

Appendix 3 – Leadership Risk Register as at 20/12/2019

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			L09		
	4 - Major		L12	L01, L04, L07, L10 & L11		
	3 - Moderate		L16 & L18	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	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				
2019/20																	
L01 -	<b>Financial resilience –</b> Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability  Reduction in services to customers  Increased volatility and inability to manage and respond to changes in funding levels  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  Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members.  Fully  Balanced medium term and dynamic ability to prioritise resources  Fully  Highly professional, competent, qualified staff  Partially  Good networks established locally, regionally and nationally  Fully  National guidance interpreting legislation available and used regularly  Fully  Members aware and are briefed regularly  Fully  Participate in Oxfordshire Treasurers' Association's work streams  Fully  Review of best practice guidance from bodies such as CIPFA, LGA and NAO  Fully  Treasury management and capital strategies in place  Fully  Investment strategies in place  Fully  Regular financial and performance monitoring in place  Fully  Independent third party advisers in place  Fully  Regular bulletins and advice received from advisers  Fully  Property portfolio income monitored through financial management arrangements on a regular basis  Partially  Asset Management Strategy in place and embedded.  Partially  Transformation Programme in place to deliver efficiencies and increased income in the future  Fully		Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	4	3	12	↑	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.  Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.  Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. Asset Management Strategy being reviewed and refreshed.  Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.  Finance support and engagement with programme management processes continuing.  Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.  Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.  New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates Regular utilisation of advisors as appropriate.  Internal Audits being undertaken for core financial activity and capital as well as service activity Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising.  Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.  Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.  Review underway  Review in hand.  Finance business partners involved with reflection locally on outcomes.  Integrated reporting has been embedded  Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS.  Regular training will be undertaken.  Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers.  Review of borrowing approach being considered alongside our financial advisors Regular reporting of progress on internal audits considered by the committee  Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting being developed in conjunction with members to alleviate the challenges with budget proposals.	Risk reviewed - 09/12/19 - No changes.
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  Fully  National guidance interpreting legislation available and used regularly  Fully  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  Partially  Strong networks established locally, regionally and nationally to ensure influence on policy issues  Fully  Senior Members aware and briefed regularly in 1:1s by Directors  Partially		Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers  Ensure Committee forward plans are reviewed regularly by senior officers  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.  Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed.  Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 09/12/19 - Risk reviewed, no changes.

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2019/20																	
L04 -	<b>CDC Local Plan</b> - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Simon Furlong	David Peckford	3	4	12	↑	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis (AMR delayed until January due to General Election)	The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The residual risk score of '9' reflects delay with the Oxfordshire Plan and the review of the Local Plan. Development of a timetable and high level project plan for the review of the Local Plan is currently being developed to present to CEDR and Executive	Risk reviewed 10/12/19 - Risk reviewed, scores adjusted, mitigating actions and commentary updated.
L05 -	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	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 Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March BC assurance framework under development	A cross-council programme to update all business continuity plans commenced in September to ensure all plans are up to date following separation of the councils. This update process is due for completion by the end of December. The Business Continuity Steering Group are developing an incident response plan and an assurance framework. The Business Continuity pages on the Intranet have been updated to provide more resources and information to assist in the development of robust BC plans.	Risk Reviewed 06/12/19 - Mitigating actions and comments updated
L07 -	<b>Emergency Planning (EP)</b> - 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	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Cherwell now has a stand-alone plan following separation from SNC. The council also has a pool of trained loggists to assist in recording actions and decisions. OCC are providing expert advice and support. Active involvement in the LRF Brexit planning arrangements is on-going.	Risk Reviewed 06/12/19 - Risk reviewed, no changes.

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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	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12 ↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019	Risk reviewed 11/12/19 - Risk reviewed - no changes.	
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially							Following the ratification of the new Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded.			Corporate Health and Safety Team to ensure all departments to respond to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.
		Financial loss due to compensation claims				Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees.	Partially							The Internal Audit programme underwent a review in May 2019 due to change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. The health and safety internal inspection cover all elements of our overall H&S management system to ensure compliance with our standards.			The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 12 audits have been carried out across the Council.
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially										
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally											
		Increased agency costs				Effective induction and training regime in place for all staff	Fully										
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially										
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially										
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully										
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially										

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L09 -	Cyber Security - 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 Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed.  Replace with Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019  The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR.  Implemented an intrusion prevention and detection system.  Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service.  Cyber Awareness e-learning available and will be part of new starters induction training.  Cyber Security issues regularly highlighted to all staff.  External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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.	Risk Reviewed 05/12/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - 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	4	4	16	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 Mandatory training and awareness raising sessions are now in place for all staff. 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 Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. 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	Partially Fully Fully Fully Partially Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation	Recruitment of a new safeguarding Officer will begin in November. This post will be included in the adult safeguarding team at OCC to ensure robust policy and procedures are in place for Cherwell and to improve the link into social care. Cherwell teams will continue to escalate their own referrals and sending notification to Safeguarding inbox to maintain a corporate record. the new HR payroll system will in time hold training records. There will be a push to ensure sufficient staff are trained to the correct standard in the New Year	Risk Reviewed 03/12/19 - Commentary updated.

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L11 -	<b>Sustainability of Council owned companies and delivery of planned financial and other objectives</b> - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes  Non achievement of business and finance outcomes directly or indirectly impacting on other council services  Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council  Financial planning for the companies undertaken that will then be included within our own Medium term financial plan  Ensure strong corporate governance mechanisms are in place  Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance  Training in place for those undertaking roles relating to the companies	Fully  Fully  Partially  Fully  Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR  Resilience and support being developed across business to support and enhance knowledge around council companies  Skills and experience being enhanced to deliver and support development, challenge and oversight.  Work with one company to ensure long term support arrangements are put in place.	Knowledge and experience building take place with training and support as required.  Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council.  Review of company governance being undertaken to ensure that we are adhering to best practice  Will support future year governance and financial management	Risk reviewed - 09/12/19 - No changes.
L12 -	<b>Financial sustainability of third party suppliers including contractors and other partners</b> - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers.  Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners  Business continuity planning arrangements in place in regards to key suppliers  Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially  Partially  Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.  Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice. Work is currently underway to incorporate CDC supplier financial risk reporting together with the tools in place for OCC.	Risk reviewed - 09/12/19 - Risk reviewed no changes.
L14 -	<b>Corporate Governance</b> - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance  Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register.  Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially  Partially  Partially  Partially  Partially  Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19  Implementation of corporate programme office – May 2018  Full review of HR policy to be undertaken during 2018/19  Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed - 09/12/19 - Risk reviewed, no changes.

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L15 -	<b>Oxfordshire Growth Deal (contract with HMG)</b> As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.  Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)  Accelerated housing numbers delivered to plan late  Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate  DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery  JSSP  Affordable Houses  Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls  Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan)  Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board  Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal)  Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery.	Fully  Partially  Fully  Fully	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability  Work stream plans of work (work stream brief, schedule, RAID log)  Appropriate engagement with members in support of their advisory/scrutiny at GD Board level  Governance and performance management  Improved collaboration working with partners to hold them to account for their part of delivery  Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	Progress is being made across all workstreams evidenced by more detailed monthly reports to the CDC Programme Board. The improving maturity of the Programme is resulting in more sophisticated engagement at all levels including through specific member roles. The current focus of work is on what additional schemes can be included in the infrastructure programme.	Risk reviewed 06/12/19 - Commentary updated
L16 -	<b>Joint Working</b> That the challenges and risks associated with joint working outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.  Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities.  Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council  Partnership Working Group established with OCC to oversee the development of joint working proposals.  Robust programme and project management methodologies in place.	Fully  Fully  Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team.	Consultation with staff on a new joint Strategy, Communications and Insight service with OCC has now finished. The new service is expected to be in place by March 2020.	Risk reviewed - 11/12/19 - commentary updated.
L17 -	<b>Separation</b> That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services.  Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	3	9	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues.  Robust programme and project management frameworks in place.	Fully  Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	2	4	↔	Regular reporting on joint working proposals to the senior management team.	All services apart from Customer Services have now separated or been moved into a service delivery arrangement.	Risk reviewed - 11/12/19 - No changes.
L18 -	<b>Workforce Strategy</b> The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff  Impact on our ability to deliver high quality services  Overreliance on temporary staff  Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues  Key staff in post to address risks (e.g. strategic HR business partners)  Weekly Vacancy Management process in place	Partially effective  Fully  Fully	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	3	6	↔	Development of relevant workforce plans .  Development of new L&D strategy, including apprenticeships.  Development of specific recruitment and retention strategies.  New IT system is being implemented to improve our workforce data.	Training on workforce planning for the HR team planned to start in Jan/Feb 2020.	Risk reviewed 11/12/19 - Commentary updated.

#### L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

##### **Partial Review**

A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018 and main hearings in February 2019. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by evidence. On 29 October the Inspector advised

##### **Oxfordshire Plan 2050**

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. It must be submitted to Government for Examination by March 2020 to meet the existing terms of the Deal. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 24 September 2019 the Oxfordshire Growth Board agreed a new timetable for completion of the Plan. This allows for further stakeholder engagement in Autumn/Winter 2019/20; public consultation on a formal Options Paper in June/July 2020; and, consultation on a proposed Plan at the end of 2020. The intention is to submit the Plan for Examination in March 2021.

##### **Local Plan Review**

Work programming and initial preparatory work commenced in Spring 2019 but has had to be put on hold while further work on the Partial Review is pursued. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes. Work on the new Local Plan will

##### **Banbury Canalside SPD**

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. However, in October 2019 the Planning Policy

##### **Community Infrastructure Levy**

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of