

Ref No	Date risk added	SNC or CDC	Owner	Updater	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 Q4/Year End	Date Closed If applicable
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	The financial implications for both Councils arising from the Local Government Financial Settlement and County Council budget savings proposals have been the subject of close scrutiny by the Interim Head of Finance and Procurement and reported to Leading Members		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	3	4	12		No legal challenge has been made to any decision by either Council alleging misapplication of the law	The legal challenge to a CDC planning approval mentioned in Q3 was the subject of an application for leave to appeal but this has recently been refused. Both Councils have had planning refusals successfully appealed to inspectors because of uncertainty over a 5 year housing land supply and, pending adoption of the necessary development plans, this will continue to be a risk. High Court challenges by SNC to 3 appeal decisions have failed recently.	
S3	01/04/2013	Common	MH		Financial resilience	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	Medium Term Financial Strategy Complete	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	Medium Term Financial Strategy (MTFS) updated to incorporate 2014-15 settlement information. Due to be considered by Cabinet and Executive in June 2014	
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	Risk review and draft treasury strategy for 14/15 being consulted on. Funds with funds manager to be returned and managed in house.		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	Funds returned in house for management. New Treasury Management Strategy approved	Budget and financial strategy committee (SNC) Budget Planning Committee (CDC) Executive, Cabinet, Audit Committee and Accounts, Audit and risk Committee, Scrutiny Committees	Treasury management strategy approved and Asset Management Plan in the process of being commissioned. Innovative proposals being received on a reasonably frequent basis for consideration in order to make the funds of both Councils work harder and deliver a greater return whilst not entering into an unacceptable level of risk.	
S5	01/04/2013	SNC	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 of life for local residents and communities.	Political / Social / Economic	4	4	16	JCS approved at JPC		Master planning process Core strategy Economic development strategy Inward investment plan	2	3	6		Planning Policy and Regeneration Strategy Committee	Revised Joint Core Strategy (JCS) was approved for consultation at 16th Dec 2013 JPC meeting, completion of examination 18-20 March 2014 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	Stage 1 commenced as planned		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	New risks being considered for inclusion on 2014/15 Risk Register	Project governance and detailed risk register	The has been achieved and has passed successfully and can be down-rated or closed off. We have commenced the Phase 1 as programme and the project is underway. We have a Project Risk Register which is a "Highlight" of the Contractors detailed Risk Register and we can introduce for the next Quarter another suitable strategic risk following discussions with the Project Board and the Sponsor.	Closed 31/03/2014
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	Mitigation Blueprint being drafted. SNC continues to be active in Technical Officers Group and has Member and Officer representation on the main 51M board		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			SNC responded to consultation on Environmental Statement and has committed to petitioning Parliament on Hybrid Bill to secure more mitigation	

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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	Following suspension of two way project on CRM and Channel shift, interim measures are being considered with ICT pending revised strategic consideration of three way customer service requirements.		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		Project governance, performance management reporting, customer insight reporting.	CRM and customer portal procurement process planned. Channel Shift project in design. Bookings System in design. Following suspension of two way project on CRM and Channel shift, interim measures are being considered with ICT pending revised strategic consideration of three way customer service requirements.	
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	Commitment to delivery of Development Brief		Planning negotiation processes (to cover transport delivery) Section 106 process to cover economic gains Strong working relationship with Silverstone	2	2	4		Silverstone Masterplan coordination group established.	New owners of Silverstone are still considering the development trajectory for the site. They have committed to the delivery of the Development Brief, which includes - 4,800 additional jobs, 3 hotels (39,847m2), a development area of 122,519m2 Business Park/62,662m2 tech park and the focus on the creation of a High Performance Engineering cluster.	
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.	24/01/2013	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			Consultation on the Issues stage of the Local Plan began on 28th October 2013 and ran until 24th Jan 2014 and over 300 responses were received. Analysing responses is underway and preparation of issues stage has begun.	
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	2013/14 Priorities established		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	Many new initiatives funded in 13/14	Project governance, LSP oversight, quarterly reporting, annual I report.	Improved multi-agency engagement now in place and 2013/14 priorities have been established. Wider agency involvement from the voluntary, faith and education sectors underway Several new projects are under consideration.	
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	The emerging new policy and legislative agenda continues to be tracked by professionally qualified officers		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. Ore development works commenced and start on site in April 2014. Milestones update due at next SDB on 10 April 2014.	
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	Local Plan submission to Secretary of State		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			Local Plan was submitted to Secretary of State on 31 January 2014. 8 Topic papers have been published. Examination is due in June 2014.	

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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.		SPIP and OPPO are actively engaged in addressing the issues arising through the preparation of the SHMA.	3	4	12			SHMA is due to be published at end March. High numbers have resulted and a deliver ability amendment is underway	
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	Phase 1 delivered Phase 2 to commence May 2014	May-14	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	Public consultation held in December 2013. Planning Application submitted on 11 March 2014 - milestone timetables shows building available as planned and on budget by Summer 2015	
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	Regular engagement with OUHT via the community partnership network quarterly meetings and engagement in service change processes		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	Revised terms of reference of the CPN agreed and to commence in 14/15 including clarification over engagement and consultation processes for change	LSP oversight and annual report to Executive	Removal of emergency abdominal surgery to Oxford has been confirmed as permanent. Oxfordshire Clinical Commissioning Group (OCCG) five year strategy emphasises better health and social care sector integration and extended care in community settings	
S18	01/01/2014	3Way	CT		Three Way Working	There is a risk that the breadth of organisational change in relation to three way working leads to a decline in staff morale, reduction in performance (i.e. performance dip related to change) or a negative impact on customers. The programme has national profile and failure to effectively deliver will have a reputational impact. Failure to deliver the programme will also have a negative impact on the councils' medium term financial strategy.	Resource / Financial / Human	4	4	16	<ul style="list-style-type: none"> Add the transformation programme to all three councils scrutiny committees Agree communications plan for programme Quarterly update to DCLG 		Programme risk register reviewed weekly Programme lessons learnt log reviewed weekly CEX/Director sponsor for each programme project Three way joint management team meetings	3	4	12	Quarterly update to CLG completed. Early stage Comms underway	Transformation Joint Working Group Joint Arrangements Steering Group Corporate performance management (quarterly updates)	Risk reviewed. Programme schedule has been developed and work will proceed, CEX's will be leading on 3 way organisational development and cultural change to further mitigate the risk. Some staff communications has taken place and a full Comms strategy will be worked up in line with the development of the governance workstream.	
C1	01/04/2013	Common	CR	JF	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	Full audit of BCP taking place to secure update position and readiness. Build reviews into Business Planning processes. Common templates to be developed to simplify process and to see if can be brought in line with Emergency Plan updating.	Dec-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	4	3	12	Business Continuity Strategy refreshed during Quarter 4 ICT arrangements now complete	Audit and business continuity plan refresh quarter 4	Gap analysis in progress to identify need to improve on current plans Business Continuity Strategy refreshed in Q4 Report being prepared for JMT to consider risk priorities Internal audit review results expected soon to inform process	
C2	01/04/2013	CDC	JP	GJ	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	Achieved ISO 22301 accreditation		BCP Plan Disaster recovery arrangements (CDC) Recovery site (CDC) Back up of systems Process and standards (compliance regime)	3	3	9	Regular BCP meetings, review of processes and DR plans, working to retain ISO 22301 accreditation	External accreditation	BCP controls reviewed by external accreditor. Controls remain effective.	
C2a	01/04/2013	SNC	JP	GJ	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	Original combined risk now separated into one risk for each Council due to issues raised relating specifically to SNC		BCP Plan Disaster recovery arrangements (Limited) Recovery site (CDC) Back up of systems Process and standards (compliance regime)	3	4	12	Proposal put to business to have Tove as DR site after move to Moat Lane, awaiting business response.	External accreditation	Awaiting business response to proposal for Tove as DR site after Moat Lane move	

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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	SFIS (Single Fraud Investigation Service) implementation date post October 2014 - potential emerging risk to be discussed during Q4 in connection with this risk		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 & prevention corporate policies in place such as Whistle Blowing and Anti-fraud & Corruption Policy. Standard agenda items on Accounts, Audit and Risk Committee and Audit Committee.	2	4	8	Further advice and guidance being sought on TUPE position	Budget and financial strategy committee (SNC) Budget Planning Committee (CDC) Executive, Cabinet, Audit Committee and Accounts, Audit and risk Committee, Scrutiny Committees	SFIS will now be implemented on the 1st December 2014 for SNC and the 1st February 2015 for CDC. We are in discussions with the DWP over the process to be followed and how the staff transfer arrangements will apply. Post transfer the funding received for benefit fraud will reduce but we are not aware of how much the reduction will be at this point in time. We will also need to consider if there is a need for the authorities to retain a corporate fraud resource for non-benefit related fraud.	
C4	01/04/2013	Common	JP	LT	Managing Data and Information	Poor data quality or lack of relevant information results in poor decision making	Legal & Professional	4	4	16	Data Quality Audit currently being undertaken - report anticipated during Q4.	31/01/2014	Audit and data quality health checks Annual target setting process Annual PMF review Data quality policies in place	3	3	9	Auditors have been contacted to chase up draft Audit report	Audit, data quality checks as part of performance management framework.	Awaiting Data Quality Report from Auditors. Risk controls reviewed, no changes at this time	
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	The new Member reporting template for both Councils now includes the mandatory insertion of legal implications arising from the recommended decision.	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	Members continue to have the financial and legal implications included in all reports. Various planning decisions have been successfully appealed at both Councils but this is due to the absence of a 5 year housing land supply ahead of an adopted development plan and not the absence of necessary information or advice.		
C6	01/04/2013	SNC	JP	PS	Moat Lane Relocation and Change (MLR)	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	A project board is in place and meeting frequently. The senior client on the Moat Lane Regeneration project is in regular and very close communication with the OC&R Project Manager, and closely involved with all aspects of OC&R where it relation to the relocation Risks are routinely reported to the project board and a risk mitigation budget is proposed.		Project Team, Project Board, Stakeholder engagement strategy	3	4	12	Board meetings continue monthly, and involve the senior client on the MLR project. The risk register is subject to regular review. A total of 88 risks have been identified during the year, of which 32 are open at year end. Of those 32 4 are red and 18 are Amber. Only one risk has remained at red for an extended period, and that is concerned with disabled egress from the building and is being addressed jointly with the MLR project. As is expected in the dynamic environment of a project, risks are identified, action plans or treatments and agreed, and as a consequence risk ratings change and risks are closed. We have 50% more risks at Amber at the end of the year than in Q3. Of the 18 Amber risks 8 have been at Amber since Q3. They are concerned with business continuity and disruption at the time of the move, overspending, document scanning and storage, and ensure customers and staff are not disadvantaged through our new ways of working and new building operation. Work to review the planned actions to reduce either the likelihood or the impact of these risks being realised will continue under the governance of the project board. A risk budget of £20,000 has been agreed, to apply to the	Project Board, Senior Sponsor	Liaison with Northamptonshire County Council is well advanced about final building design issues and preparing operational protocols such as opening times, cleaning, security, and wider community use of the building. Further contractor consideration is being given to the precise number of workstations to be included in the open plan offices and details such as the number and locations of data and network points which will be influenced by this. The proposed design of the Atrium has been issued to the contractor. Works have been completed at Tove Depot and a schedule of relocation is being prepared to make better use of the space available plus the relocation of the pest control service and the environmental health laboratory. A furniture procurement process has been commenced to establish a preferred supplier, to engage with staff and members over new purchases, to assist in finalising internal layouts and to confirm costs. Following this, further cost reconciliation work will be undertaken to ensure the comprehensive furniture, fittings and equipment needs of the new Community Building are identified and funded and a sensible balance is achieved between reusing existing furniture and buying new. A successful all member briefing on The Forum and progress with the Organisational Change and Relocation Project was held on 26 February	

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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	Recruitment to Joint Transformation Team in progress		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	Recruitment to Joint Transformation Team now complete	Executive, Cabinet, Joint Arrangements Steering Group	Consideration being given to the governance arrangements and emerging operating models going forward.	
C8	01/04/2013	Common	JP	JF	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	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.		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		SNC members communications panel, CDC member lead for communications, Quarterly performance reporting, CDC annual satisfaction survey includes comprehensive communications section.	Risk reviewed, controls in place and adhered to - no change to risk rating	
C9	01/04/2013	Common	JP	CF	Equalities	Failure to comply with equalities legislation results in legal challenge, costs and reputation damage	Legal & Professional	4	4	16	Military event planned for SNC 25 Nov 2013. CDC events are on track.	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)	4	3	12		Annual update to cabinet and Executive. Quarterly performance reporting. EIA rolling programme and action plan. Steering group to co-ordinate work.	No change to risk controls/rating at this time. All controls continue to be maintained and in place. Annual equalities self assessment and update will be reported at Executive in June	
C10	01/04/2013	Common	JP	DB	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			Risk reviewed, no changes to risk controls or risk scores	
C11	01/04/2013	Common	CR	JF	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	Reviewing arrangements for review and updating and to secure improved coordination of this and the BCP's		Emergency plan reviewed quarterly and on activation.	2	4	8		OCC EP Division have accepted our EP as being sufficient and suitable. OCC have also led on desk top studies of implementation.	Procedure in place to ensure contact details are updated; Work plan in place to ensure plan is tested and fit for purpose; scoping carried out through interviews with IMT to assess current effectiveness	
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	Improvement plan actions continue to be carried out. Developers being encouraged to have as much information ready in advance of the applications being submitted		*Closer management monitoring of progress, including a mid-point review. *Identifying early if there is a need for senior management and political steer. *Agreeing extensions of time with applicants. *Monthly performance review meetings with Head of Service and Director	3	4	12	All improvement plan actions continue to be carried out.	Head of Service and Director oversight	Performance has continued at a high level (nearly 80% at year end compared with a target of 50% and a government target of 30% (averaged over two years))	

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C13	01/02/2014	Common	CR	NR/PJ	Safeguarding Children	Failure to follow our policies and procedures in relation to safeguarding children or raising concerns about children and young people welfare	Political / Social / Economic	4	5	20	Action plan for Child sexual exploitation and improving the profile of safeguarding within the authority. Section 11 return completed for Oxfordshire and Action Plan established to improve arrangements. New training programme to be established.	tba	Safeguarding policy, information on the intranet to how to escalate a concern Staff training 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	2	5	10		Safeguarding champions to promote the welfare of children and be a point of contact for cascading information Annual Audit of activity JMT and LSP also have specific actions and/ or meeting times JATAC (Joint Agency Tactical and Co-Ordination Meeting) at CDC where issues of CSE are currently discussed with partner agencies.	Partner agencies have been slow to confirm the events they are running for us to fulfil our obligations under the CSE development plan. Other plans in place for roll out May/June 2014	
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	CSP Forward Plan established. Regular updates on performance reported to the CSP. New priorities agreed and proposals developed for the PCC Solutions Fund		Elected member representation at CSP Board level. Partnership has a clear strategy with measurable targets: clear and informative performance management document produced each month. Local action plans for multi-agency groups in Towcester and Brackley areas.	2	2	4			Partnership meetings held. Forward plan in development. New approach to PCC funding under consideration in both Councils and based on PCC and individual Council priorities .	
P2	01/04/2013	Common	JF		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	PCC action plan results reported via OCC quarterly funding agreed for 2014-15		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		PCC subject to scrutiny by PCP. CDC chair of CSP sits on PCP	Clarity now on PCC funding at both Councils. Work taking place to develop actions for next 12 months in both Council and PCC priorities.	
P3	01/04/2013	CDC	CR	KL	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	5 Key Priorities agreed		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	Forward plan actions agreed based on priority objectives. Risks reviewed. No change to ratings.	
P4	01/04/2013	CDC	MG		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 meeting quarterly, funding secured 2014-15 OSCB CSE plan adopted PCC priorities met		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 attended, funding secured 2014-15 OSCB business plan approved PCC priorities updated	PCC / OCC to audit spending, CSP reports to OSCP and subject to CDC ,PCC and PCP scrutiny	Partnership meetings held. Ongoing review of business plan in line with County priorities. PCC plan actions achieved, SIA completed, PCC plan 14-15 to be adopted including CSE and Trafficking. Risk to 15-16 funding to be reviewed	
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			CDC contributing to development of the SEP. Close liaison continues No changes to risk rating.	

Ref No	Date risk added	SNC or CDC	Owner	Updater	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 Q4/Year End	Date Closed If applicable
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	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		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			Oxfordshire Waste Partnership is dissolving as a formal partnership, although will meet infrequently and informally during 2014/15.	Closed 31/03/2014
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	Board and Locality Forum both meet quarterly. Healthier Northamptonshire programme has been set up to support priorities. Increased focus on integration of Health and Social Services and on Transitional funding.		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		Spending in localities is determined by the Board. There is limited opportunity for Districts to directly influence.	Partner attendance good, enables strategic overview of issues. Forum is underpinning the partnership work on responding to NCC's Prevention agenda.	
P8	01/04/2013	Common	AC		South Midlands LEP (SEMLEP)	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			SNC have seconded a staff member to SEMLEP one day per week to support/speed up work. SNC is leading development with WYG of transport strategy for SEMLEP	
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	Close liaison and engagement continues with the JPU through technical discussions, meetings of the Programme Board and the JPC itself. Examination of the Strategy is now complete with Inspectors report due in July 2014.		Risk reviewed, no changes to risk ratings	