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OXFORD CITY COUNCIL

To:	**Audit and Governance Committee**
Date:	7th July 2026
Report of:	Alistair Rush – Interim Group Finance Director
Title of Report:	Risk Management Reporting at 31st May 2026

Summary and recommendations	
Decision being taken:	To update the Audit and Governance Committee on corporate and service risks as of 31st May 2026.
Key decision:	No
Cabinet Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	A Well-run Council
Policy Framework:	None.

Recommendation(s): That the Audit and Governance Committee resolve to:
1. **Review** the Risk Management report and note its contents**.**

Information Exempt from Publication
Not applicable

Appendix No.	Appendix Title	Exempt from Publication
1	Corporate Risk Register – Risks and Controls	No
2	Corporate Risk Register – Risks Only	No
3	Service Risk Register – Risks and Controls	No
4	Service Risk Register – Risks Only	No
5	Risk Score Review	No

Introduction and background

1. The Council undertakes quarterly reviews of risk registers. This report informs the Audit and Governance Committee of the outcome of the review that was completed at the end of May.
2. Following submissions made by Cllr Fry about risk scores, the report includes officers' responses.

Risk Scoring Matrix

3. The Council employs a 'five-by-five' risk scoring matrix, assessing risks based on probability and impact.
4. An identical score can give different results in the matrix. If an event has a high probability but a low impact, it will receive a lower rating. However, the greater the potential impact score, the more likely the event will be categorised as an amber risk on the matrix.
5. The risk prioritisation matrix is below, showing scores for red, amber, and green risks.

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

Risk Identification

6. **Corporate Risks –** The Corporate Leadership Team reviews the Corporate Risk Register (CRR) quarterly. Any new risks are incorporated into a revised version of the CRR. The Corporate Leadership Team reviewed the CRR on 4 June 2026.
7. **Service Risks –** Service level risks are subject to periodic review by Directors and Service Managers. The Risk Management Group maintains oversight of all service risks and, during its meetings, assesses whether any should be escalated for inclusion in the CRR. On 26th March 2026, the Group reviewed the People and Economy, Regeneration and Sustainability risk registers.

Corporate Risk Register

8. The Audit and Governance Committee most recently reviewed the CRR on 9 April 2026. The CRR for 2025/26 is attached as Appendix 1, including controls, and Appendix 2 showing risks only.
9. The table below shows the number of corporate risks on 31 May 2026 compared with the previous reported quarter.

Current Risk	Q3 2025/26	Q4 (to 28/2/26) 2025/26	Q4 (to 31/5/26) 2026/27
Red	6	6	5
Amber	8	8	10
Green	0	0	0
Total risks	**14**	**14**	**15**
New risks in the quarter	0	0	1
Closed	0	0	0

CRR Red Risks

- **00099 – A utilities infrastructure that does not meet the needs of the city**

  This risk identifies that without further investment and partnership working, the city's utility infrastructure will come under increasing strain, adversely impacting citizens’ wellbeing and the city’s prosperity.

- **00100 – Cybersecurity and IT infrastructure resilience**

  This risk addresses the failure to prevent and respond to cyber-attacks and ensure that IT infrastructure is fit for purpose and adaptable to future needs. The current risk score has been increased from 16 to 20 to reflect the potential impact if a disruption occurs.

- **00102 – Addressing the causes and impacts of climate change**

  This risk identifies the factors that could prevent the Council from prioritising efforts to tackle the causes of climate change and mitigate its effects. Failure to do so would harm both residents and the environment.

- **00106 – A failure to deliver Temporary Accommodation strategies to meet demand and increases in homelessness**

  This risk assesses the potential consequences if the Council fails to implement effective mitigation measures to control temporary accommodation costs or develop contingency plans to meet the increasing demand for homelessness prevention. It also considers the challenges of securing an adequate housing supply through the private rented sector and the Council’s development programme.

- **00107 – A failure to meet Social Housing (Regulation) Act customer/consumer standards**

  This risk evaluates the potential impact if the Council, in its capacity as a landlord, fails to fully comply with the Social Housing (Regulation) Act customer standards, particularly the Safety and Quality Consumer Standard. Such a failure could result in a major incident that compromises tenant safety, leading to sanctions, regulatory intervention, and severe reputational damage.

CRR Amber Risks

- **00001 - Financial Stability**

  The current risk score has been reduced to 9 from 16, resulting in the risk changing from red to amber. This risk concerns the Council's ability to implement its plans and corporate priorities amid financial pressure. Key contributing factors include fluctuations in income and expenditure, inflation-driven cost escalation affecting materials for capital projects, rising service demands, such as temporary accommodation, and broader economic weaknesses, which may depress income streams such as commercial rents and business rates.

- **00003 – Workforce stability**

  This risk relates to the Council's ability to achieve its future ambitions, which may be undermined by challenges in recruiting and retaining staff in key strategic corporate support areas such as Legal and IT. It highlights the greater challenge of recruiting staff when there is uncertainty about Local Government Reorganisation.

- **00006 – Failure to comply with governance requirements**

  This risk addresses the possibility that the Council may fail to comply with the Constitution and governance requirements as set out in law.

- **00009 – Political and partnership landscape – Local and national**

  This risk concerns uncertainty about the future political landscape at both a national, regional, and local level, as Local Government Reorganisation and Devolution are progressed.

- **00011 – Increased demand for services**

  There is a growing demand for Council services. This is driven by sustained cost-of-living pressures, rising accommodation costs, diminishing disposable income, and increasing levels of personal debt.

- **00097 – Flood**

  This risk highlights concerns over the Council's ability to respond effectively to a major flooding incident. An inadequate response could significantly compromise the Council's capacity to manage the situation.

- **00098 – Adverse weather, terrorism, and utility outage**

  This addresses the risks of adverse weather, terrorism, and utility outages, highlighting issues that would impact the Council's ability to respond effectively to a major incident.

- **00104 – The workforce and public are healthy and safe**

  This risk concerns the Council's ability to manage health and safety effectively. Failure to do so could put both employees and the public at risk, potentially resulting in injury, illness, or loss of life.

- **00105 – A failure to deliver housing priorities and business plans**

  This risk relates to the Council's ability to mitigate financial pressures within the Housing Revenue Account. These pressures will intensify if the Council, as the local housing authority, fails to meet its housing prevention priorities for homelessness or deliver its Housing Revenue Account business plan and Asset Strategy priorities.

- **00166 – Local Government Reorganisation affecting the delivery of other Oxford City Council priorities**

  This is a new risk. As the Council progresses towards the implementation of Local Government Reorganisation, greater numbers of staff will be required to contribute to various workstreams. This will take them away from their business-as-usual workstreams, making it more difficult to deliver services to the public to the required standard, deliver existing change programmes, and meet Members' expectations for the delivery of new initiatives.

CRR Green Risks

10. There are no green risks in the CRR.

Service Risk Register

11. As part of the service planning process, all service risks are reviewed. Those no longer relevant are deleted, and any new ones are added. The service risk register is attached as Appendix 3, showing risks and controls, and at Appendix 4, showing risks only.
12. The table below shows the number of service risks at 31 May 2026 compared with the previous reported quarters.

Current Risk	Q2 2025/26	Q3 2025/26	Q4 (to 28/2/26) 2025/26	Q4 (to 31/5/26) 2026/27
Red	12	10	10	10
Amber	56	60	58	54
Green	24	25	26	29
Total Risks	**92**	**95**	**94**	**93**
New Risks in the Quarter	0	3	0	3
Closed	2	0	1	4

13. Details of the red service risks are as follows:

- **00033 – Property and Assets**

  Quality of data and property knowledge – Failure to implement an asset management system capable of storing and analysing data may hinder the Council’s ability to effectively plan and schedule work. This could result in delays to property lettings, difficulties in providing timely insurance information, and increased risk of non-compliance.

00034 – Law, Governance and Strategy

Resilience of service – An inability to effectively deliver services required by the Council and to deliver critical projects and support statutory and non-statutory functions will have a direct impact on risk, compliance, expenditure, and income to the Council. Furthermore, inadequate staffing and the requirement for expertise in response to major incidents may necessitate increased reliance on external support or lead to operational delays.

- **00035 – Planning**

  If Government legislation requiring substantial changes in the planning system results in a need for redesigned processes, then there will be a lack of capacity to meet the changes, and the delivery of local policy objectives will be undermined.

- **00055 – Law, Governance and Strategy**

  Income target not achieved – If the income target is not achieved, additional pressure will be placed on the overall legal services budget, leading to an overspend.

- **00065 - Law and Governance**

  If the Council's departments and suppliers do not safeguard data, there is a risk of a data protection breach and non-compliance.

- **00096 – Property Assets**

  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.

- **00109 – Housing**

  If, because of changes in Government policy, the Council's homeless prevention activities are unable to meet a sustained increase in homelessness, there will be a failure in service delivery and an increase in temporary accommodation costs.

- **00113 – Housing**

  A failure to evidence the implementation of and adherence to the Social Housing Regulator's consumer standards may result in a loss of reputation to the Council and increased financial pressures as issues are dealt with reactively.

- **00167 - ICT**

  There is a new risk that access to information held in the Council's document and collaboration systems is, in some cases, broader than individuals require for their current roles, reflecting the way access has accumulated as use of these systems has grown. If not addressed, there is an increased possibility that information could be accessed more widely than intended.

- **00169 – Law, Governance and Strategy**
  There is a new risk should the Council fail to lawfully and consistently implement emerging statutory guidance on transgender inclusion and single sex spaces.

14. Risks that were formerly red but are now amber are:

- **00112 – Housing**

  A failure in resident involvement activities and compliance with the Social Housing Act consumer standards might result in an increase in complaints, inefficient service delivery and regulator intervention.

- **00125 – Committees and Citizen Services**

  A contract management and partnership approach to the external leisure provision contract will help ensure the stability of financial performance and quality of service.

15. Councillor Fry reviewed risk scores and made submissions about recommended changes. Offices' responses are shown in Appendix 5.

Alternative Options Considered

16. None

Other implications

17. None

Financial implications

18. There are no financial implications directly associated with the risk registers, although the management of risk is essential to the operation of the Council, the pursuit of its priorities, and its financial integrity.

Legal issues

19. There are no legal implications directly arising from this report, but having proper arrangements to manage risk throughout the organisation is an important component of good corporate governance and good business management.

    (EJ/23.6.26/81313)

Level of risk

20. There is no further risk associated with this report.

Equalities impact

21. There are no equality impacts arising directly from this report.

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Background Papers:
None