

Ref	Risk Description	Consequence	Owner	Current Probability	Current Impact	Risk Score	Control description	Progress
00012	Economy, Regeneration & Sustainability - Increased costs and complexity in the delivery of the Council's domestic collection service and ODS commercial waste operations caused by statutory obligations in the waste and recycling system, funding mechanisms for domestic waste services and competition in commercial waste services.	If higher costs are not sufficiently matched with increased revenues to support the delivery of the new obligations, this may impact on the funding of other service areas, such as domestic waste collections, which are a statutory requirement. If the net income ODS derives from commercial waste operations reduces, this could also impact dividend payments to the Council, which underpin other service delivery.	Clive Tritton	3	4	12		
00012							Lobbying for new funding. The Council has received £1.98M of pEPR funding in 25/26 to focus on improving its residential recycling rates.	A Waste and Environmental Resources Partnership (WESP) working with Cherwell, West Oxfordshire and the County Council has been established. It has identified £Ms of potential savings via joint service provision (under LGR). The Oxfordshire Resources & Waste Partnership is modelling collection changes for all Oxon LAs to meet Simpler Recycling regs. A programme of projects focusing on residential recycling improvements has been set out by Oxford City Council for 2026-2028 utilising the pEPR funding
00014	Chief Executive - Partnership working - The devolution governance debate disrupts partnership working with County and District Councils that are pursuing different options for Unitary Government.	Negative impacts on services and projects delivered in partnership with County and partners.	Mish Tullar	3	3	9		
00014							Collaborative working and data sharing agreements are in place among Oxfordshire Councils - re LGR. Similar agreements also in place with Oxfordshire, Berkshire and Swindon Councils for devolution.	2025 data sharing agreement on LGR is being updated against GDPR requirements
00014							Maintain BAU partnership working within Oxon system alongside LGR process	No negative impacts on partnership working more generally across the Oxfordshire system.
00014							Joint working with Ox-Cam Growth Corridor and Oxford Growth Commission	Oxford Growth Commission, which involves both Council Leader and CEO, is already having a significant positive impact. Positive progress with Cowley Branch Line.
00015	Property Assets - Staff recruitment and retention. An inability to recruit and/or retain staff on proposed terms and conditions in Property Services, especially those with technical and specialist skills. This is because the terms and conditions of employment are not sufficiently attractive to attract permanent staff. Most other Councils are trying to attract similar staff from a small pool of available candidates.	The skills and capacity are not available to deliver the required works and statutory requirements	Malcolm PEEK	3	4	12		
00015							Short term the option is being explored to look at a different way of holding resource with a commissioning model as well as direct delivery by in-house staff. Backfill with temporary staff and contractors where necessary. Use market supplements as necessary. Restructure and recruitment campaign for permanent positions post splitting GF and HRA	70%
00015							Ongoing monitoring of skill needs aligned to changes in legislation. Flexibility in recruitment - use of agency workers and head hunters etc.	Ongoing
00016	Planning & Regulation - Service Failure. A major service failure due to a significant loss of ICT, staff etc.	A reduction in staff or premises availability means a reduced service to customers and or a backlog of work to be cleared.	David Butler	3	3	9		
00016							A single Business Continuity plan is in place. The business plan work is ongoing as part of the service plan. Loss of staff has been managed in a sustainable manner. Uniform system has recently been migrated to the cloud	85%
00017	Planning & Regulation - Regulation of the Private Rented Sector. Opportunity to embed HMO licensing across the City and to regulate the private rented sector. Failure might be caused by systems failure/poor delivery of service; inadequate engagement or non-compliance with regulation/legislation.	Damage to Council reputation and potentially finances; risks to occupiers and neighbours	David Butler	2	2	4		
00017							Ensure that the HMO Business Plan is robust and up to date	100%

00018	Financial Services - Reputation Management. A failure to deliver an efficient and timely year end process for annual Council Tax and NDR bills, rents, garage and leaseholder statements. This might be caused by a lack of resources (staff/finance) Upgrades of software not carried out Single points of failure CTR will be administered through Revenues not Benefits Knowledge of requirements Ability to design templates Legislative requirements not addressed	The biggest risk to the Council is reputational. If the bills and notices are not delivered on time the Council cannot collect income due to it and would suffer reputational damage as a consequence. This risk is low until the process starts again in October	Laura Bessell	1	4	4		
00018							Commence the move to the cloud based Civica OPEN Revenues system in September 2025 and undertake testing for annual billing on the new system. Go live for new system is 6 March 2026. There is a need to ensure that the on premises open revenue system is retained until annual billing is complete.	Migration has commenced and movement of the Civica OPEN Revenues system to Civica Cloud is currently in test phase. We are on target for migration to be concluded by 6 March,
00020	Planning & Regulation - Unplanned workload leading to a reactive response and delay or omission of proactive work. This might be caused by complaints, added to the complexities of existing work, and unplanned corporate or external work demands.	Delay or omission of programmed work, impacts the quality of work if it is rushed or not checked. Reduction in the quality of service to customers	David Butler	2	3	6		
00020							Improved communications about role and priorities to temper expectations	85%
00020							Review with line manager over priorities (saying no or re prioritise)	85%
00020							Ensure time allowed for such work in performance agreements. Reviewed through regular 1.2.1 meetings	95%
00021	Financial Services - ICT - There is a risk that OCC is not able to deliver required improvements to ICT systems in a timely and manageable manner and will not deliver ICT Systems that operate in a controlled and robust manner on a timely basis. This might be caused by the ICT workplan not being adhered to and being delayed; ineffectual system implementation, leading to delays and / or poor system design and implementation.	Increased inefficiencies in work flow leading to increased manual working and worsening collection rates; controls around the system not robust leading to an increased level of reconciliation or data control issues Project plans overlapping so that there is excessive work for staff over a shortened time period Non-compliance with contractual agreements and non-compliance with external standards such as PCN and PCI-DSS	Clare Paterson	3	4	12		
00021							Active attendance at project board meetings, planning ahead for projects and being aware of interdependencies	Key systems are being moved to the cloud with regular upgrade cycles: QL migrated in November 2025, Open Revenues will be migrated in March 2026. Re-procured Agresso system under a transfer of licensing arrangement and support services with new supplier from 01/01/26 for a 1+1 year term. Risk and control reviewed with no significant change except extended due date.
00021							Involvement of key staff within Financial Services to identify any issues and feed back to the project team	Key systems are being moved to the cloud with regular upgrade cycles: QL migrated in November 2025, Open Revenues will be migrated in March 2026. Re-procured Agresso system under a transfer of licensing arrangement and support services with new supplier from 01/01/26 for a 1+1 year term. Risk and control reviewed with no significant change except extended due date.
00023	Property Assets - Income Generation - Income generation from the property portfolio is threatened, due to the Covid-19 backlog, which is almost cleared, market forces and cost of living issues. The portfolio is biased towards retail/food and beverage. The market is currently patchy, and there is a backlog of lease events, particularly on the estate shop portfolio.	Reduced rent leading to budget pressure	Emma Gubbins	3	3	9		
00023							Better monitoring system in place and AMS will aid profiling . Constant review of portfolio for regeneration opportunities. Estate shop strategy. Respond flexibility to market fluctuations and changes	Currently on target in Q3 but slippage likley at the back end of the MTFP
00024	Planning & Regulation - Project delays (service specific) - due to poor project management of projects such as the Local Plan, a major Development management case, and change projects.	Reduced performance, missed targets, and ultimately delay to the delivery of needed housing.	David Butler	2	3	6		
00024							Clarity of role of project manager in project initiation document	100%
00024							Regular reports to Board	100%
00024							Tight project management and good reporting from project manager	100%

00025	Property Assets - Income reduction due to the condition of properties. This can result in an inability / delay in letting or increased incentives being required. This can be caused by stock being returned in poor condition or increased forfeiture. Failure of the landlord repairing liabilities.	Reduced or delayed rent or capital receipts leading to budget pressure	Malcolm PEEK	3	3	9		
00025							Stock condition surveys, AMS, understanding lease obligations, a regular and improved inspection regime, and a Void property process. Interim delap's schedules where appropriate.	Ongoing
00025							Asset management system. Regular vacant unit meetings and regular inspections. Condition surveys and budget. Implementing timely repairs as required.	Ongoing
00026	Financial Services - Failure to recruit and retain key staff. There is an insufficient pool of high-quality applicants to current vacancies, and key staff might leave for better opportunities elsewhere. This might be caused by current pay scales not being attractive, or the reputation of the Council not attracting new recruits; Local Government Reorganisation adds too much uncertainty for potential recruits.	Vacant posts remain vacant, and existing posts become vacant. Further pressure is put onto remaining staff to fulfil extra tasks.	Nigel Kennedy	2	4	8		
00026							Development of staff internally, providing development opportunities to existing staff, and providing suitable training to all	Responding to staff survey.
00026							Ensure Team Leaders and Managers communicate with staff on a regular basis in the current remote working set-up	Ensuring 1:1s take place. Appropriate training. Monitoring by Financial Services Management Team
00026							For recruitment to all vacancies, review the job content, specification and pay, exploring different markets to advertise	80%
00027	Planning & Regulation - External Delays - Delays to Council projects caused by outside agencies such as the County Council, Consultees, national and regional government and other agencies	Reduced performance and missed targets	David Butler	3	3	9		
00027							High level intervention if necessary. Greater collaboration is in place on key projects and a proactive approach to intervention/communications	85%
00027							Monitoring of applications/ processes/programmed projects in hand and delays	85%
00028	Property Assets - Property non-compliance. Assets becoming non-compliant, resulting in Health & Safety failure. (This includes trees, green spaces etc). This might be caused by a lack of monitoring and management.	Risk of hazard to people or property, unable to let properties so reduced income. Risk to the reputation of the council and action against the council and officers. Increased insurance costs.	Malcolm PEEK	2	4	8		
00028							Additional recruitment of team members and development plan in place to review all areas of building related items	Complete team was in place - HRA restructure may dislodge full team
00028							New AMS module - ongoing review of compliance data and processes	AMS in train - check effects of LGR
00028							Monthly reporting and monitoring of compliance. Asset management system and staff recruitment. Contractor management process.	Contractor companies management processes currently being prepared.
00030	Financial Services - Treasury Management - Safety of investments could be threatened by the current economic climate and prolonged volatility in financial markets and banks and other investment institutions not being robust enough to survive future economic changes. Key staff changing at firms causes uncertainty in the market	Loss of principal investments placed	Bill Lewis	2	5	10		
00030							Ensure a robust process of monitoring counterparty changes is carried out	100%
00030							Ensure that the Treasury Management Strategy is robust and reduces the risk of principal investments being put at risk	100%
00030							Financial provision set aside for movement in property fund price	100%
00030							Management information provided to the Group Finance Director on a monthly basis	100%
00030							The investment policy and counterparty list ensures all our investments have a financial limit and have a maximum investment period per counterparty	100%

00031	Communities & Citizen Services - Service standards and quality of provision. The Council service not delivering quality services because of a lack of resources and employee deployment, fragile procedures, processes and delivery mechanisms and because internal and external monitoring and auditing principles might not be robust	Failure to achieve industry recognised accreditation (i.e. Quest, Green Flag, ISO). Increased costs. Corporate and service objectives fail to be delivered. Reputational damage. Reduced ability to draw down external funding	Hagan Lewisman	2	3	6		
00031							Monitor through service delivery, quality assurance and stakeholder meetings	Stakeholder meeting in place. The next is planned for February 2026
00031							Timely action through systematic methodology, procedures and internal and external audits	Internal audit delivered in January 2026, awaiting report
00031							Workforce planning and employee development and training regimes	New staff being inducted at East Oxford Community centre
00032	Planning & Regulation - Income Targets - Non achievement of income targets caused by the impact of macro-economic issues leading to a falling number of planning applications, visitor spend etc	Not meet budget estimates, Deficit in corporate budget. Ultimately an impact on resources available to the council to provide services	David Butler	3	3	9		
00032							Review of Building Control service over 2018/19	100%
00032							Promoting services, raise fees and charges, secure planning performance agreements to achieve income and meet targets	100%
00033	Property Assets - Lack of an asset management system - No asset management system is in place to store and analyse data.	Unable to plan or programme work in a timely fashion, delays in letting of properties and potential non-compliance. Risk of decreased insurance cover or increased premium costs. Lack of active management of portfolio reduces performance.	Malcolm PEEK	4	4	16		
00033							Implementation of an Asset Management system enabling programming of works arising from Stock condition survey. Enables compliance and works programmes	Team structure and systems improvements
00033							More efficient data management	System procurement in process.
00034	Law, Governance & Strategy - Resilience of service - A lack of resilience results in an inability to effectively deliver services required by the Council for critical projects and to support statutory and non-statutory functions with a direct impact on risk, compliance, expenditure and income to the Council. Inability to react as required in the event of a major incident, leading to more outsourcing or delays. This is caused by an inability to retain and recruit lawyers to permanent posts, leaving the service dependent on locum resources and therefore exceeding salary budget. Capacity and resource issues delaying restructure.	Reputational damage; adverse costs; greater reliance on external services and therefore increased costs. Ability to meet Council's own requirements prejudiced.	Emma Jackman	4	4	16		
00034							Focused recruitment processes, reviewing posts which the Council struggles to recruit to and taking steps to address, and targeted use of locums.	A quicker route to market for locums has been agreed with Human Resources which has assisted in filling vacancies quicker. Salaries were reviewed across the teams in line with the corporate review. This has led to the successful appointment to a planning lawyer post following a recent recruitment however in that time neighbouring authorities have increased their pay offer in line with ours and have been successful in recruiting one of our staff to work for them. A review is being undertaken of legal services with a view to secure a structure that will further enable recruitment and move away from reliance on locums.
00034							Trainee Solicitor apprentice to be recruited to in the new structure once current postholders leave their post	The current trainees have been successful in their development and qualification and it is hoped to repeat this in a future recruitment.
00034							Succession plan in place to ensure continuity of service provision given potential retirements amongst senior staff	There is a need to ensure succession planning is undertaken in relation to Electoral Services however LGR will have an impact upon this and what that looks like.
00034							Level of service to be provided to Council companies agreed and monitored; demand managed and workloads monitored	Meetings held concerning the SLAs, with agreement on the principle regarding one of the companies SLA and an extension to allow for the consideration of the other company's SLA.
00034							Continuous professional development legal training programme maintained and team participation encouraged	Free training is utilised as much as possible and training budget used and supplemented by internally delivered training.

00034					Regular service and Directorate briefings. Meetings held. To be reinstated once capacity has been addressed in legal services, with only some occurring at present.	
00034					AEA Forum monitoring by senior colleagues around the country. Replies to queries is swift. AEA consultancy arm accessible.	
00034					Future review of Election Team in line with succession planning	With retirement likely from some key members of staff following the next election cycle, this will need to be picked up depending on developments with Local Government Reorganisation
00034					Undertake a legal structural services review	This is in progress and subject to the Council's overall budget
00034					Electoral Services has good relationships with neighbouring and country wide authorities to whom they could turn for advice. Contacts and numbers are on the board in the elections office and maintained in a central record	Ongoing
00034					Reviewing and monitoring the impact of Local Government Reorganisation work across the Strategy Team	Regular one to ones, on going review of workstreams and cross support in place from other teams in the directorate. There will be a need for additional resources within Legal Services to accommodate the work required and potentially Information Governance.
00034					Written procedures, shadowing and cross-skilling in Committee Services team to ensure that there is cross capacity in the team	Written procedures in progress, cross skilling and shadowing well developed. Catch up processes are in place for staff, very strong progress in ensuring cross working in the team
00035	Planning & Regulation - Government legislation, Democracy and Localism Bill - Substantial changes to the planning system caused by government legislation might require a redesign of processes. Relaxation of Change of Use and the Prior Approval regime being extended might impact the expectations of politicians and the local community, affecting resources and priorities.	Lack of capacity to meet changes coming from the government. Undermining of the delivery of local policy objectives (e.g. protection of key employment sites). Neighbourhood Plans put pressure on resources and/or seek to challenge the City Council	David Butler	4	4	16
00035					Maintain responsiveness and plan for change. Make robust representations to Government where appropriate. Maintain a dialogue with groups wishing to bring forward Neighbourhood Plans.	100%
00036	Communities & Citizen Services - Insufficient revenue and capital for each proposed development, caused by the current economic climate/comprehensive spending review	Developments do not take place	Hagan Lewisman	2	3	6
00036					Development board overview	East Oxford Community Centre soft launched on 25 Nov 2025
00036					Solid business case developed for each development	All completed
00036					Project Board overview	All completed
00037	Property Assets - Income Targets / high costs - Non achievement of Town Hall income targets because of the impact of economic circumstances or if delays in building maintenance causes a major disruption to business e.g. fire, major repairs.	Reduction in income and revenue	Malcolm PEEK	1	1	1
00037					Implement sales & marketing plans including an on-going review of the product offered and quality of the facilities available for this	On target to achieve income targets
00037					Monthly finance review and forecasting, adjust business plan accordingly.	On target to achieve income
00037					Full review of town hall income and expenditure model.	On target to achieve income

00038	Planning & Regulation - Opposition to emerging statutory plans - Opposition to emerging statutory plans, and to planning applications and decisions leads to A) vocal and organised local opposition before decision; B) opposition at examination or committee stage; C) legal challenge after adoption or planning decision caused by the public, groups, organisations or political parties which object to policies in emerging documents and choose to use many and all avenues to express objection, including some outside normal procedures, and all drawing media attention. Opposition to planning applications at, pre- application, after validation. Committee and post-decision stages	Delay, extra costs, reputational risk, possibly amendments to policies.	David Butler	3	3	9		
00038							Raise quality of community engagement as far as possible within available resources to flush out and address community concerns at an early stage in the process	100%
00038							Communication strategy to be developed for all key projects/consultations/communications, particularly the Local Plan. Work collaboratively on objections raised & provide additional evidence.	100%
00040	Communities & Citizen Services - Budget and Income - Trading Income from event hire could be threatened because of changes to Broad Street, COVID-19, the cost of living impacting on the events sector and targeted campaigns against event organisers	Budgeted target not met	Paula Redway	3	2	6		
00040							Proactive advertising of the space and managing stakeholders	30%
00040							Create and communicate Outdoor Venue Guide	100%
00040							Fees & charges amended as part of the budget process	100%
00040							Recruited an Events Officer	90%
00040							Implement Corporate Debt policy	Not needed as the target has already been met. No longer necessary
00042	Communities & Citizen Services - A breach in H&S might lead to an incident/injury/fatality/or closure of a leisure facility and/or service disruption. This could be caused by a failure of health and safety management, and monitoring.	Risk of injury or death to persons. Reputational risk. Financial claims. Risk of facility closure or service disruption	Hagan Lewisman	2	4	8		
00042							Health and Safety procedures and risk assessments are being implemented for East Oxford Community Centre	
00042							Monitoring through both internal and external audits and regular governance meetings	Internal audit delivered in January 2026, awaiting report
00042							Lead Officer with experience, knowledge and understanding of compliance. Monitor through service delivery meetings. Performance and pay mechanisms for the leisure provider. Timely action through systematic methodology and procedures. Review ODS governance.	Regular client audits in place
00045	Communities & Citizen Services - Loss of key staff members - A prolonged absence or badly planned leave may result in the service area not delivering on its objectives because the staffing structure is quite tight, meaning that there can be resource issues	Non delivery of service objectives	Helen Bishop	3	3	9		
00045							Regular governance and team meetings effective attendance management	Quarterly absence management meetings at a case level.
00045							Monitor through service delivery meetings	Programme delivery monitored monthly via Org Change and Communities Board. Regular one to ones and service delivery meetings.
00046	Law, Governance & Strategy - External Legal Resources - The use of the budget is reactive and therefore, as unexpected corporate issues arise, external legal costs increase, which will lead to an overspend on the legal services budget, and potentially pressure on other service area budgets as they may need to fund work. There is unpredictability of costs which may arise. This is due to the increased demand in client departments for legal support. Capacity issues continue, which has an impact on external legal advice requirements. There is an inability to use the usual procurement route of the EM Lawshare Framework, resulting in the need to use higher priced frameworks as an alternative.	Budgetary pressure	Emma Griffiths	4	3	12		

00046					Identification and use of framework arrangement enables more robust budgeting	A framework for the call off of legal services with costs certainty has been identified and is in use.
00046					Close liaison with internal clients to secure appropriate budget for projects requiring external legal services	Capital fees are proposed to be increased in line with costs recovery calculations. There are developments due to the Legal case management system which will enable better analysis of costs of providing support to the Council's revenue and HRA funded work.
00046					Use of external legal advisors limited & controlled (prior approval of Head of Service/Legal Services Manager required); presumption - internal legal team to be relied upon unless no expertise/resource	This has been very tightly controlled within legal services and, in addition, there has been reallocation of spend against budgets such as capital and the HRA where there are specific budgets for the work. This will continue but relies upon staffing in legal being sufficient.
00046					Active management of budget and issues of concern flagged at budget monitoring meetings	At present there are budget pressures in legal services due to inability to recruit and retain staff and insufficient resources to meet demand, resulting in a reliance on locums. To the extent possible this will be addressed in the restructure. In addition there is no finalised budget for Policy & Strategy following the Senior Manager restructure.
00047	Communities & Citizen Services - Insufficient resource and market demand to deliver the financial plan - A stringent focus is on this work, although the macro environment continues to increase the challenges. There is a risk of there not being enough resource (staff time), and/or market demand to deliver the level required. Not enough staff time/insufficient demand for additional activities	Reduced delivery of efficiencies	Helen Bishop	3	3	9
00047					Regular governance and team meetings effective attendance management	Monthly budget monitoring to ensure on track with budget predictions. Weekly review of KPIs in Customer Contact, monthly programme monitoring and regular service delivery meetings.
00047					Undertake feasibility works and monitor through SPM	90%
00048	Planning & Regulation - Public Health Protection - Threats to public health eg., from food borne communicable disease caused by a failure to adequately control or respond to outbreaks	Uncontrolled spread of diseases; illness and possible deaths; damage to Council reputation.	David Butler	3	3	9
00048					Competent and experienced specialist staff; effective links with Public Health & the UKHSA; protocols for outbreak and control.	90%
00051	Financial Services - Budget Management - Inability to forecast outturn effectively due to limited or incorrect information. There are significant efficiency savings and service reductions as a result of the budget process, and these may be difficult to deliver, or to understand if they will be delivered, in a timely manner.	Increased use of reserve balances or further reductions to be identified	Clare Paterson	2	3	6
00051					Regular capital and revenue forecast updates better enables the Council to stay on track and within budget	Forecast outturn updates are part of the monthly monitoring by service area for capital and revenue. Risk and control reviewed with no significant change.
00051					Robust challenges by Management Accounting Team during the budget monitoring process	Monthly monitoring, reporting and engagement with service areas continues, highlighting variances and actions required to address. Risk and control reviewed with no significant change.
00052	Communities & Citizen Services - Safeguarding - Insufficient safeguarding of vulnerable groups, including children caused by poor training of staff and recognition of safeguarding principals. Poor monitoring and compliance regimes	Risk to Council reputation. Risk of an allegation. Risk to public safety	Hagan Lewisman	2	4	8
00052					Staff training	95%
00052					Business as usual	Standard agenda item on meetings and 1 to 1's
00052					Effective training, induction and team meetings in place	90%
00052					Lead Officer with experience, knowledge and understanding of compliance requirements.	100%
00052					Relevant and timely processing of criminal record checks	100%
00052					Timely action and monitoring through systematic methodology and procedures	100%
00053	Law, Governance & Strategy - ICT - System failure without cloud based systems will significantly impact on the Council being able to meet statutory obligations and will impact on the delivery of corporate priorities and decision making. Risks come from unauthorised access from outside actors, ICT issues such as server failure, and failure of third party systems and devices	Failure to meet statutory obligations, inability to take decisions and protect the interests of the Council	Emma Jackman	3	3	9

00053					Electoral Services are developing contingency plans in the event of ICT failures	This worked to a degree during the recent cyber event, however it has become clear that a plan for being cut off from government systems and documented process for reconnecting is needed. In addition there needs to be a more robust data cleansing carried out of data held historically
00053					Committee Services have contingency plans in place for ICT failures	These were tested and worked during the recent cyber issue, one thing that was identified is the need for access to old minutes, with readily accessible templates outside of the system should Mod.gov go down and also should there be no ability to print
00053					Legal Services have contingency plans in place for ICT failure	Iken is cloud based which means it is more robust in terms of access however printing does need to be considered and alternatives to email in the event of a total ICT failure, including access to postage
00053					Strategy & Policy have contingency plans in place for ICT failure	
00053					Moving to cloud based solutions for each of the ICT systems – Elections, legal services and Information Governance are now cloud based. Committee Services will be done in the coming financial year.	All service specific systems are now cloud based.
00053					Encouraging regular attendance at ICT sessions when rolled out such as One Drive, Sharepoint etc	Attended as arise - some of the service is yet to migrate to sharepoint therefore this will be done as they are migrated
00054	Financial Services - Corporate Fraud - Suppliers set up on the payment system or requests to change bank account details, that are not genuine. Third parties attempt to defraud the council.	Payments being misappropriated, loss of public monies	Annette Osborne	2	3	6
00054					All new suppliers are fully checked and vetted	100%
00054					Bank details are checked by an online checking system	100%
00054					Monthly exception reporting of any changes made	100%
00055	Law, Governance & Strategy - Legal Income - Income target not achieved placing pressure on the overall budget of legal services leading to overspend because of an inability to manage or control the demand for work, which generates income	Budgetary Pressure	Emma Jackman	4	4	16
00055					Mapping and review of work coming from clients who generate income, for example Planning, Fraud, Regulatory functions and capital projects	Ongoing
00055					Proper time recording in the Legal Services team is being implemented, with a full review of the process and system used. This includes a review of capital projects in the corporate list vs those we have in legal to ensure we are capturing all capital. This is monitored and reported upon monthly	In progress
00055					Active management of budget & issues of concern flagged at budget monitoring meetings on a monthly basis	Ongoing
00055					Looking at base budgets and undertaking a review of "under the line" funding vs demand, as budgets are based on capacity and demand approximately 15 years ago	This has been done with regards to HRA property based work, but needs to be undertaken across the board and within the HRA for development based work and litigation. This needs input from finance, which is not possible due to capacity at present
00055					Regular review of the suspense account for unallocated payments	This will be raised with finance and looked at on a monthly / quarterly basis as tier capacity dictates
00055					Keep fees and charges under review to ensure in line with other Councils and cost recovery – annually	Reviewed each year at budget setting
00056	Financial Services - Management effectiveness and employee ability to deliver services - Excessive pressure placed on staff and managers due to increased workloads and increased volumes of emails and online meetings in addition to increasing demands arising from the "day job"	Staff burnout; increased incidence of stress; lack of capacity to deliver work demands	Nigel Kennedy	3	4	12
00056					Manage corporate expectation of timescales and delivery	Ongoing process
00056					Prioritise and manage performance and workloads to ensure that the work is manageable and identify early problems	Ongoing process
00056					Staff away day sessions and staff interaction	Ongoing
00056					Team meetings and fortnightly one to ones.	Ongoing

00057	Communities & Citizen Services - Complaints Handling - Failure of the corporate complaints process resulting in Ombudsman intervention caused by a reliance on a limited number of officers	Reputational risk. Additional complaints and/or ombudsmen intervention.	Helen Bishop	4	3	12		
00057							Alternative officers identified.	Additional resources identified to support reduction of backlog, approach to clearance agreed and progress is being made. Report to CLT planned for March 2026
00058	Financial Services - Health & Safety - Staff are subject to volatile situations in the course of their duties and possible harm because robust and challenging conversations are held with subjects of investigation during interviews and visits, leading to an escalation of tension and possible physical assault.	Staff subject to harm and subsequent short or long-term sickness, reduced resources.	swamer2@oxford.gov.uk	2	2	4		
00058							All customer-facing staff are trained in conflict resolution and comply with team processes on ensuring personal safety, including use of personal attack alarms, smartphone location app, lone worker devices, providing whereabouts information in advance of visits taking place. Body Worn Video devices are also now being used by officers. Sometimes whatsapp live location is also used. Monthly monitoring at staff meetings.	These controls are in place
00059	Communities & Citizen Services - Community Cohesion Erodes - The risk that social and community cohesion will be negatively affected, detracting from the Council's aims to encourage strong and active communities. This risk has been impacted by Britain's exit from the EU, shifts in national politics, and subsequent shifts in society's perceptions.	1. Uncertainty and instability in the political climate lead to social and political polarisation. This in turn could lead to political fallout/shifts in management and risk of the council developing a bad reputation 2. Political instability means social instability/unrest, leading to higher rates of hate crime. Deepening cleavages in society divide communities, with settled communities feeling neglected by local authorities in favour of new/emerging communities - diversity is seen as a threat for some. 3. Social unrest can have negative effects on health, which carries the risk of widening existing health inequalities across the city.	Helen Bishop	3	3	9		
00059							Encourage dialogue between communities (existing and new / emerging) through development of existing and potential community and health & wellbeing partnerships with clear area priorities. Re-energise and maintain clear communication and community / stakeholder engagement strategies. Consider how strategy matches public perceptions / political agenda and refresh council values to reflect these.	Development of Locality plans using up to date insight to show need. Sharing plans with local members and partners. Working with community groups to support delivery of planning engagement, supporting economic development and giving practical support to residents and communities too through household support fund etc- to alleviate the impact of the cost of living crisis. Supporting local boards, eg Interfaith Forum.
00060	Financial Services - Budget and Income - Failure to deliver profiled trading income caused by the reduced appetites of external clients and partners to spend on counter-fraud services, cost of living crisis, dwindling council finances, politics or competing priorities	Trading income targets not achieved, medium term financial plan compromised, budgetary overspend.	swamer2@oxford.gov.uk	1	2	2		
00060							Mitigated through enhanced business development activity, exhibiting at relevant conferences and delivery of the Oxford Annual Fraud Conference in the Town Hall. Business Plan and Marketing Strategy in place.	These risk controls are in place
00061	Financial Services - Performance - Failure to achieve service plan targets and objectives due to unplanned staff absence or turnover including sickness. Some fixed term contracts in the team increases the risk of staff looking for alternative roles with other organisations.	Targets not achieved, trading income compromised, inability to service external contractual commitments	swamer2@oxford.gov.uk	1	1	1		
00061							Resilience contract in place with Reigate and Banstead Council for assistance when needed. Use of master vend recruitment agency where required.	Risk controls are in place
00062	Law, Governance & Strategy - Budgetary issue - An increase in the cost of postage by Royal Mail causing budget pressures.	Pressure on budgets beyond what is funded	Martin John	3	3	9		
00062							A further price increase from Royal Mail places additional strain on the elections budget in future years. This is 10% and therefore will be monitored this year and if required a budget bid will be submitted.	Completed

00064	Law, Governance & Strategy - FOIA and DPA compliance - Failure to comply with statutory deadlines for information requests and Data Subject Access requests. Failure to properly manage personal data. Failure of other council departments and officers to contribute and approve in timescales required.	Reputation risk, ICO action could result.	Emma Jackman	3	3	9	
00064							The new management system is in place with reports to senior officers once a week on new and outstanding FOIAs. KPIs are reported on monthly.
00064							Corporate training (compulsory) to be pushed to ensure that the council has maximum take up
00064							Undertake departmental audits of data retention and tie in with migration to One Drive and SharePoint
00064							Review of all DPA documentation and registers has been undertaken and new ones will be finalised, for annual review thereafter, in the coming financial year.
00065	Law, Governance & Strategy - Data Protection - A data protection breach and non-compliance with data protection law. A failure of the organisation to adhere to data protection law would cause capacity and work implications issues for the team. This could be caused by outside actors having unauthorised access to data and/or a failure of the Council's departments and suppliers to properly safeguard data	Increased workload on a small team. The organisation could suffer reputational damage and/or have fines levied against it by the ICO. Reputational risk for the service and Council. Financial penalties for the Council and employees. Potential litigation against the Council with damages and adverse costs	Emma Jackman	4	5	20	
00065							Review incoming potential changes under the Data (Use and Access) Act 2025 and amend practices and processes as necessary
00065							Embed actions following the internal audit review of data protection in 2025 and review in light of recent cyber issues
00065							Prepare and regularly review guidance, policies and procedures
00065							Provide data protection and legal support as required to the organisation
00065							Ensure that the Legal and Governance service complies with corporate policies and guidelines on data protection and ICT security
00065							Review and set corporate training requirements in line with audit recommendations
00065							Properly respond to data subject access requests
00065							Ensure through advising and monitoring on an annual basis that departments are properly and regularly cleansing data within them to assist with compliance with data retention schedules
00066	Communities & Citizen Services - Sponsorship - Failure to achieve sponsorship income targets due to the business climate	Difficult to sustain city events and cultural activity on an annual basis.	Paula Redway	3	2	6	
00066							Seek additional resource to focus on this
00066						0	Working with cultural partners to bring in more income (e.g. Christmas Light Festival). Proactive marketing of sponsorship opportunities along with stakeholder management, mini-team restructure to increase capacity for this from 1 April 2026
00066							All members of the team engage in sponsorship - £4K has been raised recently for the Festive lighting in Gloucester Green over a 3 year period.
00066							Target met for this year
00066							Following up on leads from recent campaign
00067	Financial Services - Procurement - If there is a failure to follow best procurement practice, then there is an increased risk of challenge. The reputation of the Council will suffer, and there may be financial loss because of challenges and re-running procurements, as well as delays in delivering priorities.	Reputation of Council. Financial penalty. Poor decision-making and financial loss due to potentially awarding a contract to the wrong supplier. Potential delays in achieving organisational objectives as a result of the challenge, and if the decision is set aside	Annette Osborne	3	4	12	
00067							Clear and unambiguous best practice guidance and templates readily available, providing an advisory service for procurements at all values

00067				Development and monitoring of a forward plan to identify potential high risk areas (early intervention)	100%
00067				Evaluation panels include a cross selection of officers and professional staff, proportionate to the value and risk of the contract being tendered	100%
00067				Providing up to date and relevant training to commissioners	100%
00067				Regular monitoring of spend and contracts that need to be re tendered and are not allowed to be rolled on	100%
00067				Procurement lead on all above threshold procurements	100%
00067				The business partner team is fully staffed following recruitment	Recruitments made in June 2025
00067				Develop succession planning to prepare for gaps created if employee turnover increases and recruitment proves even more challenging because of the uncertainty from LGR. Support employees in preparing for future change and potential selection processes.	Work on succession planning being planned and support for employees to follow in 2026.
00068	People - Corporate Management - Managers are not equipped to meet the changing needs of the organisation. Development of Fit for the Future Programme gives new accountabilities and responsibilities for leaders	If not addressed, service improvements and efficiencies might not be delivered	Gail Malkin		2 2 4
00068				People strategy and plan to support organisational effectiveness.	Ongoing
00068				HR Support and Business Partners review processes to support the organisation and deliver a revised service supported by an SLA	100%
00068				Leadership development programme	100%
00068				Review key policies and deliver relevant training	100%
00069	People - Resources insufficient to meet the growing demands of the service. The work demands over which the team has no control, such as new starters, pension queries, employee turnover and increasing numbers of payroll transactions, is putting additional pressure on the operational work of the team. Additional temporary resource is coming to an end without efficiency savings having been met, partly due to the ASM platform not leading to time savings.	Service quality is dropping, and the team is reporting workload pressures and work-related stress. Will need to cut back on the service offered and extend service standard delivery times.	Gail Malkin		3 3 9
00069				Team has reviewed current people plan and identified some work that can pause or stop. LGR people plan currently being developed and a request for additional resources to support LGR has been submitted.	40%
00069				We have improved resource levels in the operations team and have moved some workflows to iTrent and away from ASM.	10%
00070	People - Loss of key talent - Reliance on individual contributors with no cover, because the team is small. Example - one recruitment consultant. If she left, the team would have a limited and reduced recruitment service until she was replaced	difficulty filling hard-to-recruit roles and longer time to recruit times more generally	Gail Malkin		3 3 9
00070				Looking at new option to split the work across two part time roles.	In progress
00070				Maintain People Team as a "great place to work" where individuals are respected, trusted, have meaningful work and are well supported.	90%. Ongoing team development and support, with positive and inclusive work environment being maintained.

00071	People - Data protection legal compliance - Historical poor administration practices and pressures of work have meant that data has not been managed in line with data retention schedules.	non-compliance with data protection law	Gail Malkin	3	2	6		
00071							Plan in place to tackle data cleansing of records including electronic and paper. Electronic complete. Still working on paper records held in basement and M Drive records. Progress is slow because of the volume and having to fit this in around other commitments.	80%. High work demand impeding progress.
00071							New data retention schedule in place.	Completed
00072	Communities & Citizen Services - Budget pressures in Customer Services, including the Customer Contact and Corporate Support teams has been caused by increased workload and changes not being delivered to improve services and reduce resource requirements. Insufficient funding for workforce.	Service savings not achieved	Helen Bishop	2	2	4		
00072							Tight establishment control in conjunction with Finance	Customer service restructure delivered and CSo savings made to meet budget targets. Other pressures have put pressure on performance. Ensuring swift recruitment following vacancies, staff training and reviewing approach to notice periods when staff successful in securing other roles in OCC.
00072							Corporate governance of CEX programme to include regular monitoring and escalation where appropriate	Oin progress
00074	Economy, Regeneration & Sustainability - Staff Recruitment - Difficulty in recruiting on proposed terms and conditions - often FTC roles in the service. Terms and conditions of employment are not sufficiently attractive to attract and retain staff	Required skills and capacity are not available to deliver required work programmes or staff turnover results in the loss of skills from the team.	Clive Tritton	2	2	4		
00074							Identify project resource requirements at the earliest stage so that recruitment can begin before projects or strategies are formally committed and don't need to be paused whilst resource is secured.	75%
00074							New priorities emerging from the Oxford Growth Commission are bringing forward new opportunities but these need additional resources and skills sets.	
00075	Economy, Regeneration & Sustainability - Managing staff capacity - There is little capacity in the team to allow cover for other team members if required. Internal and external projects and programmes are running to very similar timescales across economic development, City Centre, Green Transport, Housing Delivery and Regeneration.	Staff resources and work needs to be carefully prioritised to handle demand. Some programmes are outside our control, particularly in Green Transport and Economic Development. Difficultly to provide project cover if the regeneration manager or housing supply officer is off work or leaves at short notice.	Clive Tritton	3	3	9		
00075							Teams to implement team work plans or programme of projects and make sure it is updated and discussed at team meetings so service managers can monitor pressure points	80%
00075							Ensure all staff are using OneDrive or sharepoint for file storage and the file structure agreed for the team	100%
00075							Maintain links with wider services on staffing demand issues, utilise external funds, and recruitment agencies where needed	80%
00075							Business continuity plans to be reviewed. Ensure all project managers are keeping a risk and issues log up to date and these are reported to project boards. Move to sharepoint being used to ensure consistency of filing of key documents should a project need to be handed over.	80%
00077	Economy, Regeneration & Sustainability - Health & Safety - Poor health and safety compliance due to inconsistent levels of experience and training of project managers. Lack of corporate resource and training in health and safety protocols.	Health and safety incidents and non compliance during projects which may cause significant project delays, fines or legal action and more widely causes risk to staff.	Clive Tritton	3	3	9		
00077							Health and Safety Team & CDM team have developed a training standard for project managers and implemented it, with records being maintained.	
00077							Update and implement risk assessments for service teams	50%

00078	Economy, Regeneration & Sustainability - Support Team Capacity - Lack of specialist advice or delays to projects caused by support team capacity. Commitments to projects and resourcing of support services (procurement, legal, finance, communities, planning) have not been considered in tandem and therefore resourcing in support areas cannot meet requirements of capital projects	Project delays and potentially inaccurate information reported through the governance process due to a lack of specialist advice	Clive Tritton	3	3	9		
00078							Raise awareness early with support services on requirements during projects, but also need to build additional time into projects to reflect delays that occur	90%
00078							Ensure support services are liaised with at stage one in the project and that support requirements are discussed and agreed	90%
00079	Economy, Regeneration & Sustainability - Staff Budget - Lack of budget to maintain staffing levels across the service due to a failure to capitalise on the regeneration managers time and a lack of funding to maintain current levels for city centre management and economic development teams. The staff budget relies on capitalising time and external funding sources	Not being able to maintain staffing level of teams which would mean reduced resource to bring forward projects and programmes and loss of good staff that have often been difficult to recruit	Clive Tritton	2	2	4		
00079							Short fixed term contracts result in a risk of losing staff. Where appropriate, contracts are being extended as far in advance as possible to avoid losing staff due to uncertainty.	70%
00079							Proactively review funding opportunities to sustain staff levels	80%
00079							If funding is lost, look at whether other teams in the service, or wider, require the skills of affected staff whilst funding is secured.	80%
00079							Ensure that Project Managers time is built into the Capital budgets on future projects	95%
00080	Economy, Regeneration & Sustainability - Housing supply funding - Reduction in funding available impacting housing delivery targets. Limits to HRA borrowing capacity/change to HRA Business Plan, borrowing cost rises making schemes unviable, lack of Homes England Funding rounds, poor outcome from RSH inspection rates (RP), landlord service not meeting any of the compliance criteria/annual HE Investment Partner compliance return, and loss of awarded funding due to not meeting grant terms	Reduced delivery will further increase the backlog of housing need if we are unable secure additional affordable housing stock. There is also a risk that grant funding, including RRTBRs, may have to be returned with punitive interest	Dave Scholes	3	3	9		
00080							Ensure appropriate resource from across the council is supporting the housing delivery programme (see support services risk)	90%
00080							Prioritise funding across the programme to manage risk based on funding sources	90%
00080							Work closely with finance on the programme budgets to minimise risk of loss of funding	90%
00080							Work closely with Housing on HRA Business Plan review and other factors that may affect ability to secure funding	90%
00080							Maintain regular liaison and relationships with key contacts at Homes England.	90%
00080							Maintain regular liaison with RPs to ensure enabling opportunities are maximised.	80%
00080							DRG, HRG, Senior Housing Management Team and OX Place Clienting meetings are there to ensure programme risks affecting funding are closely monitored and managed.	75%

00081	Economy, Regeneration & Sustainability - Housing project delays - Programme slippage puts housing delivery targets at risk. Issues could be wide ranging for example risks relating to meeting planning policies, SSEN grid capacity to 2028/2032; and also water and sewage capacity concerns and site specific issues.	Either the projects are lost from the programme or delivery is delayed, both of which add further cost risk. There is also a risk that funding is lost if the grant terms are not met, with a risk of needing to return Right to Buy receipts if not spent, with punitive interest	Dave Scholes	3	3	9		
00081							Improve processes with OX Place to streamline and give more certainty - Collaboration Agreement (or equivalent - i.e. Joint SOPs)	80%
00081							Each project is to follow established governance processes including those relating to managing risks and issues, with escalation to the responsible sponsor of the project or programme.	90%
00081							Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted	90%
00081							Good project management with all risks managed and mitigated suitably. Ensure good reporting is conducted by project managers, escalating issues to development board	90%
00081							Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted with appropriately qualified professional teams	90%
00081							Ensure financial checks on contractors as part of procurement	100%
00081							Ensure that client requirements re. consultation with the council and external stakeholders is happening on projects including with relevant Members	100%
00081							Internal meetings e.g.OX Place Programme meetings, OX Place Client Meetings, Development Board and its review groups to discuss strategic programme issues and identify actions to unblock engaging with relevant stakeholders where necessary.	90%
00082	Economy, Regeneration & Sustainability - A lack of engagement from partners to deliver the Council's priorities in Economic Development and City Centre. Third party decision making or capacity issues result in a lack of support financially or in kind for key initiatives/projects.	Unable to deliver on strategic actions or priorities or fund associated projects/staff. Creates unplanned financial pressure	Rupert Waters	3	3	9		
00082							Ensure formal established partnership forums e.g. Economic Growth Steering Board and City Centre Delivery Board with key stakeholders established and regular horizon scanning	80%
00082							Regular more informal engagement with key local and national bodies to maintain relationships and horizon scan	80%
00083	Economy, Regeneration & Sustainability - Resource pressure from partners or stakeholders - Key stakeholders or partners' projects and priorities create council resource implications. Third party decision making results in pressure for officer or member support, financially or in kind, for their initiatives/projects	Unable to resource either the partner priority or our own priorities or creates unplanned financial pressure	Rupert Waters	3	3	9		
00083							Ensure formal established partnership forums e.g. Economic Growth Steering Board and City Centre Delivery Board with key stakeholders established and regular horizon scanning	80%
00083							Regular more informal engagement with key local and national bodies to maintain relationships and horizon scan	80%
00084	Property Assets - Investment into stock and existing properties - Under investment or lack of funding to invest into properties to maintain condition, caused by budgets not being sufficient to match property needs	Properties become poor condition to let. Reduction in income and potential non-compliant or dangerous.	Malcolm PEEK	3	3	9		
00084							Robust input into the Council's budget process	
00084							Understanding of stock condition. Develop robust programmes of work to secure budgets that are adequate	
00085	Communities & Citizen Services - Customer Services - Applications Team KPIs may not be able to be met because Taxi licensing is under resourced by the service due to funding not being agreed and an uplift in applications.	Performance affected and KPIs unable to be achieved	Mark Chandler	2	2	4		

00085					Demand has increased by 30% since April 2025 due to the introduction of Uber drivers, therefore resources have been stretched. An additional temporary employee has been agreed to March 2026 to help. Payment restrictions have been switched off, so officers are now able to take payments when the calls come through from drivers. A review of processes is also taking place to see if any improvements can be made	
00085					Currently, a temporary employee is in place, funded by taxi licensing up until the end of September. Discussions are ongoing with Finance and Richard Adams to source this resource permanently	Discussions to take place in February about funding for taxi licensing post 31/3/26
00086	Communities & Citizen Services - Customer Services - Customer behaviour in the Westgate library or ladders puts Council staff at risk, either through physical or mental abuse.	Staff are physically or verbally abused	Mark Chandler	2	3	6
00086					Additional mitigations have been added to the risk assessment around sexual harassment	Ongoing
00086					Mobile phones are in place to call library security for assistance as and when required, security guard on site throughout opening times, procedure in place to report and ban customers from the library who are physically or verbally abusive towards our staff, looking to develop training for staff on handling these difficult situations	Good control in this area. We work closely with the library and jointly monitor unacceptable behaviour. The library issues notices to customers with unacceptable behaviour to ban them from coming into the library
00087	Communities & Citizen Services - Customer Services - Wellbeing of staff working from home and being able to access support as and when required. The majority of staff work from home regularly, without face to face contact	Staff feeling isolated, struggling mentally and not getting the support they need	Mark Chandler	2	2	4
00087					Duty Manager available for staff to phone at all times to gain access to support, Teams channels set up to communicate with colleagues, monthly 1-1s held with Managers, bi-monthly face to face team meetings take place	Ongoing
00088	Communities & Citizen Services - Customer Services - Staff not following data protection processes resulting in breaches. Staff not having the appropriate up to date training and awareness of procedures	Data protection breaches resulting in unhappy customers	Mark Chandler	2	2	4
00088					Data protection learning is carried out for all staff and refreshed where required. Breaches are reported and dealt with by the Team Managers, with conversations taking place with individuals	Ongoing
00088					All staff ensuring data protection training is completed as per mandatory requirements. Breaches reported to Managers and plans put in place to take actions to prevent further re-occurrences, including re-taking training where necessary	Ongoing
00089	ICT - Retaining skilled ICT professionals. Uncompetitive salaries in some areas.	Staff leave.	Rocco Labellarte	1	3	3
00089					Review carried out of grades and salaries for key roles.	Completed. Grades have been reviewed and salaries adjusted.
00089					Provide flexibility - output based working versus presenteeism. Review grades and salaries for key roles.	Completed
00089					Staff recognition initiatives implemented in April 2025 were intended to consolidate low probability.	Completed
00090	ICT - Addressing ICT staff skills gaps. Single points of failure, in particular the absence of Business Owners and super-users within the services.	Delays in resolving issues for individuals and services.	Rocco Labellarte	2	2	4
00090					Management action to ensure permanent and interim staff are able to cover for one another.	Most vacancies filled, two remain, one being filled shortly.
00090					Considerable work has gone into work on systems and processes across the Council. This includes work on super users, user support groups and additional training. Waiting times for support have come down significantly year-on-year.	Further work remains to do and the cyber incident has increased demand. 17/02/2026 - The specific risk is now at 2:2
00091	ICT - Resources insufficient to meet the demands of the service caused by competing priorities (BAU, Projects, non-ICT issues passed to ICT).	Demand exceeds capacity, and staff work long hours, struggling mentally (as evidenced by the H&S Survey)	Rocco Labellarte	4	3	12

00091					Management action to ensure permanent and interim staff are able to cover for one another.	Additional interim resources have been brought on board following the cyber incident. Demand has further increased as suppliers provide short notice changes to delivery timelines (exit from SCC data centre and BT telephony service).
00091					Appropriate management action ensuring leave, toil, employee assistant are appropriately utilised.	Leave has been taken over August and a thank you session held by the Chief Executive following the cyber incident. Vacant management post has been filled and process improvements implemented helping to manage workflow. High workloads remain, but new projects come with associated resources which need to be appropriately managed. The cyber incident has meant additional work, dedicated resource is being worked through based on the need identified in the subsequent reports. 17/02/2026 - The specific risk remains at 4:3
00093	Economy, Regeneration & Sustainability - Capital Project Delays - Significant delays to capital projects caused by unforeseen consequences e.g. planning risks, external factors, competing asks on resources, contractor insolvency or supply chain issues	Reduced performance and missed targets on capital projects which affect overall expenditure, MTFP spend or grant stipulations	Clive Tritton	3	3	9
00093					Ensure the programme of work of each project is fully scoped and thorough feasibility is conducted with appropriately qualified professional teams	100%
00093					Good project management with all risks managed and mitigated suitably. Ensure good reporting is conducted by project managers, escalating issues to development board.	100%
00093					Undertake financial checks on contractors as part of procurement.	100%
00093					Internal meetings e.g. project boards and the Development Board, including its review groups, discuss strategic programme issues and identify actions to unblock, engaging with relevant stakeholders where necessary.	100%
00093					Undertake consultation, both internal and external, on projects including with members	100%
00094	Financial Services - Property Insurance - If the Council is unable to provide adequate information about the construction of existing buildings in its ownership and their valuations, its Insurers may continue to provide insurance that does not meet the full needs of the Council and exposes it to uninsured risks and financial loss. The Council has been unable to provide sufficient information to Insurers about the construction of properties and the cost of their reinstatement.	Only one Insurer quoted at the last tender and the insurance cover provided has significant weaknesses. The property valuations that the Council has may be wrong, resulting in properties being under or over insured. The Council's properties are insured on a declared value basis, they might be underinsured because of inflation. Unoccupied properties over £1m are uninsured. The Council is unable to go to tender before it improves the information that it has.	Nigel Kennedy	2	4	8
00094					The Council has secured a commitment from its Insurer that they will offer renewal terms for the 12 month period from 1 July 2025	Completed
00094					The Council has appointed a consultant that specialises in rebuild cost assessment. These will be undertaken over a three year rolling programme.	The consultant has been appointed and started work in February 2026
00094					66% of HRA housing stock has been surveyed.	The progress with gathering the survey information continues
00094					Housing losses, other than named tower blocks, are limited to £5,000,000	This remains the same.
00094					Clarification on the exact requirements that Insurers have is being obtained.	Clarification of the Insurers requirements has been established.
00095	Property Assets - Capital Receipts - Inability to reach capital receipts budget because of market forces and being dependent on the engagement of 3rd parties. Selling from the investment portfolio reduction in income	Reduced capital causes increased borrowing or reduction in capital programme	Emma Gubbins	2	2	4
00095					Constant review of lease re-gear opportunities and special purchasers	Capital receipts in FY 25/26 are ahead of MTFP but there is an ongoing target for capital receipts, albeit lower in future years. Risk and controls will be managed in line with receipt targets.

00096	Property Assets - Lack of legal capacity - If there is a lack of legal support, the Council will be unable to meet income, capital receipt, and project targets. Alternatively, external legal spend will be more costly and will result in an increase in financial pressure. Insufficient base budget in Law and Governance results in insufficient capacity.	Reduced income, reduced capital receipt, risk of legal challenge, reputational damage, increased complaints.	Emma Gubbins	4	4	16		
00096							Increased base budget (finance/legal). Ongoing review of legal requirements. Short term more external support.	In progress
00096							Legal team to have early understanding of workloads and move forward with restructure	Ongoing
00103	Planning & Regulation - Regulatory compliance - Failure to comply with regulations and statutory compliance because of insufficient resources, impacting the ability to ensure compliance. This might be caused by a culture that fails to enforce policies, a lack of knowledge exacerbated by staff turnover, changes in legislation, and increased demand leading to mistakes by staff.	A loss of public trust and confidence in the Council's ability to govern effectively. Negative media attention will harm the Council's reputation. 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. Fines and penalties and loss of grants and funding.	David Butler, Richard Adams	2	4	8		
00103							Clarity about roles and responsibilities.	Building Control job descriptions are in place. Being taken to HR for approval. All other teams job descriptions are appropriate and in place. Training and CPD ongoing.
00103							Correct corporate processes in place to ensure that policy is translated to process	Work procedures and policies are in place.
00103							Internal and external audit conduct audits and reviews of Council processes	LABC internal audit being submitted
00103							Appropriate level of physical, technological (including new base system), and human resources	There is reliance on contractors. Building Control job descriptions are going through Job Evaluation. Current Building Control role is part of market allowance scheme.
00103							Ongoing training for staff on regulatory frameworks	Regular staff training with training plans
00103							Ensure culture allows whistleblowing/challenge	The Council has a whistle blowing policy.
00103							Ability to disseminate lessons learnt	Sharepoint sites are used as tools to spread information. Staff meetings. Tools are in place. H&S discussed at team meetings. Case reviews in place.
00103							Ensure that systems are in place to monitor and control compliance and updates	Document control is in place for policy and procedures with review dates.
00108	Housing - Failure of homeless prevention activities - A failure to effectively manage the financial burden and demand for temporary accommodation in accordance with the individual needs of clients. A service failure might mean that homeless prevention activities become unable to meet a sustained increase in homelessness in Oxford, leading to increased homeless placements and temporary accommodation costs.	Reputational Impact - Increase in reviews - client's taking legal action/ appealing against their housing decisions, clients approaching media to highlight their case and shame council. Financial Impact - Increase in temporary accommodation costs adding pressure to general fund. Legal Impact - Council's inability to fulfil its duty to provide or secure the provision of advice and information about homelessness and the prevention of homelessness. Overall Impact - If this risk were realised, it would hinder the operation of this service as its financial viability would be called into question, and related issues impacting regulatory compliance would affect OCC.	Nerys Parry	2	4	8		
00108							Enhancing the prevention offer - including sourcing and negotiating the right type of accommodation required that meets the varying client groups	The team continue to focus on Homeless prevention activities and to minimise homeless placements in Temporary Accommodation. .
00108							Maintaining efforts and focus on early intervention and homelessness prevention	The team continue to work closely with residents and partners to prevent homelessness where possible
00108							Regular budget monitoring to scrutinise budget expenditure and taking opportunities to bid for external funding where available	Budgets continue to be closely monitored

00109	Housing - Failure to meet homeless temporary accommodation Demand - Inability to keep up with increasing demand as a result of government changes in eligibility assistance criteria, including those who are eligible as a result of their immigration status, resettlement, or changes in priority. This also includes the wider contextual imbalances within the council's own stock and private housing.	<p>Reputational Impact - Use of social media by clients to amplify their issues - these could also result in loss of trust and support from key stakeholders and wider local government community.</p> <p>Financial Impact - Inability to secure sufficient homelessness grant funding that meets the increasing demand.</p> <p>Legal Impact - The council is not obliged to house everyone who is experiencing or at risk of homelessness. However, it is required to take action depending on the circumstances of each case. It must comply with relevant legislation and have regard to the statutory code of guidance.</p> <p>Overall Impact - Limited impact when variables such as current Government welfare and immigration policy is considered but this is subject to review if there were Government policy changes.</p>	Richard Wood	<p>3</p> <p>5</p> <p>15</p>		
00109					Offer of early intervention and prevention that seeks to address the holistic needs of people at risk of losing their home	Homeless prevention work continues to be prioritised.
00109					Establishment of clear pathways for service users to access so they can get the assistance they need	Work continues to seek the best outcomes for service users.
00109					Offer of on-going housing support to more vulnerable clients focused on clear outcome based plans that foster independence	Work continues to support vulnerable clients and positive outcomes.
00109					Annual Lettings Plan Targets for the Homelessness/Review of the Allocations Scheme	Performance against the Annual Lettings Plan targets continues to be closely monitored to house those in the highest need. A review of the Allocations Scheme has been completed and a consultation is underway with residents/other key stakeholders on the proposals.
00109					Planned temporary accommodation mitigations to increase supply including decants of blocks to be re-developed and more PSL units. Now 260 further units agreed, including 150 purchased.	Work on temporary accommodation mitigations is continuing to progress.
00110	Housing - Delayed new build developments/acquisitions - Supply - A failure to secure a pipeline of affordable supply from the council's housing development programme, sourcing of PRS acquisitions and maximising on supply opportunities including downsizing, securing nomination rights, empty properties and fast void turnarounds. Service failure might be caused by new build completions of social housing being delayed due to developers failing to complete on time, planned acquisitions being slowed down due to a lack of supply of suitable properties in Oxford, changes to the PRS Housing Markets, including the Renters Rights Bill reducing the supply of affordable private rented sector properties and improvements to the Void process failing to reduce Void Re-let Times.	<p>Reputational Impact - Inability to deliver on council housing programme targets will impact on housing waiting list, but will also impact negatively, loss of trust from key stakeholders and funding partners.</p> <p>Financial Impact - Delays or non-delivery of council housing programme will severely impact and add further financial pressures on HRA Business Plan as well as add further pressures on General Fund as families will need to remain in Temporary Accommodation.</p> <p>Legal Impact - It is a legal requirement to ensure that temporary accommodation is suitable and families with children do not spend over 6 weeks in B&amp;B. Households believing they have been offered unsuitable accommodation may take legal action against the council.</p> <p>Overall Impact - Temporary accommodation provision appears on target but this is subject to review in the light of regular and updated data</p>	Dave Scholes, Nerys Parry	<p>2</p> <p>4</p> <p>8</p>		
00110					Progress against the housing development programme and targets are regularly monitored and tracked. See also the related risk "Housing Supply Funding" which is also monitored under Economy, Regeneration and Sustainability area.	90%
00110					Building stronger relationships with private sector landlords, keeping under review the offer to PRS landlords to maximise supply.	100%
00110					Maximising funding and supply opportunities - including the LAHF programmes and working with Homes England to bring in more funding for Brownfield sites.	100%

00111	<p>Housing - Implementation of the Landlord Services Re-Organisation - There is a risk of not delivering the re-organisation of Landlord Service in a timely manner, and as a consequence, Landlord Services does not deliver the changes required, including service improvements, culture change and achieve better outcomes for tenants. A failure of the Landlord Services re-organisation to be completed within the expected timelines might be due to delays in new staffing structures and processes being put in place.</p>	<p>Reputational Impact - inability to establish a service structure that is more fit for purpose, responsive to new regulatory requirements and the changing needs of tenants and homes.          Financial Impact - Inability to realise reorganisation benefits such as improving efficiency and effectiveness of service delivery and achieving better outcomes for the HRA.          Legal Impact - New SHR regulatory requirements mean the council, as a landlord, has a duty to comply and meet required standards; failing to do so, it will breach and face sanctions imposed by the SHR          Overall Impact - Limited impact as the initial work for the re-organisation has begun and good progress has been made.</p>	Nerys Parry	<table border="1"> <tr> <td style="background-color: #f4a460;">2</td> <td style="background-color: #f4a460;">4</td> <td style="background-color: #f4a460;">8</td> </tr> </table>	2	4	8	
2	4	8						
00111				<table border="1"> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>				<p>Re-organisation of Landlord services is complete. Transitional arrangements are in place, with final recruitment underway. Significant training and development plan as part of the transformation to deliver compliant service that meet tenant needs.</p> <p>Update 12/2 Majority of new posts recruited to with new starters undertaking training. Two new Area Housing Managers to start in January 2026. Area Based Working model to be implemented in January 2026 with launch of increase visibility. Broad communication to tenants, members and staff groups has been completed. Significant training and development plan developed to support the on-going transformation of the service to ensure compliance.</p>
00112	<p>Housing - Failure in resident involvement activities/compliance with the Social Housing Act /Consumer Standards - Tenant voice - Failure to improve tenant involvement activities/implement the reset programme to help deliver tenant-led recommendations and priorities, and organisation objectives to comply with the Transparency, Influence and Accountability standard. This would result from service failure, where the tenant involvement governance arrangements and activities are not fit for purpose and do not allow the tenant's voice to be heard or have meaningful involvement in line with responsibilities under the SHA/Consumer Standards</p>	<p>Reputational Impact - A poor service offer/lack of tenant involvement risks an increase in complaints as it fails to provide tenants with the platform and opportunity to help shape and add value to service improvements (and could also result in Regulator/Ombudsman intervention).          Financial Impact – failure to establish efficient routes/platforms for tenants to raise their voice/concerns can be costly and also fails to capture financial efficiencies.          Inefficient service delivery can be costly and lead to adding financial pressure on HRA.          Legal Impact - New SHR regulatory requirements mean the council, as a landlord, has a duty to comply and meet required standards. Failing to do so will be a breach, and the Council will face sanctions imposed by the SHR.          Overall Impact - There are currently no systemic arrangements to consult with tenants, so this is a tangible risk in terms of SHR deciding infringements have taken place. However, to mitigate this risk, evidence can be presented to the SHR that work has begun to address this core issue. In respect of service delivery, involvement with tenants on a systematic basis, as envisaged in the Cabinet report of December 2024 on Tenant Management, would help drive up customer satisfaction levels.</p>	Nerys Parry	<table border="1"> <tr> <td style="background-color: #e74c3c;">5</td> <td style="background-color: #e74c3c;">4</td> <td style="background-color: #e74c3c;">20</td> </tr> </table>	5	4	20	
5	4	20						
00112				<table border="1"> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>				<p>Re-organisation of landlord services complete. Specific reset work is underway to develop a new approach to resident involvement that will lead to a new strategy and structure for involvement.</p> <p>12/2 Restructure of Landlord Services complete. The majority of posts have been recruited to. Area based working for Tenancy Management to begin in January 2026. Resident Involvement strategy approved by Cabinet in December 2025. Work continues to improve resident involvement and service delivery to residents.</p>
00112				<table border="1"> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>				<p>To ensure that data gathered is being used to reflect tenants' changing needs and therefore the service offer.</p> <p>11/2/26 - Building on the current work to "know our tenant, know their needs" to improve data and information, and ensure information is used to better design services. The new Data Analyst roles are now in place within the Housing Strategy and Performance Team to support improvements across Housing Services for tenants.</p>
00113	<p>Housing - Inspection by the Regulator of Social Housing. Social Housing Regulator inspection readiness - Failure to evidence the implementation/ adherence to Social Housing Regulator's consumer standards across housing, resulting in a [C3] grading following inspection. This might happen if OCC could not demonstrate that it is complying with the Social Housing Act/regulator consumer standards.</p>	<p>Reputational Impact - A low grade will impact negatively on the council's overall reputation and loss of trust from tenants who will perceive they are not getting the services they need, and value for money for their rent          Financial Impact - A C3 grading will indicate serious failings that may affect housing services quality, such as delayed repairs or inadequate safety measures - a reactive approach to addressing these issues will add financial pressure on HRA          Legal Impact - A low-grade judgment from SHR will impact negatively on the council's reputation, reflecting that it does not meet SHR governance requirements. These would be issues of serious regulatory concern, where urgent action will be required to improve its position.          Overall Impact - This is a tangible risk, as while there is a body of work to ensure compliance requirements are met, the full programme is yet to be implemented.</p>	Nerys Parry	<table border="1"> <tr> <td style="background-color: #e74c3c;">4</td> <td style="background-color: #e74c3c;">4</td> <td style="background-color: #e74c3c;">16</td> </tr> </table>	4	4	16	
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00113				Self - assessment undertaken to ensure clarity on position, with a clear, prioritised improvement plan overseen by Task Force.	Update 15/12/25 - Creation of the new Task Force to oversee the progress of improvement plans to ensure compliance with standards.
00114	Housing - OCC fails to follow the statutory Section 20 consultation with leaseholders and shared owners - OCC fails to deliver a compliant S20 consultation process with leaseholders over major works or services. This might happen if changes to the responsible service are not made and the correct process is not followed.	Reputational Impact - A failure to provide a fair and compliant service to leaseholders will negatively impact the council's reputation and perception that it is not delivering compliant services to leaseholders. Financial Impact - A flawed section 20 process reduces the council's ability to collect service charges and recover works expenditure, and secure funding back to the HRA. Legal Impact - Leaseholders have the right to have information about service charges and be consulted on maintenance and running costs. The inability of the council to comply with these functions can lead to leaseholders challenging service charges through the First-tier Tribunal (Property Chamber). Overall Impact - This is a tangible risk, as while there is a body of work to ensure compliance requirements are met, the full programme of work is yet to be implemented.	Nerys Parry	2 1 2	Housing Board continues to track a number of workstreams focused on delivery of strategies and alignment with the consumer standards. Further work is underway to assess progress.
00114				The Homeownership Manager has taken on a revised job role to ensure that the Section 20 process happens	Home Ownership Manager is in place
00114				Make sure that Property Department are aware of all that needs to be done to comply with Section 20. Any work carried out must go through the Home Ownership Manager to ensure compliance.	Home Ownership Manager is in place
00115	Housing - Implementation of the Development plans for HRA Asset Management - A risk of not changing policies, processes and procedures for HRA property service functions in a timely manner and as a consequence it does not deliver the changes desired including a fit for purpose client team to effectively commission and oversee delivery of works and services, establish the service improvements required including around repairs, safety and compliance. This might happen if the HRA Asset Management re-organisation is not completed within the expected timelines due to delays in new staffing structures and processes being put in place.	Reputational Impact - inability to establish an HRA service structure that is more fit for purpose, responsive to new regulatory requirements and changing needs of tenants and homes. Financial Impact - Inability to realise reorganisation benefits such as improving efficiency and effectiveness of service delivery and achieving better outcomes for the HRA. Legal Impact - Inability to establish a service structure that is responsive to meeting new regulatory regime - social housing regulator consumer standards. Overall Impact - This risk would, if realised, have a significant impact on the operation and viability of HRA services	Nerys Parry	3 4 12	
00115				Review service offer to ensure there is sufficient capacity and capability to commission and client all HRA asset work	Consultancy work delivered and being considered. Interim capacity in place to support current delivery.
00116	Housing - HRA investment and management controls fail to comply with the Social Housing Act/Consumer Standards - 5 year investment programme - The Council as a landlord must set out the strategic direction for OCC's HRA capital management and investment plans, which must also form part of the medium to long-term financial and service planning and budget setting process. It also risks complying with Social Housing Regulator expectations in relation to the council having the investment management and controls in place. There would be service failure if the OCC current/planned investment activities fail to comply with the Social Housing Act /Regulator consumer standards.	Reputational Impact - Failure to plan and develop short/medium/long-term investment will make it difficult to evidence compliance and satisfy Social Housing Regulator regulatory requirements relating to effectively planning maintenance and delivering good outcomes and value for money to the HRA. Financial Impact - Risk of not being able to adopt investment planning, risks the council continuing to commission works in a reactive manner, which can be costly and add further financial pressure to the HRA. It also risks the Social Housing Regulator highlighting this as a failure for delivering good outcomes to tenants and effective management and governance of the HRA. Legal Impact - Risk of council as a landlord not meeting SHR Consumer standards - in particular the Safety and Quality Homes standard, where efficient knowledge, planning of assets and maintenance must be evidenced. Overall Impact - It would be significant if this risk were realised in meeting social housing targets in terms of overall delivery of the programme.	Nerys Parry	3 3 9	
00116				Whilst a 5 year capital programme is established, there is an ongoing risk due to further stock condition work being needed. Work procured and underway. Transitional arrangements are taking place with the supply chain.	Transitional first year is underway, with work progressing well for the development of the next year of the 5 year rolling programme. Interim support in place to ensure work stays on track and is robust and delivered on time to the supply chain.

00116					Consultancy and interim support have been applied to assist, and to ensure the council's first 5Y programme is developed and agreed	Work is ongoing
00117	<p>Housing - HRA Asset Management Safety and Compliance - Inability to comply with legislation and on-going changes relating to safety which form part of the new regulatory regime that bring increased scrutiny of council's approach to meeting all applicable fire, health and safety obligations to ensure the safety of all tenants. Service failure may happen if OCC's current/safety and compliance activities fail to comply with the Social Housing Act/regulator consumer standards.</p>	<p>Reputational Impact - Failure to evidence and satisfy the Social Housing Regulator that OCC is complying with its Safety requirements will bring the council into disrepute, result in a loss of confidence and concerns from tenants about their safety</p> <p>Financial Impact - Failure to meet safety and compliance requirements will raise questions about the council's role as a landlord and its ability to effectively govern and have efficient management of its HRA and maintenance plans, as well as its requirements to meet decent home standards</p> <p>Legal Impact - Bringing the council into disrepute and a lack of confidence in the council's ability to meet its landlord legislative obligations, and intervention from the Social Housing Regulator.</p> <p>Overall Impact - This is a tangible risk, as while there is a body of work to ensure compliance requirements are met, the full programme of work is yet to be implemented. There are yet to be fully approved technical policies, such as in damp and mould or asbestos, to take just two examples, which ensure there are standard compliance practices to meet safety standards. A mitigating factor is the institutional memory within OCC on such matters but if there was a staff turnover, this risk may be accentuated accordingly.</p>	Nerys Parry	<p>3</p> <p>4</p> <p>12</p>		
00117					Development of an audit programme to ensure data accuracy	Resource in place to commence the audit imminently.
00118	<p>Housing - Repairs Maintenance - The inability of the council as a landlord to comply with Social Housing Regulator consumer standard (Safety and Quality) to provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which the council is responsible. This might happen if OCC's current/planned activities on property maintenance and repairs take longer than expected/fail an inspection by the Regulator of Social Housing.</p>	<p>Reputational Impact - OCC's inability to effectively manage repairs can lead to an increase in complaints and escalating costs, loss of rent and spending on HRA. This, in turn, will bring Ombudsman / Social Housing Regulator involvement and bring the council into disrepute.</p> <p>Financial Impact - OCC's inability to demonstrate effective governance and management of its HRA finances. Inability to manage repair expenditure.</p> <p>Legal Impact - bringing the council into disrepute and a lack of confidence in the council's ability to meet its landlord legislative obligations, and intervention from the Social Housing Regulator.</p> <p>Overall Impact - while this risk, if realised, would be significant, steps have been made to mitigate it. The decision of the Cabinet to approve the HRA Business Plan, Asset Management and 5-Year Investment Programme and the Tenancy Management and Involvement programme has led to governance structures being introduced and a work programme being developed to include the issue of repairs</p>	Nerys Parry	<p>2</p> <p>4</p> <p>8</p>		
00118					Following a review completed by external consultants commissioned by OCC to help deliver improvements in the end to end repairs process to ensure efficiency and effectiveness, a range of recommendations are being taken forward, including a new repairs tracker.	The decision of the Cabinet to approve the HRA Business Plan, Asset Management and 5-Year Investment Programme and the Tenancy Management and Involvement report has led to governance structures being introduced and a work programme being developed including for voids. A void task and finish group is in place to deliver the improvements in this area.

<p><b>00119</b> Housing - Voids - The inability of the council as a landlord to comply with the Social Housing Regulator consumer standard (Safety and Quality) to provide an effective, efficient and timely voids service procedure for the homes which the council is responsible for. This might happen if OCC void works take longer than expected/fail an inspection by the Regulator of Social Housing.</p>	<p>Reputational Impact - OCC's inability to effectively manage voids could lead to an increase in complaints and escalating costs, loss of rent and spend on HRA. This, in turn, will bring Ombudsman / Social Housing Regulator involvement and bring the council into disrepute.                  Financial Impact - OCC's inability to demonstrate effective governance and management of its HRA finances. Inability to manage void expenditure and rent loss as a result of long-term void turnarounds can impact the income to HRA.                  Legal Impact - bringing the council into disrepute and a lack of confidence in the council's ability to meet its landlord legislative obligations, and intervention from SHR.                  Overall Impact - while this risk, if realised, would be significant - steps have been made to mitigate this risk. The decision of the Cabinet to approve the HRA Business Plan, Asset Management and 5-Year Investment Programme and the Tenancy Management and Involvement programme has led to governance structures being introduced and a work programme being developed to include the issue of voids</p>	<p>Nerys Parry</p>	<p>2 4 8</p>	
<p><b>00119</b></p>				<p>Following a review completed by external consultants commissioned by OCC to improve the end-to-end voids process as soon as possible, a range of recommendations is being taken forward, overseen by a Voids Task and Finish group.</p>
<p><b>00120</b> Housing - Workforce, skills and capacity for service delivery - There are risks and challenges across a range of service areas within the housing service, including recruitment, retention of staff, and a skilled workforce. This is caused by experienced staff leaving OCC, moving to new posts and/or existing and new staff requiring training on existing/new processes, best practice and changes in legislation including the Social Housing Act, Renters Rights Act and Awaabs Law.</p>	<p>Reputational Impact - Inability to have the right, skilled resources can impact on service delivery as well as affect the well-being of employees. In addition, restructuring may require employees to adapt to new roles, learn new skills, and cope with job loss or job hunting.                  Financial Impact - Inability to have the right workforce in place could lead to substantial financial burdens being added to the HRA and reduce the resilience of services. This can heighten the over-reliance on an interim workforce, which can be disruptive to service due to the instability of service, loss of skills/knowledge.                  Legal Impact - The council, as the local housing authority, has the regulatory requirement to provide free housing advice and support, ensuring that services are adequately resourced and skilled                  Overall Impact - Significant impact on the operation of the HRA and wider social housing programme</p>	<p>Nerys Parry</p>	<p>3 3 9</p>	
<p><b>00120</b></p>				<p>Work underway to review the new structure required. Re-organisation delivered, now embedding the new structure, training and development plan scoped. This will apply to all staff working across landlord services</p>
<p><b>00120</b></p>				<p>Training, development and upskilling will form part of ensuring staff have the tools and support to carry out roles. Work on this is ongoing</p>
<p><b>00121</b> Housing - Housing IT and Systems - The ineffectiveness and transition of new and legacy systems can significantly impact the efficiency and effectiveness of service delivery across housing and ultimately tenant customer satisfaction. Housing IT systems fail to support the business needs of the service and this impacts on service delivery times and customer satisfaction levels</p>	<p>Reputational Impact - Inefficient systems, software, and hardware can slow down daily tasks, leading to a decrease in staff productivity and an impact on service delivery overall to tenants                  Financial Impact - Increased Costs as a result of inefficient systems that do not talk to each other, consequently leading to higher operational costs. Maintaining outdated systems often requires more resources and specialised support, which can be expensive and add financial pressures to HRA                  Legal Impact - Council, as a landlord, has the obligation to ensure the integrity and security of the systems it has in place                  Overall Impact - delays in service delivery, increased customer complaints and staff dissatisfaction/lower morale</p>	<p>Nerys Parry</p>	<p>3 3 9</p>	
<p><b>00121</b></p>				<p>On-going development of the use of the current housing QL system/Versaa forms is continuing to support service delivery. Re-procurement is underway for parts of the housing system relating to Homeless and Allocations to improve functionality available to staff/customers in this area.                  Progress towards procurement will commence ahead of the contract end date for the existing Housing &amp; Asset Management systems in February 2028.                  Optimisation of the use of the existing Housing Needs system continues and procurement of a new housing needs system for areas of Homeless and Allocations is underway and moving forward.                  Procurement of a new Housing Needs System underway.</p>

**00122** Housing - Data and performance - Failure to have effective data and performance management systems in place, as these are critical for making informed business decisions, strategically and operationally. This might happen if existing processes and procedures fail to accurately record all data required on tenants (and housing applicants), including protected characteristics, property/building information, including component data, to ensure activities and priorities for compliance, performance management/service improvement/risk management are all data led.

Reputational Impact - As the local housing authority, the council is required and responsible for ensuring the integrity of data, how it uses this for making decisions and reporting on performance to tenants, Regulator - including government returns. Failure to do this will result in loss of confidence and greater scrutiny from the Social Housing Regulator

Financial Impact - Poor data and performance management impacts on the council's ability to deliver its HRA Business Plan priorities and reduce pressures on GF. For e.g.; unplanned cost increases, revenue reduction and poor client management functions - including ODS/contractors. This could also impact the council's ability to demonstrate its value for money duty across both HRA and GF

Legal Impact - OCC, as a landlord, has the obligation to ensure the integrity and security of the systems it has in place. It has a duty to ensure the integrity of any data returns to the government or the Social Housing Regulator

Overall Impact - This is a significant risk, as while the data function exists, the QL system needs to be fully operational. The need for reliable and up-to-the-minute data is critical for all aspects of the HRA programme, and therefore, the need for data to be of consistently high quality remains paramount to the good functioning of the HRA service.

Nerys Parry

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**00122**

A significant amount of work is being applied to ensure the integrity and efficient management of asset data is in place. Resource deployed to capture outstanding tenant information.

Additional capacity in place to support efficient management and improvement of data. Ongoing stock condition work procured. Resources identified to capture remaining tenant information

**00122**

Improvement in performance management systems and mechanisms across housing are being reviewed to ensure that resources and financial spend are targeted to address service issues

The new Data Team are now in place to support the further development of performance management systems and mechanisms

**00123** Housing - Financial management of the Housing Revenue Account - There is a risk that the council, with responsibility for the efficient and effective management of the HRA, fails to account for and evidence the expenditure and income against the running of its housing stock, which are provided primarily for the benefit of the council's own tenants. This might happen if OCC fails to provide sufficient evidence to the Social Housing Regulator of effective and efficient financial management of the HRA for OCC tenants and compliance with expectations as a social landlord.

Reputational Impact - Failure to sufficiently evidence the efficient and transparent use of HRA can negatively impact the council's reputation and lead to intervention from the regulator. This can also lead to a loss of trust from tenants, and raise concerns/complaints

Financial Impact - Failure to evidence and satisfy the SHR regulator inspection criteria "financial resilience" - which covers the extent to which HRA funds generated from tenants' rent collection are invested back into the HRA for asset and service improvements, and secure good tenant outcomes

Legal Impact - The HRA is a ring-fenced account within the General Fund, with income and expenditure being prescribed by statute, with no general discretion to breach the ring-fence

Overall Impact - This is a significant risk as there is data to suggest cost overruns have occurred that are not in line with budgetary expectations. The risk has been mitigated, to a limited extent, by internal cost control mechanisms.

Nerys Parry

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**00123**

The Council has a clear understanding of the government's policy that the HRA remains a ring-fenced account within the General Fund; and within this, it should still be primarily a landlord account containing the income and expenditure arising from the council's landlord functions.

Work streams including repairs and voids seek to address elements of this work

00124	Housing - Inadequate controls to manage HRA financial spend - This might result in an overspend, and programme targets not being met and an impact on the ability to deliver services within the HRA. This could result in service failure if controls and clienting arrangements are inadequate to meet service needs.	Reputational Impact - failure to ensure effective joint working between OCC and service suppliers would impair the reliability of the maintenance and upkeep of the housing stock. This could lead to tenants expressing dissatisfaction, which would damage the reputation of the OCC with tenants. If tenants decided to express concern on social media or to specific media outlets, this would damage the reputation of OCC amongst the wider public and with key stakeholder groups, as well as damage the relationship between OCC and the Social Housing Regulator, which could lead to infringement actions taken by the regulator. Financial Impact - is significant as it could lead to unsustainable budget overspends due to, amongst other factors, a lack of a joined-up approach towards budgetary and programme works between OCC and ODS. This could undermine the HRA Budget and add financial pressures to the HRA business plan. The efficiency of effective financial controls would be brought into question as a direct consequence of the realisation of this risk profile. Legal Impact - disruptions in the working relationship between OCC and service suppliers that led to issues with maintenance and issues with budgetary controls would mean that this could lead to systemic failure with customer standards and economic governance that could necessitate Social Housing Regulator action against OCC. Tenants could potentially take legal action via a class action in reference to various housing statutes in such an extreme scenario. Overall Impact - disruptions in the working relationship between OCC and service suppliers that led to issues with maintenance and budgetary controls would mean that this could lead to systemic failure with customer standards and economic governance that could necessitate Social Housing Regulator action against OCC. Tenants could potentially take legal action via a class action in reference to various housing statutes in such an extreme scenario.	Nerys Parry	2	4	8		
00124							New client management arrangements will tighten and add improvements in the commissioning of works - coupled with performance management measures to ensure commissioned works are delivered to timescales and within budget. These should also lead to improving and building good working relationships with clear lines of responsibility and accountability	Arrangements of client management in place.
000125	Communities & Citizen Services - Leisure contract financial performance - Ongoing contract management and partnership approach of the external leisure provision contract, to ensure stability with its financial performance. Threats are external factors such as pandemics, utility pricing or a bid that was unrealistic.	Financial impact to OCC and/or service reduction to cut costs that impact service quality	Hagan Lewisman	4	4	16		
00125							Ensure robust contract in place	In progress
00125							Explore other options for income generation within the contract, such as agency model, fees and charges, and improved commercial options. Regular client and governance meetings.	In progress
00125							Strong, well skilled client team	In progress
00125							Work with Serco leisure to ensure options are presented to reduce/remove any pressure to the Council	80%
00125							Quarterly monitoring	In progress
00125							Open book accounting	60%
00125							Internal officers meeting	85%
00126	Communities & Citizen Services - Financial savings against community centres - Desired savings may not be achieved if savings were developed without the input of the service area.	Financial impact to OCC and or service reduction to cut costs. Service quality would be impacted.	Hagan Lewisman	3	4	12		
00126							Work ongoing to drive up revenue including induction of staff at east Oxford Community Centre	In progress
00126							Community Centres Review Board set up	100%
00126							PID going to Development Board	100%

00126					Plan of action in place for year 1 including business case review, lettings, charges and other areas of revenue	100%
00127	Property Assets - Property Non Compliance - Minimum Energy Efficiency Standards - If a Council commercial property does not achieve an EPC B rating by 2030 the Council may be unable to let the property to a commercial tenant. The current minimum UK legal energy efficiency rating is E, but the UK Government has set a proposed target of B by 2030 in order to achieve net zero carbon emissions by 2050.	A considerable investment in properties is required. If this does not take place the Council will be unable to let properties and income to the Council will be reduced. Businesses must find alternative property causing considerable disruption.	Malcolm PEEK	3	3	9
00127				Audit property portfolio and review EPC ratings.		30%
00127				Plan retrofit strategies. Upgrading of insulation in walls, roofs and floors, replacing lighting with efficient LED systems, smart controls for heating and cooling, improved glazing and low carbon heating systems.		30%
00127				Explore funding options and Government support		Horizon scan continues, no more information on when next funding will be available.
00127				Communicate and collaborate with tenants to raise awareness of Retrofit and encourage take up.		20%
00164	Financial Services - Succession planning - Loss of statutory financial leadership (Section 151 Officer) caused by the retirement of the Group Finance Director (Section 151 Officer)	The retirement of the Group Finance Director creates financial governance and leadership risks including 1) Increased likelihood of delays in closing and signing off the annual accounts, risking breach of statutory duties 2) Reduced capacity to provide a clear financial strategy, and direction for the Council 3) Lower probability of achieving planned savings targets 4) Potential loss of Member confidence in the robustness of the Council's financial management and reporting 5) Diminished scrutiny of major financial decisions	Caroline Green			
00164				The appointment of a fully qualified and experienced Section 151 Officer		An appointment has been made and the Interim Group Finance Director joins on 18 March 2026
00164				Knowledge transfer between the current Section 151 Officer and his replacement.		
00164				Second tier empowerment so that they have the authority to ensure that day to day operations continue effectively		The Council has an effective second tier team and an experienced Deputy Section 151 Officer

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