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Internal Risks																							
IR1	Financial Stability of WODC	There is a risk that the Council’s finances become unsustainable. The future funding available to the Council remains extremely uncertain and the Council is particularly exposed to pending changes to retained business rate growth and new homes bonus income. Commercial income streams are also subject to some volatility. There are also significant cost pressures as a result of inflation. The Council’s General Fund Balance is currently healthy but will fall below minimum levels without further action, as set out in the Medium Term Financial Strategy (MTFS).	1/5/2023	Director of Finance s151	Director of Finance s151	Madhu Richards	General Fund Reserves are currently healthy. 2025/26 Budget updated to include known cost pressures. Budget monitoring in place throughout the year. The Transformation Group continues to drive further efficiencies forward.	Major	4	Probable	4	16	Major	4	Probable	4	16	0	Continued in year budget monitoring and reporting. The 2025/26 Budget approved with an updated MTFS reviewed by Executive and Council. Review of earmarked reserves. Further consideration of options - particularly in areas of Waste and Asset Management with a view to bridging the financial gap identifies within the MTFS. In addition, more member training to be considered to increase profile of budgetary challenges. The latest version of the budget is a balanced budget however the five year MTFS (five year view) still shows that funds will be depleted over the life of the MTFS and therefore this risk is still shown as a red. The risk is still scored a high / red, as the risk has been scored on the MTFS, not on the council’s in-year position. <b>The global economic position is being monitored for any national impact e.g., inflation, energy prices, interest rates</b>	Ongoing	Risk Reduction	Open	➡
IR2	GDPR / Information Management	If the council is not compliant with the General Data Protection and does not have robust processes in place for Information Management then there is a risk of financial penalties, reputational damage and impact on resources	1/5/2013	Director of Place	Business Manager - Governance	Cheryl Sloan	Policies and procedures in place for Data Protection Compliance Data Protection Officer and team in place. ICT systems compliant with Data Protection with PSN accreditation Mandatory training for all staffData Protection Privacy notices in place. Data sharing agreements in place Data breach processes in place	Major	4	Possible	3	12	Major	4	Possible	3	12	0	All emails received from at risk location are quarantined and inspected by ICT staff before being released. See also risk P5 on cyber security. 98% of staff now trained in cyber awareness and final 2% being reviewed. PSN renewal underway, and paperwork to be submitted this month. New data protection training is currently being rolled out to all staff. This is a mandatory course and it is also intended to roll it out to Members New Governance Officer appointed. Work <b>is ongoing on</b> closing out areas for improvement raised in the internal audit for data protection.	Ongoing	Risk Reduction	Open	➡
IR3	Health & Safety	If the council and its contractors / partners are not compliant with the Health & Safety at Work etc Act and other relevant legislation, there is an increased and significant risk of a major accident and work related ill health through occupational disease leading to possible criminal prosecution/financial penalties, enforcement action, reputational damage and risk to the provision of council services.	30/8/2023	<b>Director of Place</b> <b>Chief Executive</b>	Business Partner - Health and Safety	Stan Akhurst	Health & Safety Board in place to monitor compliance and report back to the Council. Schedule of H&S internal compliance audits by service area completed by Business Lead for H&S, this is resulting in increased focus and compliance. H&S stats are reviewed monthly quarterly and mitigating actions/solutions agreed taken and acted upon to address trends identified.	Major	4	Remote	2	8	Major	4	Remote	2	8	0	Health & Safety Board in place to monitor compliance and report back to the Shareholder. Accidents and incidents remain low. Ongoing service area H&S internal audits being undertaken to ensure compliance. Data analysed and protactive action taken to address any trends.	Ongoing	Risk Sharing	Open	➡
IR4	Legislative Compliance	If the Council and its contractors / partners is not compliant with relevant legislation, it is at risk of not meeting its statutory duty, reputational damage and financial impact	30/8/2023	Director of Governance & Regulatory	Head of Legal Services	<b>Helen Blundell</b> <b>Leonie Woodward</b>	Individual <b>Heads of Service, Leads</b> , ADs and BMs responsible for Legal compliance within their respective areas with an annual declaration in place to monitor compliance. Audit process in place to check compliance. Service areas receive updates on legislation for their service areas. Review of legal services being completed.	Minor	2	Probable	4	8	Minor	2	Probable	4	8	0	Work ongoing to ensure we remain compliant with current legislation and future legislation. Annual Manager declaration completed with no concerns raised. Legislation which is changing this year, such as the procurement regs are captured in the AGS Action Plan. Manager Assurance statement will be going out in early 2025 for completion. Likelihood increased as new legislation comes into force and a greater risk of non-compliance while new procedures bed in and training is rolled out	Ongoing	Risk Reduction	Open	➡
IR6	Phase 2 Transition of Services	Phase 2 Transition of Service Shareholder Councils have committed in principle to transferring services by mid-2025. If there is not the political appetite or options are unaffordable there is a risk to service delivery, retention and recruitment of staff. If detailed options are not developed, costed and risk assessed to enable informed decisions to be made, there is a risk that in-sourcing these services could lead to significant cost increase, reduced service delivery, cuts to services, loss of key resources and reputational damage. If detailed costings are not undertaken, there is a risk that in-sourcing the services could increase the cost of delivery and not achieve savings / efficiencies.	10/12/2024	CEO	Business Manager - Governance	Cheryl Sloan	Service delivery options are <b>currently being</b> developed and costed <b>to enable for</b> due diligence which informed recommendations made on the future delivery of these services.	Moderate	3	Remote	2	6	Moderate	3	Remote	2	6	0	Due diligence completed on option appraisals. Recommendations made on the future delivery of each service. Detailed Transition Plan developed with costed options and recommendations <b>for approved by Executive . The DTP has now been approved.</b> <b>Implementation plan developed with realistic timescales for delivery. Employee communications plan developed and delivered to ensure those impacted by the proposals were informed and consulted. Formal consultation commenced on 1 April 2025 and was completed on 6 May.</b>  Phase 2 transition of services was considered inlight of recent government White Paper on Local Authority Devolution which resulted in a smaller transition focused on council priorities for the next 2 years. <b>The DTP was approved and employee consultation has been completed. Final interviews have taken place for employees who held fragmented roles. Transfer of employees on scheduled for 1/07/25</b>	Ongoing	Risk Reduction	Open	➡

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IR7	Embedding of services which have transitioned under Council delivery and management	If the council do not provide sufficient focus on embedding the services back into the council, including working with employees on a people strategy and developing the culture for WODC, there is a risk to staff retention, morale and service delivery.	10/12/2024	CEO	CEO	Giles Hughes	Work is already underway to work with employees who have transferred on the people strategy and culture. This includes developing new values and behaviours. The is being undertaken in consultation with our employees to ensure buy-in. <b>Good progress is being made on the Phase 2 transition, and a further staff engagement session is planned for 7th July 2025.</b>	Moderate	3	Remote	2	6	Moderate	3	Remote	2	6	0	This is an ongoing piece of work. Cultural change will be over at least the next 24 months. Further work <del>will also be required dependent on what is planned for those services that will transfer under phase 2 on 1 July 2025.</del>	Ongoing	Risk Acceptance & Retention	Open	➡
IR8	English Devolution White Paper - Local Government Reorganisation / Mayoral Combined Authorities	<p>The White Paper announces that the Government will facilitate a programme of local government reorganisation for two-tier areas. The Government will invite proposals for reorganisation from all of these areas.</p> <p>This will see the amalgamation of councils into one or more Unitary Authorities. As with any change, this can create uncertainty and may have an impact on recruitment, retention, staff morale and a risk to the delivery of longer term projects.</p>	10/12/2024	CEO	Director of Place	Phil Martin	<del>The English Devolution White Paper was published on 16/12/24 and invites proposals for reorganisation from all two-tier areas.</del> <del>As this has only just been published, work will need to be undertaken to fully understand what proposal is required, timescales etc.</del> <del>Workstreams have been established to undertake the work required to support the drafting of the proposal and the initial feedback from MHCLG has been recieved, which will also be fed into the proposal.</del>	Major	4	Almost certain	5	20	Major	4	Almost certain	5	20	0	<p>The first Mayoral combined elections have timeline of May 2026. Proposals will need to be developed for our area, with indicative dates for new Unitary Authorities from 2027 and 2028.</p> <p>The council is involved in discussions with partners in Oxfordshire and neighbouring areas to explore potential mayoral combined geographies. The council is working with other councils in Oxfordshire to explore Unitary options and will also need to consider how the services delivered by Publica will reflect new geographical areas.</p> <p>Regular communications will be provided to our employees and our partner employees to ensure they are kept abreast of any plans, timelines and how this will effect them, as well as providing support during this process.</p>	Ongoing	Risk Reduction	Open	➡
External Risks																							
ER1	Cyber Attack	If the ICT network is not adequately protected then it is susceptible to a Cyber - Security Attack leading to loss of systems and data, significant downtime, reputational damage and impact on service delivery and resources	1/5/2013	Director of Place	Chief Technology Officer	John Chorlton	<p>PSN compliance. Revised policies.</p> <p>Staff awareness training.</p> <p>Business Continuity Plan in place, reviewed and tested.</p> <p>Enhanced encryption software and other specialist cyber tools.</p> <p>Investment in cyber training for the ICT Team and specialist officer/s in post.</p> <p>Ongoing network Internal &amp; External Penetration checks.</p> <p>Continual Password Audits across our network to evaluate weak passwords.</p> <p>Detailed review of Business Continuity &amp; Disaster Recovery Plans in light of recent cyber attack on neighbouring council.</p>	Major	4	Possible	3	12	Major	4	Possible	3	12	0	<p>98% of staff now trained in cyber awareness and final 2% being reviewed.</p> <p>Ongoing investment in cyber team with dedicated team in place.</p> <p>Regular review of User Privileges and Information Asset Register.</p> <p>Cyber updates being presented to Council Audit &amp; Governance committees, Publica Audit &amp; Risk Committee (ARAC) and Governance Meetings.</p> <p>Preparation underway to submit latest PSN submission.</p>	Ongoing	Risk Reduction	Open	➡
ER2	Global Pandemic	If there was another global pandemic, then there is a risk to the delivery of council services due to lack of resource availability, impacting on costs and reputation	1/7/2023	CEO	Business Manager - Governance	Cheryl Sloan	New risk to replace Covid specific risks, as Covid is now BAU. Lessons learnt from previous pandemic, Council and partners are now setup to work remotely and able to continue to deliver services in the midst of a pandemic. There is an effective framework in place with Oxfordshire partners.	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	Watching brief should a further pandemic be predicted	Hold	Risk Acceptance & Retention	Hold	➡
ER3/IR9	Fraud & Corruption Risk	If the Council does not have controls, checks and measures in place when commissioning and procuring goods, works and services, there is a risk of fraud and / or corruption which may impact on cost, reputation, and services.	7/11/2023	CEO	CFEU	Emma Cathcart	<p>Counter Fraud and Enforcement Unit (CFEU) in place to manage Fraud and Corruption and ensure that the Council and its employees understand the risks and have controls, checks and measures in place to mitigate this activity.</p> <p>CFEU report to the Council's Audit and Governance Committee.</p> <p>Employees receive regular training.</p> <p>CFEU test controls to ensure fit for purpose</p>	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	CFEU currently developing service specific risk registers for fraud to further improve awareness and controls. Fraud Risk Strategy under review and Fraud Response Plan to be drafted. Any changes to processes / controls will be monitored / managed for any services which may transition from Publica to direct Council delivery.	Ongoing	Risk Reduction	Open	➡
ER4	Refugees / Asylum Seekers	<p>If there is an increase in refugees / asylum seekers into the District, the Council may need to find alternative accomodation which may impact on the Council in terms an increased demand on housing support and services.</p> <p>There is a risk of disorder / disruption and increase in community tension around the placement of refugees / asylum seekers</p>	28/10/2023	Director of Place	Director of Place	Phil Martin	Migrant hotels are currently in place across the County, <b>the numbers in the hotel in the district have steadily fallen over the past 3 months however churn is still relatively high, which may be changing</b> which may have an impact on housing support and other services <b>but additional resources are now available to any additional demand as a result of this.</b>	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	<p>WoDC is working with Cottsway Housing to provide additional properties using the LA Housing Fund from the Home Office. The numbers now in the hotel are higher than they were 12 months ago and we are seeing considerable churn as the HO speeds up the processing of Asylum Claims, which is placing increased pressure on our housing teams and we have increased the capacity to meet this. No significant additional demand expected currently from ARAP/ACRS. New cohorts of refugees is BAU.</p> <p>5/25 Risk updated and increased to reflect current UK wide tensions.</p>	Ongoing	Risk Reduction	Open	➡

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Strategic Risks																							
SR1	Major Civil Emergency	District Councils are required to provide rest centres for the Public during a Civil Emergency. If staff are unwilling to come forward and volunteer with the running of a rest centre, there is a risk that the Council will be unable to fulfil its duty in providing a safe rest centre. If the Council is unable to provide a sustained response to a major civil emergency, the Council would be failing in fulfilling its statutory duty to assist and care for those affected.	1/1/2021	CEO	Business Manager - Governance	Cheryl Sloan	Emergency planning team in place. Emergency Planning Process in place, with defined roles and responsibilities. Staff trained in their roles. 24/7 callout in place. Ongoing work with the Local Resilience Forum.	Moderate	3	Probable	4	12	Moderate	3	Probable	4	12	0	WoDC Coordination Team and Rest Centres teams now in place, which is then supported by wider shared resource across Publica. Training completed for Coordination Team, Rest Centre Team and Duty Officers and Managers. Plans tested during recent floods due to Storm Bert when Tactical Coordinating Group (TCG) stood up. Dedicated WODC on call arrangements now in place. Staff are now remunerated for being on call to encourage volunteers to be part of the on call rota. All those who are on call have been trained and have been issued with on call packs. Work continues to review plans and work with the local resilience forum.  5/25 Difficult to reduce as likely to be caused by natural disaster e.g., flooding or major incident. Therefore, it is about our ability to respond and meet obligations under Civil Emergencies Act.	Ongoing	Risk Reduction	Open	➡
SR2	Climate Emergency and Climate adaptation (reworded-risk)	The Council has declared a climate and ecological emergency and pledged to become carbon neutral by 2030. Failure to achieve carbon neutrality by 2030 would result in the Council not meeting this commitment. Failure to prepare adequately for climate change impacts through climate adaptation is likely to result in damage to the Council's assets and may also impact on the services we provide. Some carbon reduction and climate adaptation may require significant investment, particularly if the UK Government does not provide sufficient funding to support project delivery. Increasing cost of investment and capital expenditure is likely to make business cases difficult.	1/6/2023	CEO	Climate Change Manager	Hannah Kenyon	The Council has approved the Carbon Action Plan 2024-2030. The Oxfordshire Climate Adaptation Route Map has been endorsed by the Future Oxfordshire Partnership and the Oxfordshire local authorities are working through its implementation of the Oxfordshire Climate Adaptation Route Map. The Council's draft Climate Change Strategy 2025-2030 includes climate adaptation actions. External funding and s106 funding will be secured as far as possible to deliver carbon reduction and climate adaptation projects.	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	Progress against climate projects is reported through the Council's Project Governance Process.	Ongoing	Risk Reduction	Open	➡
SR4	5 Year land supply	WODC being unable to demonstrate that it has an adequate 5-year supply of deliverable housing land in accordance with national policy. This position has been exacerbated and confirmed through the publication of the revised NPPF in December 2024 which introduced a new standard method for assessing housing need that has increased WODC's per annum requirement from 549 homes per year to 905 homes per year. This has had a direct effect on the Council's housing land supply position – effectively worsening it and thereby clearly engaging the 'tilted balance' set out in paragraph 11 of the NPPF whereby there is a presumption in favour of planning permission being granted unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits. The result is expected to be greatly increased pressure from speculative development and a much greater likelihood of 'planning by appeal'.	12/9/2024	Director of Governance & Regulatory	Head of Planning	Chris Hargrave	Member Briefings / training to raise awareness. Proactive engagement with site promoters to obtain evidence of anticipated delivery. Local plan review to identify new site allocations Preparation of upated Housing and Economic Land Availability Assessment (HELAA).	Moderate	3	Almost certain	5	15	Moderate	3	Almost certain	5	15	0	Member Briefings / training to raise awareness. WODC to continue to work with OCC in relation to proposed A40 improvements in order to provide greater clarity to developers and landowners. Continued engagement with developers and landowners of existing allocations and permissions to obtain clear and defensible information on anticipated delivery trajectories and to understand/potentially unblock any key constraints to delivery. Potential additional legal support to ensure timely completion of Section 106 agreements on larger sites. Preparation of updated Housing and Economic Land Availability Assessment (HELAA) to identify 'long-list' of potentially suitable sites. Timely progression of the new Local Plan to identify new draft site allocations drawing on the long-list referenced above. Progression of the Salt Cross Area Action Plan (AAP) to adoption by securing greater clarity from Government in relation to national policy on energy efficiency in new buildings and the status of the current Written Ministerial Statement (WMS) on this. Local Plan infrastructure evidence to identify necessary upgrades (e.g. foul water capacity) to help avoid the need for Grampian conditions.  5/25 Risk increased as NPPF was published on 12/12/24 and the housing target for WODC has nearly doubled	Ongoing	Risk Reduction	Open	➡
SR4	APSE Litigation Claim	Thurrock Council is currently claiming £40m compensation claim over allegedly "negligent" valuations provided by APSE in relation to solar farm assets. The claim has been issued in High Court against 23 Local Authority Members. Currently WODC is not defendants to the claim, but if we were to become parties with the rest of the other parties, we would be looking at apportionment of any financial damages (and legal costs) between all members of APSE (circa 230 members). Compensation claims at between £42 - £54m	12/9/2024	Director of Governance & Regulatory	Head of Legal Services	Helen Blundell	Ongoing monitoring of the situation being undertaken by the Monitoring Officer and Legal Services	Major	4	Remote	2	8	Major	4	Remote	2	8	0	APSE has written to WODC to confirm that agreement has been reached to stay proceedings between the 23 representative defendant councils and Thurrock Council. This essentially means that with the consent of the court, through a court order, the legal proceedings are suspended. Whilst a court can lift the stay and resume proceedings at a later date, or by application of either party, in this case the stay is intended by the parties to allow Thurrock to reach the final determination of the proceedings it has taken against Mr Kavanagh, whether by way of judgment, including any appeals or by settlement.  05/25 The stay to proceedings withdraws the immediacy of the litigation risk against other APSE member councils.	Hold	Risk Reduction	Open	➡

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Partnership Risks																							
PR1	Partnership deliverables (Ubico waste provider)	<p>If the waste and environmental services partner (Ubico) does not meet their obligations under key contracts then it could lead to a fall in service standards, reduced customer service, a failure to meet legal requirements or an increase in costs to the Council and reputational impact</p> <p>Waste and Recycling - shortage of qualified HGV drivers, lack of loaders, could result in Ubico being unable to meet its obligations for waste, recycling collections and environmental services.</p>	15/6/2023	Director of Place	AD Commercial Development	Bill Oddy	WODC is a shareholder of Ubico, with significant control and influence over the company ensuring ongoing financial viability and affordability for the Council. Contract Management in place to ensure Ubico deliver the service in-line with agreed specification and standards. Performance reports presented to Council.	Major	4	Possible	3	12	Major	4	Possible	3	12	0	A review of the service has been completed and will be reported to The Executive and Council in January 2025	Ongoing	Risk Reduction	Open	➡
PR2	Failure of Leisure provider and partnership deliverables (GLL)	<p>If the leisure provider does not continue to deliver operationally including maintaining and improving operational performance, ensuring staff retention, maintaining financial stability, and retaining and growing its' customer base, there is a risk to the management fee, contract delivery and public dissatisfaction with the service.</p>	15/6/2923	Director of Place	AD - Property & Regeneration	Claire Locke	Work continues with GLL to make the service sustainable and affordable in the medium term.	Major	4	Possible	3	12	Major	4	Possible	3	12	0	<p>Working collaboratively to market services.</p> <p>Funding secured through Sport England Swimming Pool Support Fund. Strategic Leisure Manager now in post at WODC to focus on the mitigation of this risk.</p> <p>Monthly &amp; Quarterly meetings in place with leisure provider. Monitoring and management of KPIs.</p> <p>Retention strategy being developed to retain employees. Financial monitoring in place, as well as asset management.</p> <p>Preparation underway to review options as we near the end of the current contract term (Sept 25). Ahead of leisure contract renewal work is underway to ensure estate is in good repair and carbon efficient to achieve optimum contract offer. Condition surveys commissioned for leisure assets, Solar PV now live on Windrush and new SPSF allocation being progressed for Carterton.</p>	Ongoing	Risk Reduction	Open	➡
PR3	Partnership Deliverables (Publica)	<p>If Publica are unable to recruit/retain suitably qualified staff - impact on quality of services delivered, financial impact</p> <p>Services are not able to adequately discharge their (legal) obligations leading to failure - this may not be reported through the quarterly performance reports</p>	15/6/2023	CEO	Interim Managing Director	Frank Wilson	<p>Introduction of career grade structures in Planning and Project Management</p> <p>Recruitment improvement plan in place</p> <p>Investors in People</p> <p>HR programme in place</p> <p>Shareholder Forum in place and implementing outcomes of LP report</p>	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	<p>Services identified under phase 1 have now been transferred from Publica to WODC. Work is now underway on phase 2 (See IR6) which is more complex. Enhanced pension scheme agreed.</p> <p>The future shape and size of Publica needs to be agreed to enable certainty to be provided to Publica staff, and for Publica to be able to progress with the development of future business plans, and people strategy.</p> <p>See IRS and IR6 for more detail.</p>	Ongoing	Risk Reduction	Open	➡
Major Project Risks (MPR)																							
MR1	Failure to deliver WODC programme of major projects	<p>If the Council does deliver on it's major projects, this could result in non delivery of Council priorities , cost increases, financial pressures and reputational damage</p>		CEO	Assistant Director of property & regeneration	Claire Locke	<p>All projects require a detailed business case and sign off before proceeding.</p> <p>Project Manager appointed to manage all major projects</p> <p>Project reporting in place, including risk reporting on a monthly basis.</p>	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	<p>Due to inflation, project costs are increasing for major projects and the cost of borrowing is impacting, in some cases on the viability of businesses cases. This is being monitored on a case by case basis. On projects with notable cost risk, the Director of Finance and Chief Accountant are kept constantly updated as projects progress.</p>	Ongoing	Risk Reduction	Open	➡