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 So	<mark>corecard – Residual</mark>	Risks	
				Proba	bility	
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
	5 - Catastrophic			L08		
t	4 - Major		L09 - L06	L03-L07-L11-L14	L01	
Impact	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 Controls (before Controls)	Control assessment	Lead Member	Risk owner	Risk manager	Residua risk leve (after existing controls	el Directio g of trave		Comments	Last updated
		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	Reduced medium and long term financial viability 4	4 4 4 4	Fully	Councillor A Nell	Michael Furness	Joanne Kaye	4 4 1	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
asset	Reduction in services to customers	Balanced medium term and dynamic ability to prioritise	Fully	_					Financial forecasts of resources for 2024/25 and	=	
management decisions.	Increased volatility and inability to manage and respond to changes in funding levels	resources Highly professional, competent, qualified staff	Partially	-					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		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.	Good networks established locally, regionally and nationally.	Fully						monitoring of the delivery of the savings programme will take place throughout 2023/24 with mitigations required if slippage was identified.		
	Inability to deliver financial efficiencies	Strong shareholder function and relationships with subsidiaries	Fully						Integration and continued development of Performance, Finance and Risk reporting	-	
	Exposure to commercial pressures in relation to	Financial returns from the subsidiaries are not included in the	Partially	_					Internal Audits being undertaken for core financial	-	
	regeneration projects. Poor customer service and satisfaction	MTFS until they are reasonably assured to materialise. National guidance interpreting legislation available and used	Fully	_					activity and capital as well as service activity Introduction and implementation of an Asset	_	
	Increased complexity in governance arrangements	regularly. Progress regeneration plans in a coordinated manner.	Fully	_					Management Strategy Investment Strategy agreed annually	-	
	······································	Participate in Oxfordshire Treasurers' Association's work streams.	,								
	Lack of officer capacity to meet service demand Lack of financial awareness and understanding throughout	Review of best practice guidance from bodies such as CIPFA LGA and NAO. Treasury management and capital strategies in place	, Fully Fully						Posts are filled by appropriately qualified individuals Regular involvement and engagement with colleagues	-	
	the council Increased inflation in the costs of capital schemes	Investment strategies in place Regular financial and performance monitoring in place. Independent third party advisers in place Regular bulletins an	-	_					Regular member training and support	-	
		advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis.							· · · · · · · · · · · · · · · · · · ·		
	Increased inflation in revenue costs	Independent third party advisers in place	Fully	-					Regular utilisation of advisors as appropriate	-	
		Asset Management Strategy in place and embedded	Fully						Summarise and distribute announcements to CLT and		
		Transformation Programme in place to deliver efficiencies and increased income in the future							Timely and good quality budget management reports, particularly property income and capital	-	
			Partially						Work is underway to maximise the impact of the available space in Banbury town centre		
L02 - Statutory functions – Failure to meet	Legal challenge 3	3 4 12 Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor S Dallimore	Hinds	Shiraz Sheikh	33	9 ↔	Ensure Committee forward plans are reviewed regularly by senior officers.		Risks reviewed on 03/01/24 - All complete - No
statutory obligations and	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.		changes required
policy and legislative changes are not	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.	-	
anticipated or planned for.	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	-	
	Exposure to commercial pressures	Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit	of Fully						begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO		
	Reduced resilience and business continuity	Internal Audit Plan risk based to provide necessary assurances	Fully						Review Directorate/Service risk registers.		
	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							Ensure Committee forward plans are reviewed regularly by senior officers.	-	
		Senior Members aware and briefed regularly in 1:1s by Directors	Fully	_					Ensure Internal Audit plan focusses on key leadership risks		
		Arrangements in place to source appropriate interim resource if needed	Fully						Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	-	
		Ongoing programme of internal communication	Fully						External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
		Programme Boards in place to oversee key corporate project and ensure resources are allocated as required.	s Fully						Learning and development opportunities identified and promoted by the Chief Executive and Directors. First	1	
		Extended Leadership Team (ELT) Meetings established to	Fully	-					tranche of Senior Leadership training/development		
		oversee and provide assurance on key organisational matters including resourcing.							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 Rating		Fully effective Partially effective Not effective				Probability Impact Rating				
Plan - Failure to ensure sound, up to date local plan	Poor planning decisions leading to inappropriate growth in inappropriate place.	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	Partially	Councillor D Sames	lan Boll	David Peckford	3 4 12	2 ↔	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness.	Consultation on a draft of the Cherwell Local Plan Review took place from 22 September to 3 November 2023. A new programme for the Local Plan was agreed when the	Risk reviewed on 06/02/2024 - Mitigations and comments updated
	Negative (or failure to optimise) economic, social, community and environmental gain		Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	Partially	-					An updated LDS presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable.	Report was approved by the Executive on 4	upualeu
development in inappropriate locations, inability	Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal									Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority.	December 2023. A 'Proposed Submission' (Reg. 19) draft of the Plan will be prepared for Autumn 2024 and regular progress reports provided to the Council's Corporate	
adequate supply of land for housing and	Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity		On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially	-					Project management of the Local Plan process continues. Regular Corporate Director, Portfolio Holder and Members Advisory Group briefings	Leadership Team and the Porfolio Holder for Planning and Development.	
	Inability to deliver critical services to customers/residents	4 4 16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully	Councillor P Chapman	lan Boll	Tim Hughes	2 3 6	↔	BC actions post-audit are being implemented as per plan. BCSG meeting routinely and corporate refresh across all areas is progressing.		Risk reviewed on 07/02/2024- No change
that critical services can be maintained in the event of a short or	Financial loss/ increased costs		Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully						BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being		
long term incident impacting on the delivery of the	Loss of important data		ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully	-					Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework		
operations	Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation		Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments	Fully Partially						Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, engagement is being made across all service areas.		
	Reduced service delivery capacity in medium term due to recovery activity		and updates of business continuity plans Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed	Partially	-							
L05 - Emergency Planning (EP) - Failure to ensure	Inability of council to respond effectively to an emergency	4 4 16	Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor P Chapman	lan Boll	Tim Hughes	2 3 6	↔	IMF reviewed and updated. Training schedule in place. Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on		Risk reviewed on 07/02/24 - No change
that the local authority has plans in place to respond	Unnecessary hardship to residents and/or communities		Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully	-					ELT Teams channel. Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.		
civil emergency fulfilling its duty	Risk to human welfare and the environment		Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully	-							
as a category one responder			Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully								
	Potential financial loss through compensation claims		Multi agency emergency exercises conducted to ensure readiness	Partially								
	Ineffective Cat 1 partnership relationships		Active participation in Local Resilience Forum (LRF) activities	Fully								
	Reputational damage		On-call rota being maintained and updated to reflect recent staffing changes									

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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating				
the Vulnerable – Operational and partnership actions-Failure to work effectively with partners to identify and protect vulnerable people in the district and	Increased harm and distress caused to vulnerable individuals and their families. Council subject to external reviews Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent. Reputational damage to the council.	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. Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting. Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.	Partially Fully Fully Fully Partially Partially	Councillor P Chapman	lan Boli	Tim Hughes	248	÷	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
safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & III health to employees, service users or members of the public Criminal prosecution for failings Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) Reputational Impact	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. Directors and service leads are responsibile for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsibile for ensuring operational health and safety risks are assessed and effective control measures implemented. Consultation with employee representatives via employer and union consultative committees (Unison) Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services. H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme. H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully Fully Fully Fully Fully Fully	Councillor S Dallimore	Claire Cox	Ruth Wooldridge	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 will be 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. Post decoupling senior management will have monthly monitoring of H&S matters as a standing item at senior management meetings. Relevant and required policies and procedures are being reviewed. Working with service areas to ensure that suitable risk assessments are in place.	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

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk leve (after existing controls)	Direction of trave		Comments	Last updated
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating				
L08 - Cyber Security -If there is insufficient	Financial loss / fine	4 5 20	File and data encryption on computer devices	Fully	Councillor S Dallimore	Stephen Hinds	David Spilsbury	3 5 1	5 ↔	A series of all-Council staff awareness sessions and members given presentations with the Police Cyber Security Advisor.		Risk reviewed on 7/02/2024 no changes
security with regards to the data held and IT systems used by	Prosecution – penalties imposed		Managing access permissions and privileged users through AD and individual applications	Fully						All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe and at critical periods such as the run up to Elections	-	
the councils and insufficient protection against	Individuals could be placed at risk of harm		Schedule of regular security patching	Fully						Cyber Security advice and guidance regularly highlighted to all staff.	Ī	
malicious attacks on council's systems then there is a risk of:	Reduced capability to deliver customer facing services		Vulnerability scanning	Fully						Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionaly regular Mimecast videos sent to all users for bitsize regular training.		
a data breach, or a loss of service.	Unlawful disclosure of sensitive information		Malware protection and detection	Fully						Cyber Security Officer has reviewed advice and provided assurance on our compliance.		
	Inability to share services or work with partners		Effective information management and security training and awareness programme for staff	Fully						External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.	-	
	Loss of reputation		Password and Multi Factor Authentication security controls in place	Fully						Internal Audit completed cyber audits with no major issues or significant risks identified.		
	Increased threat to security due to most staff working from home		Robust information and data related incident management procedures in place	Fully						IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.		
			Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Fully						IT Officer has specific responsibility for Cyber Security and we have engaged a specialist partner to advise on industry best practices and standards.	-	
			Appropriate plans in place to ensure ongoing PSN compliance	Fully						Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber	-	
			Adequate preventative measures in place to mitigate insider threat, including physical and system security	Fully						security.		
			Insider threat mitigated through recruitment and line management processes	Fully	-							
			A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	Fully								
			Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.									
			Mimecast awareness training and comprehensive defence system deployed to improve email security.	Fully								

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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating	D			
L09 - Safeguarding the vulnerable -	Increased harm and distress caused to vulnerable individuals and their families	4 4 16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor P Chapman	Gordon Stewart	Nicola Riley	2 4 8	\leftrightarrow	scrutiny committee once a year	Monthly Safeguarding training/ briefings continue with good attendance, Safeguarding News Bulletin to all	Risk reviewed on 05/02/2024 - Comments
procedures-	Council could face criminal prosecution		Safeguarding Policy and procedures in place	Fully						Annual refresher and new training programmes including training for new members	safeguarding champions keeping safeguarding at the forefront and identifies	updated
Failure to follow our internal policies and procedures in	Criminal investigations potentially compromised		Information on the intranet on how to escalate a concern	Fully						Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice	shared learning across the districts. Further push on Member training saw promising results.	
relation to	Potential financial liability if council deemed to be negligent		Mandatory training and awareness raising sessions are now in place for all staff.	Fully						Corporate monitoring of all referrals		
safeguarding vulnerable adults	Reputational damage to the council		Safer recruitment practices and DBS checks for staff with direct contact	Fully						Ensure web pages remain up to date		
and children or raising concerns			Data sharing agreement with other partners	Fully						Monitoring of implementation of corporate policies and procedures to ensure fully embedded		
about their welfare.			Attendance at Children and Young People Partnership Board (CYPPB)	Fully						Regular internal cross departmental meetings to discuss safeguarding practice	-	
			Annual Section 11 return compiled and submitted as required by legislation.	Fully						5 51		
			by legislation.							SAR's and Lessons Learned reports ciculated to improve practice and knowledge.		
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	3 5 15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S. 151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Fully	Councillor B Wood	Gordon Stewart	Stephen Hinds	236	\leftrightarrow	A Shareholder Representative was appointed and regular governance arrangements are in place.		Risk reviewed 07/02/2023
companies to achieve their intended outcomes or fail to meet financial objectives	Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives		Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.	Fully						Resilience and support being developed across business to support and enhance knowledge around council companies.		
	Lack of understanding at officer and member level about the different roles of responsibilities required when		Clear governance arrangements are in place.	Partially						Skills and experience being enhanced to deliver and support development, challenge and oversight.		
	managing council owned companies		Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team monthy.	Fully						Work with one company to ensure long term support arrangements are put in place.		
			Training in place for those undertaking Director roles relating to the companies.	Partially								

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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact				
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.	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 1	2 ↔	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.	Creditisafe 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	Risk Reviewed 07/02/24 - No changes.
			Business continuity planning arrangements in place in regards to key suppliers	Partially						Service areas to ensure supplier suitability checks have been carried out prior to award of contract and hold	seek evidence of regular reviews of this as part of the contract management process. Service areas to provide details of all current	
			Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially						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.	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.	
	Reduced resilience and business continuity		Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully						Services areas to keep the key suppliers under regular check including running financial checks.	Prior to contract award, procurement carries out a credit safe check to ensure financial viability of the preferred supplier.	
	Increased complaints and/or customer dissatisfaction		Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully							habing of the protonod supplier.	
	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											
L12 - Corporate Governance - Failure of corporate governance leads	Threat to service delivery and performance if good management practices and controls are not adhered to.	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	33	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
to negative impact on service	Risk of ultra vires activity or lack of legal compliance		Clear accountability and resource for corporate governance (including the shareholder role).	Fully								
delivery or the implementation of	Risk of fraud or corruption		Integrated budget, performance and risk reporting framework.	Fully								
major projects providing value to customers.	Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.		Corporate programme office and project management framework. Includes project and programme governance.	Partially								
	Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.		Internal audit programme aligned to leadership risk register.	Fully								
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).		Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially								
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.		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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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating	0			
and management of Major Infrastructure Projects and Programmes - Failure to properly	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. Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders	4 5 20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. Need to institute regular and effective dialogue with developers.	Partially Partially	Councillor D Ford	lan Boll	Robert Jolley	4 3 11	2 ↔	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)
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 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 Ongoing service redesign will set out long term service requirements	Partially Fully Fully Partially	Councillor S Dallimore	Gordon Stewart	Claire Cox	3 4 11	2 ↔	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