies are in place with clear priorities and mitigations for effectively arresting the increasing homelessness pressures in the GF. Improved corporate governance arrangements are in place on oversight RSH/HRA improvement plans to ensure progress and viability

Control in place and work is on-going in embedding actions from the strategies.

00106 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. This might be caused by 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 - The Council fails to meet its homelessness housing duties due to its inability to secure sufficient PRS supply and the delayed delivery of its housing supply targets.
 Financial Impact - 1) Increasing financial pressures on the General Fund due to increasing placements in temporary accommodation and costs.
 2) Government changes to metrics and formulas 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 and 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



00106

Housing Services have now either delivered or are on track to deliver all original Temporary Accommodation mitigations. The Temporary Accommodation stock has grown from 100, to over 200 now, and on track to reach 300 by Dec 26, through leasing, HRA transfers, RP transfers, and over 55 decants. A new set of mitigations were agreed May 25, and are now funded through the MTFP. This includes 260 further units, 150 to be bought, a new FIF assessment centre, and a new move on mitigations.

Control in place and work is on-going in embedding the range of Temporary Accommodation mitigation actions. The revised Year 3 Actions in the Housing, Homeless and Rough Sleeping support work in this area Corporately.

00107 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. This might be caused by a regulatory compliance failure, with OCC activities and processes failing to comply with consumer standards within the Social Housing (Regulation) Act.

Reputational Impact - Under the Social Housing (Regulation) Act, there are greater powers to "name and shame" underperforming local housing authorities and to issue unlimited fines to landlords, following inspection.
 Financial Impact - Increased 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 failing 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



00107

00107



Following a recent self-assessment, a refreshed and prioritised action plan is in place overseen by a new Corporate Task Group, along with resident and Member oversight to ensure progress is made across all 4 areas of the Consumer Standards

Control in place and work is underway to embed actions from the strategies. Additional work is underway to certain elements of the consumer standards.

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