

No	Date risk added	SNC or CDC	Owner	Risk Name	Risk Description	Type of Risk/Opportunity	Inherent Probability	Inherent Impact	Gross Risk	Planned Mitigating Actions	Due Date	Controls in Place	Residual Probability	Residual Impact	Net Risk	Update on Actions	Assurance	review Q1	Date Closed
s1	01/04/2013	Common	KL	Policy and legislative change	The councils fail to adequately respond to the implications of changing national policy resulting in loss of opportunity, reputational damage or legal challenge	Political / Social / Economic	4	5	20	Scrutiny member development event via Parliamentary Outreach Service organised to increase effectiveness of Scrutiny Committees	Oct-13	JMT forward plan, Executive and cabinet Forward plans, Scrutiny Committees. Business and Service Planning. Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly JMT undertake policy oversight role	2	4	8	The emerging new policy and legislative agenda continues to be tracked by professionally qualified officers	No legal challenge has been made to any decision by either Council alleging misapplication of the law	The controls in place continue to apply and be effective to mitigate this risk	
s2	01/04/2013	Common	MH	Local Government Resources Review	The councils fail to adequately respond to the implications of the resources review	Political / Social / Economic	4	5	20	refresh of the MTFS summer 2013	Oct-13	Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in NFO and OTA workstreams Programme management approach being taken	2	4	8		Audit committee, Budget/Financial Planning Committees in place	Risk closed. Impacts are the same as the financial resilience risk which has now been reviewed and widened to include national implications of LG finance changes.	02/09/13
s3	01/04/2013	Common	MH	Financial resilience (Including impact of Local Government Resources Review)	The impact of external financial shocks, new policy and increased service demand reduces the councils medium and long term financial viability	Political / Social / Economic	4	4	16	Refresh of the Medium Term Financial Strategy in September 2013 taking into account latest intelligence and information contained within the Spending Review 2013. Benefits section to be renamed Welfare Reform to enable clarity of responsibility in relation to the on-going Welfare Reform changes.	Oct-13	Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in NFO and OTA workstreams Programme management approach being taken	2	4	8		Budget and financial strategy committee (SNC) Budget Planning Committee (CDC) Executive, Cabinet, Audit Committee and Accounts, Audit and risk Committee, Scrutiny Committees	Risk reviewed. Risk widened to encompass CSR and Local Government Resources review.	
s4	01/04/2013	Common	MH	Capital Investment and Asset Management	Poor investment and asset management results in the councils' not maximising financial return or losing income.	Political / Social / Economic	3	4	12			Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place and different ones used at each council Regular bulletins and advice received from advisers Fund managers in place Property portfolio income monitored through financial management arrangements on a regular basis Experienced professionally qualified staff employed at both councils	2	3	6		Budget and financial strategy committee (SNC) Budget Planning Committee (CDC) Executive, Cabinet, Audit Committee and Accounts, Audit and risk Committee, Scrutiny Committees	Risk reviewed q1. No change to rating controls and assurance updated.	
s5	01/04/2013	Common	AC	SNC Managing Growth and capitalising on opportunities	Failure to capitalise on the growth agenda results in lost opportunities in terms of economic, community and infrastructure development and financial gains (e.g. business rates retention). The ultimate impact is long term and impacts upon the strategic objectives of the council and quality for life for local residents and communities.	Political / Social / Economic	4	4	16			Master planning process Core strategy Economic development strategy Inward investment plan	3	3	9		Planning Policy and Regeneration Strategy Committee	Joint Core Strategy being revised for Dec 2013, completion of examination and adoption of JCS protects against speculative development	
s6	01/04/2013	SNC	CS	Moat Lane Development	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the Council. Failure to realise economic opportunities Reputational damage Increased costs (if failure to deliver within the programme timescales) Negative impact on the local environment (site of a special monument)	Customer Citizen / Service Delivery / Operational	4	5	20			Project manager in lead role Project board Legal agreements in place Joint venture with the developer (underpinned by legal agreements) Monthly performance / projects reports Resources and technical advice provided as part of the developer agreement	3	4	12		Project governance and detailed risk register	Emerging issues with utilities are being tackled with the service provider. We are moving towards the contract becoming unconditional with the developer and this is on track.	
s6a	29/07/2013	SNC	CS	Moat Lane - Archaeological works	Should any archaeological finds be deemed worthy of protection and presentation/public access, there would be an unplanned cost to achieve an economic/tourism benefit	Resource / Financial / Human	4	3	12	Project Sponsor has commissioned a review of costs and benefits of preserving finds.	31/08/13	To be determined on receipt of cost benefit review	4	3	12		Project governance	risk added in q2.	
s6b	29/07/2013	SNC	CS	Moat Lane - stage 1 start date	Risk of delay to the start date of the first phase	Resource / Financial / Human	4	3	12	Very open and frank discussions with partners, emphasising the effects of potential damage to reputations, and resultant effect on costs.	31/08/13		4	3	12	Discussions are very frequent and on-going. This is the subject to the contract going unconditional and work is focused on ensuring that all the condition precedents are met. Signature of a number of relevant documents on Wednesday 31 July will reduce this risk considerably. This also links with risk No. 22 (ML Risk 13) as archaeology is one of those condition precedents.	Project governance	risk added in q2.	
s7	01/04/2013	SNC	AC	HS2	Failure to engage on HS2 matters and failure to plan to mitigate potential impacts of HS2 result in: A higher negative impact on the district in terms of environment, disruption and economy than would be the case if the best mitigation outcomes are achieved. Failure to be seen to be acting in the best interests of the district and attempting to influence decision making may also have an impact on the council's reputation.	Political / Social / Economic	5	5	25			Part of the 51 m group Part of the Oxfordshire and Northants planning group (working with developers to manage the impact) Involvement with local community groups Working with local parish councils	4	4	16	Quarterly updates as part of risk and performance management. On Cabinet work programme.		Responded to sustainability appraisal. Mitigation proposals being developed and preparation for Hybrid Bill December 2013.	

s8	01/04/2013	Common	CR	Customer Service Improvement	Failure to increase internet usage or self service and improve customer service processes results in higher costs and decreased customer satisfaction	Customer Citizen / Service Delivery / Operational		4	3	12	Transformation programme, channel shift project	CDC – customer service standards in place (e.g. voicemail) Web – both councils redesign undertaken and on-going development is undertaken – this includes online forms and payment Managers discuss service changes with customer services to mitigate any negative impact on customer service On-going review of the web (SNC you said we did page – noting actions taken from customer feedback) Customer communications in local / residents newsletters Customer complaints process JMT highlight service changes to customer service teams to ensure web/service team can deliver	3	3	9	The webmaster function is now part of comms. The Innovations team have presented a channel shift strategy to JMT which was approved. By the end of Oct 2013 an appraisal of the likely application to create citizens portals and accounts will be created. SNC complaints process now within performance team. Roll out complete - to be reviewed in September 2013. SNC CSC have recruited 2 x ft staff to enable service take on from housing and planning without requiring resource as well.	Project governance, performance management reporting, customer insight reporting.	Risk reviewed, actions updated no change to risk rating.
s9	01/04/2013	SNC	AC	Silverstone Masterplan	Failure to capitalise on the opportunities afforded to the district through the Silverstone development and failure to manage the risks associated with the programme result in: • Failure to maximise long term economic benefit to the district • Negative impact on the a43 – (impact of transport risks) • Negative impact on council's reputation	Political / Social / Economic	4	4	16		Planning negotiation processes (to cover transport delivery) Section 106 process to cover economic gains Strong working relationship with Silverstone	2	3	6		Silverstone Masterplan coordination group established.	New masterplan coordination group established to facilitate utilities and transport investment blockages.	
s10	01/04/2013	SNC	AC	SNC Local Plan	Failure to ensure sound local plan is submitted by 27/03/13 results in inappropriate growth in inappropriate places. This leads to negative (or failure to optimise) economic, social, community and environmental gain. There is also potential negative impact on the council's ability to deliver its strategic objectives and manage its reputation.	Political / Social / Economic	4	5	20	Parish briefings being organised.	Partnership working with the JPU will deliver some elements of the plan (this partnership is recorded on the risk register as a separate item) For issues which are solely within the control of SNC polices, plans and resources are in place. Work is well advanced on rural settlements, village confines draft planning guidance and development control polices are underway. A statement of community involvement is in place	3	4	12			Community engagement summaries being prepared plus maps to review all 80 village confines.	
s11	01/04/2013	SNC	EP	SNC Changes to Waste Collection	Failure to deliver effective changes to waste collection results in higher costs, reduced recycling rates, loss of council's reputation or procurement challenge	Customer Citizen / Service Delivery / Operational	4	4	16		Project Manager & Project Structure identified to manage the change. Representation across the organisation for the project teams including Communications, Finance, HR to ensure risks are fully understood and the relevant skills and knowledge of the teams are sufficient to deliver the change.	2	4	8		Project governance	Project Manager & Project Structure identified to manage the change. Project will be fully delivered by 6th September and the change has been effective Representation across the organisation for the project teams including Comms, Finance, HR to ensure risks are fully understood and the relevant skills and knowledge of the teams are sufficient to deliver the change.	
s12	01/04/2013	CDC	ID	Deprivation and Health Inequalities	Failure to deliver the Brighter Futures in Banbury programme results in long term health and deprivation objectives not being met	Political / Social / Economic	3	3	9		Long term commitment to support local people and communities as many issues can only be addressed on this basis Multi agency actions with clear and common objectives Additional funding from Government grants to supplement current resources LSP focus on Brighter Futures in Banbury programme Contingency fund made available in CDC budget Programme co-ordination role in place Quarterly performance management in place	2	3	6		Project governance, LSP oversight, quarterly reporting, annual / report.	Improved multi agency engagement in place. 2013/14 priorities established. Several new projects being considered. 13/14 Annual Report considered by CDC Executive, Scrutiny, Steering Group and ward members	
s13	01/04/2013	CDC	KC	Bicester Eco-Town	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council	Political / Social / Economic	4	4	16		Planning policy development through Local Plan Eco Town Project plan & related partnerships working with private & public sector partners Programme Board in place Lead Member in place	3	3	9		Programme Governance, performance management	Risk reviewed q1. No change to rating, controls in place. Performance on track this quarter.	
s14	01/04/2013	CDC	AC	CDC Local Plan	Failure to ensure sound local plan is submitted results in inappropriate growth in inappropriate places. This leads to negative (or failure to optimise) economic, social, community and environmental gain. There is also potential negative impact on the council's ability to deliver its strategic objectives and manage its reputation.	Political / Social / Economic	4	5	20		A local development scheme is in place which details the timeframes and deliverables to underpin the work Resources are in place to support delivery	3	4	12			Final plan to be considered by Executive on 7 Oct 2013. and submission to Planning Inspectorate after Full Council at the end of October.	
s15	16/08/2013	CDC	AC	CDC Local Plan - County SHMA	There is a risk that CDC will need to consider additional housing in 2014 to meet the unmet need of Oxford.	Political / Social / Economic	4	5	20	Reporting response being considered by SPIP and OPPO. On-going.	TBC	4	5	20			Risk added in q2.	

s16	01/04/2013	CDC	KC	Bicester Town Centre Development	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council	Political / Social / Economic		3	4	12		Project manager in lead role Project board Legal agreements in place Joint venture with the developer (underpinned by legal agreements) Monthly performance / projects reports Resources and technical advice provided as part of the developer agreement	3	3	9		Project Governance	Risk reviewed. Project on track and key elements delivered, No change to risk rating.
s17	01/04/2013	CDC	ID	Horton Hospital	Failure to retain Horton services locally results in loss of local services and less access to health care for local people	Political / Social / Economic		4	4	16		Support to the Oxford University Hospitals Trust (OUHT) and emerging GP commissioning structure to maintain services Providing evidence of deliverability of consultant delivered services elsewhere Gaining consensus locally that this is important Ensuring local councillors are briefed and engaged to play a community leadership role Continuing to support a local stakeholder group (CPN) with OUHT, GP and OCC representation to hold service commissioners and providers to account and to communicate the health sector changes to the wider population.	3	4	12			Local concern about withdrawal of emergency abdominal surgery. Other operational issues highlighted by local GPs. OCCG Commissioning Strategy aims to influence the future vision for the Horton. Change, whether driven by technology, funding reductions of clinical practices is inevitable in all hospitals but strong resistance locally due to concern over hospital's status and services.
c1	01/04/2013	Common	CR	Business Continuity	That plans are not in place to ensure services can be delivered in the event of a issue resulting in service failure and reputational damage	Business Continuity		4	5	20	Red folders to be updated as a result of personnel changes	Oct-13 Business continuity strategy in place All services prioritised and recover plans reflect the requirements of critical services ICT disaster recovery arrangements in place JMT lead identified Incident management team identified All services undertake annual business impact assessments	3	3	9	Underway - completion by end October 2013	Audit	Risk reviewed. Red folders need updating as a result of staff changes.
c2	01/04/2013	Common	JP	ICT loss of systems	Failure of ICT services including telephones and remote access. Leading to a negative impact on customers, loss of business continuity and cost to the council (in terms of resources and reputation).	Business Continuity		4	4	16		BCP Plan Disaster recovery arrangements (CDC) Recovery site (CDC) Back up of systems Process and standards (compliance regime)	3	3	9	Achieved ISO 22301 accreditation	External accreditation	Risk reviewed, actions updated.
c3	01/04/2013	Common	MH	Corporate Fraud	Lack of corporate governance and control results in fraud from either within or outside the councils.	Legal & Professional		4	4	16		Professionally qualified finance staff Communication of anti-fraud messages Dedicated fraud teams at SNC and CDC Anti-fraud trained staff at both authorities Specific corporate fraud resource within the Finance project team at SNC Fraud risk assessments carried out periodically Audit Committee at SNC Accounts, Audit and Risk Committee at CDC Benefit fraud campaigns advertised Benefit fraud identification and convictions communicated to the local press Internal controls processes and procedures (segregation of duties, checking of information etc.) Periodic checking of data (single person discounts, Audit Commission data matching etc.) Membership of National Anti Fraud Network Role of S151 and monitoring officers Fraud detection and prevention corporate policies in place such as Whistle Blowing and Anti-fraud and corruption policy. Standard agenda items on Accounts, Audit and Risk Committee and Audit Committee.	2	4	8		Budget and financial strategy committee (SNC) Budget Planning Committee (CDC) Executive, Cabinet, Audit Committee and Accounts, Audit and risk Committee, Scrutiny Committees	Risk reviewed in q1. Controls and assurances updated.
c4	01/04/2013	Common	JP	Managing Data and Information	Poor data quality or lack of relevant information results in poor decision making	Legal & Professional		4	4	16		Audit and data quality health checks Annual target setting process Annual PMF review Data quality policies in place	3	3	9		Audit, data quality checks as part of performance management framework.	Risk reviewed. This quarter a few data quality queries have been checked as part of normal performance monitoring. No significant issues to raise.
c5	01/04/2013	Common	KL	Member Decision Making	That members do not have access to information and support to make effective decisions	Legal & Professional		4	4	16	Scrutiny member development event via Parliamentary Outreach Service organised to increase effectiveness of Scrutiny Committees. Interim Head of Finance and Procurement to be engaged to cover for departure of permanent post holder	Oct 13 Sept 13 Attendance of professionally qualified and experienced officers at all Member decision taking meetings. Council Constitutions. Member Development Programmes. Legislative requirements. Call in processes.	2	4	8		No decision has been made by either Council which is inconsistent with the policy framework or legal requirements	Controls continue to apply as stated in order to provide effective mitigation
c6	01/04/2013	SNC	JP	Moat Lane Relocation and Change	That failure to effectively manage the Moat Lane relocation and organisational change project results in increased costs, reputational damage and loss of opportunity to improve the councils performance and accessibility.	Customer Citizen / Service Delivery / Operational		5	4	20		Project Team, stakeholder engagement strategy	3	4	12		Project Board, Senior Sponsor	Risk reviewed, plans in place and successful staff engagement events have taken place. Nothing to escalate at q1.

c7	01/04/2013	Common	MH	Joint Working	Failure to implement and manage joint working results in not meeting savings targets or a decline in performance and/or reputational damage	Customer Citizen / Service Delivery / Operational		5	4	20			Leading members and Joint Management Team committed to partnership working and reducing associated costs wherever possible Programme management approach ensures regular review, monitoring and delivery Number of business cases progressing well Initial discussion taking place with other potential partners Financial imperative to deliver savings built into the budget	3	4	12		Executive, Cabinet, Joint Arrangements Steering Group	Risk reviewed. No change in Q1.
c8	01/04/2013	Common	JP	Communications	Failures to manage internal and external communications results in reputational damage to the council or reduced performance/staff morale	Reputation / Communication		4	4	16			Centralised press office function Members attributed and sign of press releases Communications strategy in place Members media training Social Media Policy Specific communications plans in place for major projects	3	3	9	Social media manager permissions given to all CDC and SNC communications staff, all of whom have at least a basic understanding of process. Communications plan produced for Bicester Sports Village (CDC). Frequent communications meetings held with staff to ensure controls are sufficient. SNC communications staff shortage (sickness and resignation) resolved with phased return to work and appointment of new communications officer.	SNC members communications panel, CDC member lead for communications, Quarterly performance reporting, CDC annual satisfaction survey includes comprehensive communications section.	Risks reviewed. Controls in place and adhered to. SNC communications staff shortage (sickness and resignation) successfully managed by CDC staff.
c9	01/04/2013	Common	JP	Equalities	Failure to comply with equalities legislation results in legal challenge, costs and reputation damage	Legal & Professional		4	4	16	Roll out equalities awareness at SNC	Dec-13	Rolling programme of equality assessments Equality policy and corporate plan in place Equalities requirements to be identified in service plans Equalities training available for staff and members Equalities awareness programme at CDC (knowing our communities)	3	3	9	Military event planned for SNC by end of year. CDC events are on track.	Annual update to cabinet and Executive. Quarterly performance reporting. EIA rolling programme and action plan. Steering group to co-ordinate work.	reviewed q1. No change to risk rating. Performance against both action plans is on track.
c10	01/04/2013	Common	JP	Health and Safety	Failure to comply with health and safety legislation leads to injury, sickness, absence and litigation against the council	Legal & Professional		4	5	20			Both Councils have policies, procedures, and arrangements in place to mitigate the risks of accidents to staff, members of the public and contractors that may be affected by the Councils actions	3	5	15			Reviewed - there is no change to the risk rating
c11	01/04/2013	Common	CR	Emergency Planning	That plans are not in place to ensure the council responds effectively in the event of a civil emergency and local residents are not supported. This could result in casualties, unnecessary hardship, impact on the local environment, costs and reputation.	Customer Citizen / Service Delivery / Operational		3	4	12	Engagement with TVLRF and testing of plans county wide with all partners.		Emergency plan reviewed quarterly and on activation.	2	4	8	EP are reviewed quarterly and provided to our partners in the TVLRF. Desk top exercises have been undertaken on implementation of both EP and BC plans in Cherwell and across Oxfordshire	OCC EP Division have accepted our EP as being sufficient and suitable. OCC have also led on desk top studies of implementation.	Satisfactory, no changes required.
c12	30/06/2013	CDC	AP	CDC Planning (Major Applications)	That planning performance (major planning applications) does not meet the planning inspectorate threshold and is subject to special measures	Reputation / Communication		5	4	20	reallocation of resources to improve performance	Oct-13	On-going performance review meetings led by director	4	4	16		Director oversight	Reviewed, risk and performance under weekly scrutiny.
p1	01/04/2013	SNC	CR	SNC Community Safety Partnership	The partnership doesn't add value to the work of the council Undertakes projects that don't align with strategic objectives of the council. Council is unable to influence the partnership's agenda. Leading to failure to achieve corporate objectives and loss of reputation	Customer Citizen / Service Delivery / Operational		3	3	9			Performance Management, Strategy/Action Plan.	2	2	4			
p2	01/04/2013	Common	CR	Policing and Crime Commissioner	The Council fails to engage/influence the PCC/PCP Doesn't add value to partnership work of the Council PCC commissions projects that don't align with strategic objectives of the Council. Loss/reduction of funding to Community Safety. Becomes isolated from PCC. Leading to failure to achieve corporate objectives and loss of reputation	Political / Social / Economic		3	3	9			Effective local Community Safety Partnership meetings Elected member representation at PCP Elected Member representation at Northamptonshire and Oxfordshire Board (OSCP) arrangements. Elected Member representation at CSP Alignment with PCC Policing Plan Elected membership in accordance with agreed PCP steering group policy	2	2	4	Community Safety Partnership meetings on-going. Chair of CSP sits on PCP and OSCP. CSP strategy and action plan refreshed to reflect PCC policing plan	PCC subject to scrutiny by PCP. CDC chair of CSP sits on PCP	PCC engaged with district in local projects, a public meeting is planned for 16 September (CDC)
p3	01/04/2013	CDC	CR	CDC Local Strategic Partnership	Failure or reduced effectiveness of the partnership could lead to: • Key partners adopting policies or projects inconsistent with each other, • Opportunities being missed for effective partnership working • Existing LSP sponsored projects failing to deliver their objectives Any of the above could result in wasted resources and reputational damage to the council and the partnership	Political / Social / Economic		3	3	9			Annual self assessment of performance (annual report) Annual "Reference Group" conference to report to and gain guidance from the wider community CDC officer time dedicated to servicing the partnership and maintaining links between partners	2	3	6		Reference Group	Risk reviewed - no change. Reference group took place in
p4	01/04/2013	CDC	CR	CDC Community Safety Partnership	The partnership doesn't add value to the work of the council, undertakes projects that don't align with strategic objectives or the council is unable to influence the partnership's agenda. Leading to failure to achieve corporate objectives and loss of reputation	Political / Social / Economic		3	3	9			CSCP effective meetings, Elected member representation at district and county groups, Continued support of JATAC, CSCP strategy, CSCP action plan compliance.	2	2	4	CSCP meetings on-going chaired by deputy Leader, strategy updated to reflect PCC policing plan. CSP action plan reported in Performance Matters a	PCC / OCC to audit spending, CSP reports to OSCP an subject to CDC, PCC and PCP scrutiny	Action plan compliant with Performance Matters objectives
p5	01/04/2013	CDC	AC	Oxfordshire LEP	The partnership doesn't add value to the work of the council, undertakes projects that don't align with strategic objectives or the council is unable to influence the partnership's agenda.	Political / Social / Economic		4	4	16			Partnership Work Programme / Forward Plan, Resource provision for Partnership work, Senior management and Member Involvement	3	4	12			Preparation of LEP strategy and EU strategy is providing opportunity to give clear direction.

p6	01/04/2013	CDC	EP	Oxfordshire Waste Management Partnership	Financial arrangements exist to regulate funds flowing between the collection authorities in Oxfordshire and the disposal authority (Oxfordshire County Council). These are legally binding. However Oxfordshire County Council have indicated that they are not prepared to continue all these payments (landfill diversion payments) in the future, indicating from April 2013. This could threaten the future of the Oxfordshire Waste Partnership.	Political / Social / Economic	4	4	16		Working with other collection authority partners. The County Council has one vote, the collection authorities have five. Full participation in the partnership to address any moves made by the County Council to reduce payments. The County Council could walk away from the partnership which would mean the County Council would only pay recycling credits. However this is unlikely. The chair of the OWP has moved from Oxfordshire County Council to South Oxfordshire from May 2012	2	3	6	An agreement on flow of funding has been made - reduction in landfill diversion payments commence from April 2014, falling by 25% each year until 2017. The payments are no longer linked to performance	Risk reviewed and reduced this quarter,
p7	01/04/2013	Common	CR	Health and Wellbeing Partnerships/Boards	Failure of the new partnership arrangements results in the councils not being able to meet its safe and healthy objectives.	Political / Social / Economic	3	3	9		Engagement with CC structures. NB The structures are different in each county. Oxfordshire has a clear structure and acknowledges the need for the DC's direct contribution. However, greater Supporting People budget risk exists which is of more relevance to CDC. SNC engagement has commenced but there is a reliance on each District to set up its local forum with no clear guidance on the contribution mechanism of that to the county structure.	3	3	9	Shadow boards have become functioning boards during this quarter. Structures and relationships have become clearer and working groups are being established. Priorities have been agreed for localities.	Risk reviewed Q1. Progress has been made but the area is still very emergent and as such the risk rating has not changed.
p8	01/04/2013	Common	AC	South Midlands LEP	The partnership doesn't add value to the work of the councils, undertakes projects that don't align with strategic objectives or the council is unable to influence the partnership's agenda.	Political / Social / Economic	4	4	16		Partnership Work Programme / Forward Plan, Resource provision for Partnership work, Senior management and Member Involvement	3	4	12		Preparation of LEP strategy and EU strategy is providing opportunity to give clear direction.
p9	01/04/2013	SNC	AC	SNC Joint Planning Unit (JPU)	Failure to effectively manage the council's partnership with the JPU results in a failure to adopt a sound local plan. This relates to strategic risk s10 as without a sound local plan the long term strategic objectives of the council will be jeopardised and there is a potential negative impact on the council's reputation.	Political / Social / Economic	4	4	16		Partnership governance arrangements in place Working groups to support technical issues are in place (with both member and officer input) Retained QC for legal advice	3	3	9		Extensive engagement with JPU through working groups and business groups, ensuring close alignment with SNC priorities. Preparation for second part of examination underway (Dec 2013).