

Level of risk	How the risk should be managed
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L11			
	3 - Moderate		L03	L01, L02, L10, L12	L05, L06, L07, L08, L13	L09
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	<b>Financial resilience –</b> Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term 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 Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Programme management approach being taken Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Fully Fully Partially Fully Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Cecilie Booth	Kelly Watson	3	3	9	↔	AD Finance and Governance recruited. Investment strategy for both authorities to be approved in 18/19 budget cycle. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme.	Reviewed - Owner changed	Owner changed 23/3/18
L02	<b>Statutory functions –</b> Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy/legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification/categorisation/escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly at CEDR level Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director/PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management.	Service risk registers being reviewed as part of service planning. Internal Audit Plan being aligned to Leadership Risk Register and to be agreed at Audit Committees in	Risk reviewed 23/3/18
L03	<b>Lack of Management Capacity -</b> Delays to completing the management restructuring reduces capacity at management level	Financial impact due to use of agency staff Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	3	4	12	Rigorous and aggressive assessment and recruitment timetable for senior management roles Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR/Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication	Fully Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	2	3	6	↔	Discussions with Penna to ensure rapid response should interim resource be required AD HR/OD briefed and leading the process Communications to be delivered by CEO	All Director positions filled on either permanent or interim AD roles currently being recruited to. Regular comms being provided by CE	Owner changed 23/3/18
L04	<b>CDC &amp; SNC Local Plans -</b> Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including QC support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Work is advancing to Reg 19 stage On South Northants Local Plan part 2 on issues for reps, policies and development control policies. Statements of Community Involvement are in place.	Fully Partially Partially Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Adrian Colwell	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required Need to review resources at CDC to speed up Local Plan part 2. Submission of the CDC partial review took place on 05/03/18.	Reviewed - Additional mitigating action updated	Risk reviewed 23/3/18

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L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of an incident	Inability to deliver key services to customers/residents Financial loss	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans	Partially Partially Partially Partially Partially	Councillor Kieron Mallon Councillor Phil Bignell	Richard Ellis	Jackie Fitzsimons	4	3	12	↔	All individual service BC plans recently updated Corporate BC to be reviewed Testing to be programmed BC solutions between both councils to be further developed Corporate ownership and governance to sit at CEDR Place & growth directorate audit of existing business continuity plans to ensure 100% coverage in new directorates.	Reviewed - Additional mitigating action updated - AC 06/03/18	Owner changed 23/3/18
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	resulting in an unplanned increase in demand on district functions leading to service difficulties. Impact on the future viability of the organisation causing uncertainty for service delivery. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Stakeholder Map, allocating responsibility for key relationships at Director/PFH level Regular review and sharing of partnership activity/engagement at CEDR/BPM meetings Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Richard Ellis	4	3	12	↔	Develop stakeholder Map Standard agenda item at CEDR Develop governance guidelines for all key third party relationships Review existing arrangements/ contracts to ensure appropriate governance	Review of Third party governance to be completed by end of March 2018	Risk reviewed 23/3/18
L07	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Emergency plan reviewed quarterly and on activation Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Public Protection Team as officers with appropriate skill JMT regularly attend Civil Emergency training Twice yearly mock emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators (JMT) Full participation in LRF activities	Partially Fully Fully Partially Partially Partially Not effective	Councillor Kieron Mallon Councillor Phil Bignell	Richard Ellis	Jackie Fitzsimons	4	3	12	↔	To be updated when new management structure is in place New call out arrangements to be established New annual training regime for GS&B officers to be set up Training monitoring to be developed through new HR/Payroll system Member training for disaster recovery and comms	Reviewed - no change	Risk reviewed 23/3/18
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	Robust Health & Safety policies and Corporate H&S arrangements in place as part of an Integrated H&S Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to maintain the H&S Management System & provide competent H&S advice & assistance to managers & employees Directorate Health & Safety Improvement Plans established with embedded reporting and recording arrangements in place Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Not effective Fully Not effective Partially Fully Partially Fully Fully Partially	Councillor Kieron Mallon Councillor Dermot Bambridge	Cecilie Booth	Mark Willis	4	3	12	↔	Corporate H&S Policy to be developed & implemented across the organisation to ensure that roles & responsibilities at all levels are discharged effectively. Policy to be developed following Directorate H&S Improvement Plans to be produced. Action plan for Environmental Services has been drafted and is with the management team for review. Expand scope of internal audits to cover all elements of the H&S Management System Management of H&S training programme to be developed and rolled out. Robust training already in place in Environmental Services Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	OHSAS 18001 Health & Safety Management System accreditation achieved through Exova BM Trada. Annual surveillance visits undertaken to supplement main accreditation visits. CEDR Meeting receives quarterly updates from Corporate H&S Manager. Relevant updates taken to appropriate committee.	Owner changed 23/3/18

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L09	<b>Cyber Security</b> - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Mike Kerford-Byrnes Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	We are working with a security company to review our cyber security status and achieve the cyber essentials + accreditation. A pre-audit report has been undertaken and we are addressing findings ahead of full review.  The IT service are addressing the areas identified and will be ready for full audit in April 2018. This work is underway and the outcomes are expected in February 2018 This will provide an action plan against any control issues identified Cyber-security was reviewed by Internal Audit in May 2017 and will be reviewed again in April 2018. HR also have actions to complete regarding recruitment and processes identified by Internal Audit. The IT Transformation Programme includes migrating server rooms to external data centre which will increase physical security. As part of this work improved monitoring solutions will also be implemented. The data centre has successfully completed provisioning phase. The Councils will also be completing the annual independent IT security health check in quarter 1 2018. Preparation for this work	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018.  Mitigating Actions updated	Risk reviewed 23/3/18
L10	<b>Safeguarding the vulnerable (adults and children)</b> - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched in the summer Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Richard Ellis	Nicola Riley	3	3	9	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes Training monitoring to be developed through new HR/Payroll system	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 23/3/18
L11	<b>Income Generation through council owned companies</b>	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Cecilie Booth	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity	Resources to be in place March 2018	Risk reviewed 23/3/18
L12	<b>Financial sustainability of third party suppliers</b>	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Cecilie Booth	Kelly Watson	2	4	8	↔	Meetings planned with suppliers to review higher risk areas.	Risk recently escalated due to external environment whereby suppliers have financial difficulties which could result in loss of service. Current work investigating impact across contracts.	Risk reviewed 23/3/18
L13	<b>Local Government Reorganisation</b> - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty impacts on staff morale and productivity, resulting in lower quality of services delivered. Resources diverted away from the delivery of services in order to develop and implement any emerging proposals. Threat to existing joint working partnership initiatives and quality of services provided if alternative delivery models are proposed and implemented. Reduced service delivery at the county level impacts on residents, creating increased customer demand.	4	4	16	Leaders and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Advocating and influencing the outcome of regional proposals to secure best outcome for residents and communities. Co-ordinating with other districts and public sector partners to look at options to ensure minimal impact on service delivery. Communication campaigns for residents, members and staff to reduce uncertainty. Allocate dedicated and additional resources to development and implementation of any proposals. Regular review and sharing of emerging proposals and partnership activity/engagement at CEDR/BPM meetings.	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	New	Standing item at CEDR and BPM meetings - monthly review of risk and control measures. Risk to be reflected in operational service plans.	Risk added to register following NCC report.	New Risk Added 23/03/2018