

Appendix 7 – Leadership Risk Register as at 12/02/2024

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - 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			L08		
	4 - Major		L09 - L06	L03-L07-L11-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L12	L13	
	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

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating					
L01 - Financial resilience – 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	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor A Nell	Michael Furness	Joanne Kaye	4	16	↔	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.	Risk reviewed on 05/02/24
	Reduction in services to customers			Balanced medium term and dynamic ability to prioritise resources	Fully							Financial forecasts of resources for 2024/25 and 2025/26 have assumed a reduction in resources compared to February 2023 assumptions. The budget for 2023/24 was agreed with savings proposals identified to contribute to addressing these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2023/24 with mitigations required if slippage was identified.	
	Increased volatility and inability to manage and respond to changes in funding levels			Highly professional, competent, qualified staff	Partially							Integration and continued development of Performance, Finance and Risk reporting	
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.			Good networks established locally, regionally and nationally.	Fully							Internal Audits being undertaken for core financial activity and capital as well as service activity	
	Inability to deliver financial efficiencies			Strong shareholder function and relationships with subsidiaries	Fully							Introduction and implementation of an Asset Management Strategy	
	Exposure to commercial pressures in relation to regeneration projects.			Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.	Partially							Investment Strategy agreed annually	
	Poor customer service and satisfaction			National guidance interpreting legislation available and used regularly.	Fully							Posts are filled by appropriately qualified individuals	
	Increased complexity in governance arrangements			Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully							Regular involvement and engagement with colleagues across the county	
	Lack of officer capacity to meet service demand			Review of best practice guidance from bodies such as CIPFA, LGA and NAO.	Fully							Regular member training and support	
	Lack of financial awareness and understanding throughout the council			Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place.	Fully							Regular utilisation of advisors as appropriate	
	Increased inflation in the costs of capital schemes			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.	Fully							Summarise and distribute announcements to CLT and members.	
	Increased inflation in revenue costs			Independent third party advisers in place Asset Management Strategy in place and embedded Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Partially							Timely and good quality budget management reports, particularly property income and capital Work is underway to maximise the impact of the available space in Banbury town centre	
L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	9	↔	Ensure Committee forward plans are reviewed regularly by senior officers.	Risks reviewed on 03/01/24 - All complete - No changes required
	Loss of opportunity to influence national policy / legislation			Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully							Ensure Internal Audit plan focusses on key leadership risks.	
	Financial penalties			National guidance interpreting legislation available and used regularly	Fully							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	
	Reduced service to customers			Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.	Fully							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.	
	Inability to deliver council's plans			Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially							Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO	
	Exposure to commercial pressures			Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit	Fully							Review Directorate/Service risk registers.	
	Reduced resilience and business continuity			Internal Audit Plan risk based to provide necessary assurances	Fully							Ensure Committee forward plans are reviewed regularly by senior officers.	
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people			Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles	Fully							Ensure Internal Audit plan focusses on key leadership risks.	
				Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed	Fully Fully							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	
				Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Fully Fully Fully							External support secured for key corporate projects including Growth Deal and IT Transformation Programme. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO Review Directorate/Service risk registers.	

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability	Impact						Probability	Impact						
		4	4		Fully effective Partially effective Not effective				2	4						
L06 - Safeguarding the Vulnerable – Operational and partnership actions -Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families.	4	4	16	Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be implemented.	Partially	Councillor P Chapman	Ian Boll	Tim Hughes	2	4	8	↔	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary. Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis		Risk reviewed on 07/02/2024 - No change
	Council subject to external reviews				Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.	Fully										
	Criminal investigations potentially compromised				Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.	Fully										
	Potential financial liability if council deemed to be negligent.					Fully										
	Reputational damage to the council.					Partially Partially										
L07 - Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor S Dallimore	Claire Cox	Ruth Woodridge	3	4	12	↔	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month. Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.	RW & MG are undertaking audits and inspections on a monthly basis as per the KPI and on target for 100% completion. Reports are going monthly to CLT. Ruth is also reporting in to monthly DLT meetings when necessary. All Corporate Arrangements were reviewed late 2022, RW now going through again and doing further updates.	Risk reviewed on 08/01/2024 & 07/02/2024 - No changes
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.	Fully										
	Financial impact (compensation or improvement actions)				Consultation with employee representatives via employer and union consultative committees (Unison)	Fully										
	Reputational Impact				Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully										
					H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.	Fully										
					H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully										

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		Probability	Impact Rating						Probability	Impact Rating						
L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3	4	12	↔	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. Service areas to ensure supplier suitability checks have been carried out prior to award of contract and hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of any issues arising. Services areas to keep the key suppliers under regular check including running financial checks.	Creditsafe UK tool now operational .Guidance is being developed for service areas to ensure that a contract management process is followed on a regular basis. This will include regular checks on Creditsafe UK to check on financial health; service areas will be advised to confirm that business continuity arrangements are in place and to seek evidence of regular reviews of this as part of the contract management process. Service areas to provide details of all current contracts to Procurement to enable analysis of third party spend to identify and risk assess key suppliers and contractors and to identify areas of duplication of costs. Prior to contract award, procurement carries out a credit safe check to ensure financial viability of the preferred supplier.	Risk Reviewed 07/02/24 - No changes.
					Business continuity planning arrangements in place in regards to key suppliers	Partially										
					Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially										
					Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully										
					Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully										
L12 - Corporate Governance - 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 council. Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings). Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Fully	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	The Annual Governance Statement was produced and has been published and approved by the Audit, Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	Risk reviewed on 07/02/24 - No changes required	
					Clear accountability and resource for corporate governance (including the shareholder role).	Fully										
					Integrated budget, performance and risk reporting framework.	Fully										
					Corporate programme office and project management framework. Includes project and programme governance.	Partially										
					Internal audit programme aligned to leadership risk register.	Fully										
					Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially										
					HR policy framework.	Partially										
					Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.	Fully										
					Annual Review of the Constitution by the MO with member involvement and approval by the Full Council	Fully										

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		4	5		Fully effective Partially effective Not effective				4	3				
L13 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment. Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	4	5	20	Partially	Councillor D Ford	Ian Boll	Robert Jolley	4	3	12	↔	Establishment of appropriate officer and stakeholder governance structures to support effective programme delivery Institute regular and effective dialogue with developers	Risk reviewed on 06/02/24 - No changes (to be confirmed by IB)
	Need to institute regular and effective dialogue with developers.				Partially									
L14 - Workforce Strategy 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	3	4	12	Partially	Councillor S Dallimore	Gordon Stewart	Claire Cox	3	4	12	↔	There are indications that specific service areas are continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. Development of new L&D strategy, including apprenticeships. Development of relevant workforce plans. Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates. The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Risk reviewed - 06/02/2024
	Impact on our ability to deliver high quality services				Fully									
	Overreliance on temporary staff				Fully									
	Additional training and development costs				Partially									