

ID	Description of risk / opportunity / Impact	Responsible Officer	Updated By	Current Residual Score				Change since previous review	Follow on Action (if required)	Update comments	Direction of Travel since previous review)	
				Impact category	Impact score	Likelihood category	Likelihood score					
Internal Risks												
IR1	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).	Director of Finance s151	Madhu Richards	Major	4	Possible	3	12	-4	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 identified within the MTFS. In addition, more member training to be considered has been carried out to increase profile of budgetary challenges. The latest version of the 2026/27 budget is a balanced budget, following the Provisional Funding Settlement announced on 17th December 2025, however the five year MTFS 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. During the summer WODC received numerous communications from MHCLG on 27th June indicating that WODC was "one of those councils who may need to manage larger losses". MHCLG indicated they would meet with councils concerned over the summer, but there has been no further communication re any such meeting. Financial modelling carried out over recent months reinforced this view. However, the Provisional Funding Settlement announced on 17th December 2025 was significantly better than expected due to a change in methodology which has resulted in the Income Protection Floor being significantly better than anticipated. In summary, WODC were expecting to lose a significant amount of funding in the three year settlement, and due to this change in methodology, we have not lost as much as were expecting. Therefore the risk in this area has not changed.	This risk is scored based on the MTFS for the council, which is a 5-year financial plan. Whilst there is now a more positive three year financial settlement, taking the Council up to the proposed date for the creation of Unitary Councils, anything beyond this date, remains uncertain. If this risk was scored on the in-year financial position for WODC, the risk scoring would be lower.	
IR2	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	Assistant Director Workforce Strategy & Transformation	Cheryl Sloan	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 now appointed. Work is ongoing on closing out areas for improvement raised in the internal audit for data protection. Work now underway to update the data retention policy and this will then feed into a new data base which will monitor updates, changes, privacy statements etc. New Data Breach reporting policy now in place and quarterly reporting is being presented to SMT. Comms has gone out on the new data breach policy, and this is being used.		
IR3	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.	Business Partner - Health and Safety	Claire Locke	Major	4	Possible	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 protective action taken to address any trends.	Job profile to provide coverage for a closer role with WODC Property/Assets Team. Compliance has now been agreed in principle which should be a full time role. Job spec is being amended to ensure a property compliance bias and to support the WODC Assets Team directly to be agreed by with the Executive Director Corporate Services, the Business Partner - Health and Safety and Asset Team Manager In the interim SA and the H&S Team will continue to support WODC directly and proportionately with competent H&S management and advice.	
IR4	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	Head of Legal Services	Leonie Woodward	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		

IR7	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.	CEO	Giles Hughes	Moderate	3	Remote	2	6	0	This is an ongoing piece of work. Cultural change will be over at least the next 24 months. WODC staff engagement session took place on Monday 3rd November to further development the employee strategy and culture for WODC	An Employee Briefing event took place on the 3rd November, this considered the Councils new People Strategy, and the implications of Local Government Reorganisation.	
IR8	WODC is working with Oxfordshire Councils to remove two tier councils, and establish Unitaries as required under the English Devolution White Paper - Local Government Reorganisation. This is a significant programme of works, with a deadline of 2028. If this programme is not run effectively, this will create uncertainty resulting in an impact on recruitment, retention, staff morale and a risk to the delivery of council. If we do not retain our employees, this places the delivery of services in the new Unitary at risk.	for the Compliance	Phil Martin	Major	4	Possible	3	12	0	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. 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. Proposals need to be submitted in November and the Government will make their decision by mid 2026. Regular communications is being 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.	Good progress is being made in regards the drafting of the 2 Unitary Council model and the team continues to work closely with colleagues drafting the Ridgeway proposal. The proposals were presented to Timescales have been agreed in regards to when the proposal will be presented to the O&S Committee, the Executive and Full Council across the County to align decision making prior to the submission of proposals on the 28th November. A meeting with the CEO and LGR Leads is scheduled for the 18th December to discuss the approach to the work involved during the pre-decision phase. Leader of Oxford City recently took place to discuss key principles of the 2 Unitary Council model that they are drafting and Officers will continue to work closely together . Work continues in regards the MSA Proposal and CEOs from Oxfordshire, Swindon and Berkshire meeting on a regular basis to discuss this, a report will be presented to Cllrs in December for consideration.	
IR9	WODC currently is a shareholder for Publica and Ubico. There remains a number of options available, however a decision by the Shareholders is required to ensure future certainty is given to the employees and ensure that a programme of works is in place for the preferred option to protect employees. If there remains uncertainty there is a risk around recruitment, retention, staff morale and a risk to the delivery of council services. If we do not retain our employees, this places the delivery of services in the new Unitary at risk.	Assistant Director Workforce Strategy & Transformation	Cheryl Sloan	Major	4	Probable	4	16	0	Publica will continue to work with WODC and other partner councils to seek best solution for our employees, the new unitary and the company. It is very early stages of thinking as we will not know what the Unitary Councils are until mid 2026. Regular communications will be provided to 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. An Publica all staff briefing took place in October and a number of possible scenario's for Publica were presented, however, Publica employees continue to be in a period of uncertainty about what will happen with Publica until a decision is made. From the last staff survey, it is evident that this is having an impact on staff morale. All staff briefing scheduled for October and new LGR portal page going live in September with FAQs		

External Risks													
ER1	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	Chief Technology Officer	John Chorlton	Major	4	Possible	3	12	0	98% of staff now trained in cyber awareness and final 2% being reviewed. Ongoing investment in cyber team with dedicated team in place. Regular review of User Privileges and Information Asset Register. Cyber updates being presented to Council Audit & Governance committees, Publica Audit & Risk Committee (ARAC) and Governance Meetings. Preparation underway to submit latest PSN submission.			
ER2	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	Executive Director - Corporate Services	Claire Locke	Moderate	3	Possible	3	9	0	Watching brief should a further pandemic be predicted. Emergency Planning exercise currently taking place in Oxfordshire to test plans for a potential pandemic.			
ER3/IR9	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. If the Council does not have controls, checks and measures in place to prevent and detect fraud, bribery and corruption, there is a risk of financial loss and reputational impact.	CFEU	Emma Cathcart	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.			
ER4	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. There is a risk of disorder / disruption and increase in community tension around the placement of refugees / asylum seekers	Director of Place	Phil Martin	Moderate	3	Possible	4	12	0	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 increasing following a period of stability and we continue to see considerable churn as the HO speeds up the processing of Asylum Claims, which is placing 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. Due to protests at Asylum Hotels in some parts of the country, which are largely driven by national politics and media the risk rating has been increased and Officers are working closely with TVP to safeguard staff who are supporting individuals in the hotel along with changing working practices and procedures. 29/8 Risk updated and increased to reflect current UK-wide tensions.			

Strategic Risks													
SR1	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.	Executive Director Corporate Services	Claire Locke	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. All documentation updated and transferred to 365. Plans tested during recent floods due to Storm Bert when Tactical Coordinating Group (TCG) stood up and a locality team to complete door knocking, onsite presence to obtain local information, coordination of sandbags and response. Lessons learnt currently being undertaken. The transition of services has impacted on the 365 emergency cover arrangements. In response to this, a dedicated WODC on call arrangement has been put 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. The new arrangements commenced on 4th April 2025. 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.			→
SR2	The Council has declared a climate and ecological emergency and pledged to become carbon neutral by 2030. Failure to achieve carbon neutrality by this date would mean the Council does not meet its commitment. Inadequate preparation for the impacts of climate change impacts, including insufficient climate resilience measures, could result in damage to Council assets and negatively affect service delivery. Some carbon reduction and climate adaptation initiatives may require significant investment, particularly if the UK Government does not provide sufficient funding to support project delivery. Rising investment and capital costs may also make it more challenging to develop viable business cases.	Climate Change Manager	Hannah Kenyon	Moderate	3	Probable	4	12	0	Following a financial assessment of the PSDS 3b decarbonisation project at Carterton Leisure Centre decarbonisation and a technical assessment of the PSDS 4 project at Chipping Norton Leisure Centre it was decided not to progress to the respective stages of the projects. This will affect the Council's pathway to carbon neutrality and make achieving the 2030 target more challenging. As a result, alternative options will need to be identified to remain on track. Local Government Reorganisation (LGR) will also influence the Council's ability to meet this target. The combined impacts of LGR and the decision not to proceed with the PSDS schemes at two leisure centres mean the Council will need to explore alternative opportunities to achieve carbon neutrality by 2030, including potential offsetting. Asset data will continue to be updated to maximise opportunities for carbon reduction and climate resilience. Continued climate involvement in asset management, along with the establishment of net zero targets by the shadow or new authorities, will be essential to accelerating climate action. Work to support the districtwide 2050 net zero target will also continue. Progress against climate projects is monitored and reported through the Council's Project Governance Process.			→
SR4	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'.	Head of Planning	Chris Hargraves	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	New HELAA now published as part of Local Plan 2043 Spatial Options Consultation. The consultation runs for 7 weeks until Christmas. Good progress also being made with the Salt Cross AAP with public consultation on Main Modifications to Policy 2 – Net Zero Carbon Development having taken place until 14 November and formal adoption expected in January 2026. Updated housing land supply position statement for 2025–2030 to be published in December 2025. HELAA published as part of Local Plan Spatial Options Consultation which closed on 22 December 2025. Salt Cross AAP now scheduled for adoption in February following receipt of Inspector's report on 7 January 2026. Updated housing land supply position statement covering the 5-year period 1st April 2025 - 31st March 2030 still in preparation with the intention to publish in late Jan/early Feb 2026.		→

Partnership Risks													
Risk ID	Risk Description	Owner	Owner Contact	Severity	Impact	Probability	Score	Mitigation Status	Mitigation Details	Owner Comment	Mitigation Progress	Owner Comment	
Major	4	Possible	3	12	0								
PR1	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 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.	AD Commercial Development	Si Pocock-Cluley	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.	New Environmental Services and Waste team in place. New performance monitoring mechanisms are being implemented. Ubico are currently meeting their obligations. A flexible resource model is being implemented using the Alloy system (in-cab technology) to record resource allocation and help ensure they are used at their optimum level. Clarity of data is a current challenge, increasing the risk that costs may not be transparent and therefore Value for Money cannot be evidenced		
PR2	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.	AD - Property & Regeneration	Stuart Wilson	Major	4	Possible	3	12	0	Working collaboratively to market services. Strategic Leisure Manager now in post at WODC to focus on the mitigation of this risk. Monthly & Quarterly meetings in place with leisure provider. An enhanced meeting schedule is being prepared following recruitment of Leisure contract Manager. Monitoring and management of KPIs. Retention strategy being developed to retain employees. Financial monitoring in place, as well as asset management under new Leisure Contract Manager post Preparation underway to review options as we near the end of the current contract term (July 27, report due for consideration Oct 25). Ahead of leisure contract renewal work is underway to ensure estate is in good repair (improvement plan being prepared for approval Sept 25) and carbon efficient to achieve optimum contract offer. Windrush PSDS programme has been approved which will require its own risk register to mitigate impacts on services, customers, impact on contract costs/value, and relationship with GLL. Condition surveys commissioned for leisure assets, Solar PV now live on Windrush and Carterton.	Condition surveys completed and reports now being received. Windrush PSDS programme being delivered by a multi-disciplinary team including the Climate Team, Property and Assets Team and the Leisure Team. Planned Improvement Programme (PIP) report has been approved by the Executive.		
PR3	If Publica does not continue to deliver operationally including maintaining and improving operational performance, ensuring staff retention, meeting statutory requirements, this will have a direct impact on WODC financially, legally and reputational.	Managing Director	Frank Wilson	Moderate	3	Possible	3	9	0	Services identified under phase 1 and phase 2 have now been transferred from Publica to WODC. Enhanced pension scheme agreed. Publica is working with the Shareholders to prepare the company for LGR and the decisions which may be made about the future. The priority is to protect the staff and give certainty to improve retention, morale and continue to provide services. New company governance arrangements in place with two Council Officers on the Board, representing the Shareholders. New Operational Forum now in place to monitor performance and to discuss shared working arrangements. 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. Legal advice being sought on options for the future. Risk has reduced with stability post phase 2 but could increase as we get closer to reorganisation. A new Operational Forum is now in place being established from November 2025 to monitor the performance of Publica with the other shareholder councils. Monitoring impact on Publica for LGR specifically recruitment and retention. See IR5 and IR6 for more detail.			

Major Project Risks (MPR)												
MR1	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	Assistant Director of property & regeneration	Mark Pritchard	Moderate	3	Possible	3	9	0	Portal pages being created with guidance, support documents and other info to improve PM across organisation. This includes updated project proposal forms SLT to review PM work programme and agree where PM support is provided New project proposal process to be introduced with business planning training in September. All significant projects to have completed proposal with sign off from Director and potentially SLT	Service planning process now live as are the project management pages. Comms to follow.	