## Appendix 1 – Leadership Risk Register as at 21/01/2025

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	c <mark>orecard – Residual</mark>	Risks	
				Proba	bility	
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L08		
	4 - Major		L09 - L06	L03-L07-L11-L12-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L13	L15	
	2 - Minor					
	1 - Insignificant					

	Risk Definition
•	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
-	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

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Name and Description of risk	Potential impact	Inheren (gross) risk leve (before Controls	Controls	Control assessment	Lead Member	Risk owner	Risk manager	level		Direction of travel		Comments	Last updated			
		Probability Impact		Fully effective Partially effective Not effective				Probability	Rating							
L01 - Financial resilience — Failure to plan for and/or 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 4 1	Medium Term Revenue Plan updated and reported regularly to members.	Fully	Councillor L.McLean		Joanne Kaye	4 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 impacting on the MTFS 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.	Full risk review carried out, controls and miligating actions updated	Risk reviewed on 07/01/2025			
	Reduction in services to customers	+	Planning for balanced medium term and dynamic ability to prioritise resources.	Fully							The budget for 2024/25 was agreed with savings proposals identified to contribute to addressing forecast reductions in	1				
	Increased volatility and inability to manage and respond to changes in funding levels		Finance team made up of highly professional, competent, qualified staff.	Partially							funding. Close monitoring of the delivery of the savings programme will take place throughout 2024/25 with					
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.		Good networks established locally, regionally and nationally to ensure officer are aware of developments across the sector which could impact on the council.	Fully							mitigations required if slippage is identified. The budget and transformation process for 2024/25 was begun in May 202- and will involve a robust review of current budgets, how those link to activity supporting the corporate priorities, and services level options to allow for prioritisation of resources.					
	Inability to deliver financial efficiencies.	+	Strong shareholder function and relationships with subsidiaries to manage investiment risk.	Fully							Integration and continued development of Performance, Finance and Risk reporting.	1				
	Exposure to commercial pressures in relation to regeneration projects.		To be prudent, financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.	Partially							Internal Audits being undertaken for core financial activity and capital as well as service activity.					
	Poor customer service and satisfaction.	+	National guidance interpreting legislation available and used regularly.	Fully							Introduction and implementation of an Asset Management Strategy.					
	Increased complexity in governance arrangements.		Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully							Capital & Investment Strategy agreed annually.					
	Lack of officer capacity to meet service demand.		Review of best practice guidance from bodies such as CIPFA, LGA, Oflog and NAO.	Fully							Posts are filled by appropriately qualified individuals.					
	Lack of financial awareness and understanding throughout the council.	place and updated at least annually. Regular financial and performance monitoring in place.  Independent third party advisers in place. Regular bulletins and	Fully							Regular involvement and engagement with colleagues across the county and nationally. The potential for local government reorganistion (develotion/untarisation) has beer noted but as yet the potential impact on the council is unknown. Officers will continue to monitor the disucssions at local and national levels.						
	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							Regular member training and support.					
	Increased inflation in revenue costs.		Asset Management Strategy in place and embedded.	Fully Fully							Regular utilisation of advisors as appropriate.	<del> </del>  -				
						Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future.	Partially							Summarise and distribute announcements to CLT and members. Timely and good quality budget management reports, particularly property income and capital.  Work is underway to maximise the impact of the available		
L02 - Statutory	Legal challenge	3 4 1	Embedded system of legislation and policy tracking In place,	Partially	Councillor	Stephen	Shiraz	3 3	9	↔	space in Banbury town centre.  Ensure Committee forward plans are reviewed regularly by	Full risk reviewed carried out, no changes	Risk reviewed			
functions – Failure to meet statutory			with clear accountabilities, reviewed regularly by Directors.	-	Brant	Hinds	Sheikh			~	senior officers.	necessary for Q3	on 15/01/2025			
obligations and policy and legislative changes are not	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.	_				
anticipated or planned for.			National guidance interpreting legislation available and used regularly	Fully							Senior Officers are aware of key policy/legislative changes taking into consideration all of the Council's functions and duties arising as a result.					
	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. 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	Fully							briefings of rules and procedures by MO					
	Reduced resilience and business continuity		Audit 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	Fully							Ensure Committee forward plans are reviewed regularly by senior officers.	<del>-</del>				
			leading national roles  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	Partially							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.					
			Ongoing programme of internal communication	Fully							Project Management Methodology to be established with appropriate oversight. Programme Office with the approriate	1				
			Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Partially							capabilities to monitor deliver projects.					
			Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Fully							Review Directorate/Service risk registers.	1				

Name		Inhe (gro		Co	Lead	Di-t-	Di-1	Residua		Disection	Minimal		
Name and Description of risk	Potential impact	risk I (bef	level Controls	Control assessment	Lead Member	Risk owner	Risk manager	level ( exist contr	ting	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated
		Probability Impact		Fully effective Partially effective Not effective				Probability Impact	Rating				
L03 - CDC Local Plan - Failure to have an up to date Local Plan could result in	Poor planning decisions leading to inappropriate growth in inappropriate place.	4 4	16 The statutory 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 J. Conway	lan Boll	David Peckford	3 4	12	<b>+</b>	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness.	The Proposed Local Plan (Reg.19) was approved by the Council's Executive on 5 December 2024. Consultation commenced on 19 December 2024 and continues to 14	Risk reviewed on 09/01/25
poor planning decisions such as development in inappropriate	Failure to have up to date policies that meet the District's requirements.		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 imetable.	February 2025. The Executive also approved an updated Local Development Scheme containing the latest Local Plan Programme. Subject to the consideration of comments	
locations. It could also make it more difficult to demonstrate an	Negative impact on the council's ability to deliver its strategic objectives, including for minimising carbon emissions.										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. Project management of the Local Plan process continues.	received, the Plan could be submitted to the Planning Inspectorate for Examination in Spring 2025.	
adequate supply of land for housing which could lead to	A higher number of planning appeals with associated increased costs  Reputational damage with our local communities through	1	On-going review of planning appeal decisions to assess	Partially							Regular Corporate Director, Portfolio Holder and Members		
more planning by appeal and decisions that are contrary to	not having up to date policies to meet needs and protect the environment		robustness and relevance of Local Plan policies								Advisory Group briefings		
the Council's wishes. The Plan requires approval by Council	Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/lack of policy clarity.		Regular Councillor briefings to ensure all timescale requirements are understood. Ensuring that staff and consultancy resourcing is maintained	Partialy							Continuance of internal Members' Advisory Group meetings		
to be submitted for Examination.	Failure to submit Plan for Examination by June 2025 would mean that the Council would need to prepare a Local Plan under a new plan-making system on which further Gor't guidance is awaited. This would significantly delay having a new, up-to-date Plan.		Political consensus - building	Partially							Political consensus building through Chief Executive briefings and the Local Plan's Members Advisory Group.		
L03a - Five Year Housing Land	More housing development in locations not preferred by the Council and in potentially less sustainable locations with		A new Local Plan provides the opportunity to review the allocation of land for housing.	Partially	Councillor J. Conway	lan Boll	David Peckford				Regular monitoring and review	The 2024 Annual Monitoring Report is to be presented to the Council's Executive in	Risk reviewed 20-01-25
Supply - Failure to maintain a five year housing land supply provides more	more environmental impact.		Planning decisions are taken in the context of the five year housing land supply position and are a means by which addittonal housing can be approved for delivery within a five year period.								Preparation & adoption of a a new Local Plan  Regular Brilefings for the Chair of Planning Committee and the Portfolio Holder.	February 2025 which will include a review of housing land supply and any associated actions.	
opportunity for unplanned housing developments to receive planning			Housing land supply is reviewed on at least an annual basis. An action plan can be prepared to identify measures to help facilitate the delivery of approved housing. The rate of housing delivery is ultimately a matter for teh								Member awareness of the implications of not having a five year land supply		
permission			developer.								Preparation of an Action Plan		
L04 - Business Continuity - Failure to ensure that critical services can be	Inability to deliver critical services to customers/residents	4 4	in place and all arrangements overseen by a Business Continuity Steering Group		Councillor R. Parkinson	Ian Boli	Tim Hughes	2 3	ь	<b></b>	BCSG meeting routinely and corporate refresh across all areas completed. BC programme is in place and timescales for review/update/test are being followed.	Full risk review carried out. Mitigating actions updated.	on 13/01/2025
maintained in the event of a short or long term incident	Financial loss/ increased costs		Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully									
impacting on the delivery of the Council's operations	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							BC Impact Assessments and BCPs being updated and reviewed by Emergency Planning Team with supporting document management system being implemented.		
	Inability to recover sufficiently to restore non-critical services before they become critical		Incident management team identified in Business Continuity Framework	Fully							Business Continuity Statement of Intent and Framework reviewed and updated to align with new incident management framework		
	Loss of reputation		All services undertake annual business impact assessments and updates of business continuity plans	Partially							Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group engagement is being achieved across all service areas.		
	Reduced service delivery capacity in medium term due to recovery activity		Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed	Partially							Plans tested and annual cycle clearly sets out the test/review/improve process and expectations		
L05 - Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately	, , , , , , , , , , , , , , , , , , , ,	4 4	16 Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor R. Parkinson	lan Boll	Tim Hughes	2 3	6	<b>+</b>	IMF reviewed and updated. Training schedule in place and being delivered including training for new ADs/CEx and refresh for existing duty directors. Emergency plan contacts list updated monthly and reissued to all duty directors periodically. Available on ELT Teams channel.	Debrief/lessons learnt excercise to be carried out following Sept. flooding event. Duty Directors, customer services, Gold and OCC EP Officer to be included.	on 14/01/2025
to a civil emergency fulfilling its duty as a category one	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							Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.		
responder	Risk to human welfare and the environment		Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully									
	Legal challenge		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		CEx and Corporate Directors have received Strategic Co-ordinating Group (SCG) Training.	Partially									
	Ineffective Cat 1 partnership relationships		Multi agency emergency exercises conducted to ensure readiness	Fully									
	Danutational domage		Active participation in Local Resilience Forum (LRF) activities	F R.									
	Reputational damage		On-call rota being maintained and updated to reflect recent staffing changes	Fully									

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				
L06 - Safeguarding the Vulnerable – Operational and partnership actions-	Increased harm and distress caused to vulnerable individuals and their families.	4 4 16	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary	Partially	Councillor R. Parkinson	Ian Boll	Tim Hughes	2 4 8	↔	Continue in linking in with Safer Oxfordshire partnership and contributing towards patnership activity to ensure safeguarding responsibilities are met.	Full risk review carried out. Risk controls updated	Risk reviewed on 14/01/2025
Failure to work effectively with partners to identify	Council subject to external reviews	1	Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly	Fully						Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis		
and protect vulnerable people in the district and disrupt	Criminal investigations potentially compromised									,		
exploitation leaving vulnerable people at risk or subject to exploitation.	Potential financial liability if council deemed to be negligent.  Reputational damage to the council.											
L07 - Health and safety Failure to ensure effective	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 C. Brant	Claire Cox	Ruth Wooldridge	3 4 12	<b>↔</b>	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.	Full risk review carried out. Risk reviewed and mitigation actions updated.  These are ongoing risks which cannot be	Risk reviewed on 06/01/2025
arrangements are in	Criminal prosecution for failings Breach of legislation and potential for enforcement action.	1	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						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.	removed only reduce the likelihood of these happening.  The final Veritau report was presented to AARC on 15 Janaury 2025. Work is now	
	Financial impact (compensation or improvement actions)	1	Consultation with employee representatives via employer and union consultative committees (Unison)	Fully						Relevant and required policies and procedures are regularly reviewed.	progressing on the audit actions which we hope to have concluded the actions that we own by the Autumn 2025.	
	Reputational Impact	1	Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully						Working with service areas to ensure that suitable risk assessments are in place.		
			H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.	Fully						Working with service areas and providing training to staff where necessary.		
			H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully								
L08 - Cyber Security -If there is insufficient security with regards	Financial loss / fine	4 5 20	Intrusion prevention and detection monitoring and regular actions are implemented from the resulting reports	Fully	Councillor C.Brant	Stephen Hinds	David Spilsbury	3 5 15	<b>↔</b>	All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating worldwide tensions and at critical periods such as the run up to Elections.	Full risk review carried out. Impacts, controls and mitigating actions updated	08/01/2025
to the data held and IT systems used by the councils and insufficient protection	Prosecution – penalties imposed		Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC	Fully								
against malicious attacks on council's	Individuals could be placed at risk of harm	1	A zero trust VPN model.	Fully						Cyber Security advice and guidance regularly highlighted to all staff.		
systems then there is a risk of: a data breach, or a loss of service.	Reduced capability to deliver services	1	Schedule of regular security patching	Fully								
	Unlawful disclosure of sensitive information	1	Vulnerability scanning	Fully						Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionally regular Mimecast videos sent to all users for bitesize regular		
	Inability to share services or work with partners		Malware protection and detection	Fully						training		
	Loss of reputation	<del> </del>	File and data encryption on computer devices  Managing access permissions and privileged users controls.	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.		
			Effective information management and security training and awareness programme for staff	Fully						Internal Audits complete regular cyber audits.		
			Password and Multi Factor Authentication security controls in place.	Fully						Cyber Security lead has specific responsibility for Cyber Security, and we have engaged a specialist partner to advise		
			Robust information and data related incident management procedures in place	Fully						on industry best practices and standards.		
			Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance	Fully								
			Preventative measures in place to mitigate insider threat,	Fully								
			including physical and system security  Advice received from NCSC on specific activity alerts, the	Fully								
			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					
L09 - Safeguarding the vulnerable -	individuals and their families	4 4 16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor R. Pattenden	lan Boll	Nicola Riley	2 4 8	<b>↔</b>	Action plan acted upon and shared with Overview and scrutiny committee once a year	No changes required in Q3	Risk reviewed 10/01/2025	
Failure to work	Council subject to external reviews		Safeguarding Policy and procedures in place	Fully						Annual refresher and new training programmes including training for new members			
effectively with partners to identify and protect	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 Corporate monitoring of all referrals			
vulnerable people in the district	Potential financial liability if council deemed to be negligent		Mandatory training and awareness raising sessions are now in place for all staff.	Fully									
and disrupt exploitation leaving vulnerable people at	Reputational damage to the council		Safer recruitment practices and DBS checks for staff with direct contact	Fully						Ensure web pages remain up to date  Monitoring of implementation of corporate policies and	_		
risk or subject to exploitation.			Data sharing agreement with other partners  Attendance at Safeguarding Boards	Fully						procedures to ensure fully embedded  Regular internal cross departmental meetings to discuss			
			Annual Section 11 return compiled and submitted as required	Fully	-					safeguarding practice			
			by legislation.							SAR's and Lessons Learned reports circulated to improve practice and knowledge.			
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned companies to achieve their intended outcomes or fail to	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 Liasion Meeting including the 5.151 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			Stephen Hinds	2 3 6	↔	A Shareholder Representative was appointed and regular governance arrangements are in place.	No changes	Risk reviewed on 05/01/2025	
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 managing		Clear governance arrangements are in place.	Partially						Skills and experience being enhanced to deliver and support development, challenge and oversight.			
	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 monthly.	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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		Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating			
third-party suppliers	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		Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor C Brant	Shiraz Sheikh	TBC	3 4 12	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.	· ·	Risk reviewed on 15/01/25
	council's loss of competitive advantage.		Business continuity planning arrangements in place in regards to key suppliers	Partially					Service areas to ensure supplier suitability checks have beer carried out prior to award of contract and hold meetings as required with suppliers to review higher risk areas and		
			Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially					required with suppliers to review implier has aleas and to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of any issues arising.		
	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.		
	Increased complaints and/or customer dissatisfaction		Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully							
	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										

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L12 - Corporate Governance - Failure of corporate governance leads to	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 C. Brant	Stephen Hinds	Shiraz Sheikh	3 4	12	↔	External Audit - external audit issue an opinion on the accounts and the Council's arrangements for securing Value for Money.  The Council's Annual Governance Statement and Code of	Full risk review carried out - potential impacts updated	Risk reviewed on 15/01/2025
negative impact on service delivery or the implementation of	Risk of ultra vires activity or lack of legal compliance		Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees  Clear accountability and resource for corporate governance	Fully							Corporate Governance. At least annually, a review of effectiveness of governance framework including the system of internal control and AGS is published. The work is informed by the Corporate Governance and Oversight Group. CLT & ELT has responsibility of maintenance of the governance environment.		
major projects providing value to customers.	Risk of fraud or corruption		(including the shareholder role).  Integrated budget, performance and risk reporting framework.	Fully									
	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									
	Fg-/		HR policy framework.	Partially									
			Annual governance statement process undertaken for 2023/24 connects more fully and earlier with ELT and CLT.	Fully									
			Review of the Constitution by the MO with member involvement and approval by the Full Council	-									
L13 - Monitoring and management of Major Infrastructure	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to	4 5 20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	Partially	Councillor L. McLean		Robert Jolley	3 3	9	↔	Monthly infrastructure project meetings are held between officers at Oxfordshire County and Cherwell District Councils in order to monitor progress.	No changes required in Q3	Risk reviewed, 03/01/2025
Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	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		Need to institute regular and effective dialogue with developers.	Partially							Institute regular and effective dialogue with developers		
L14 - Workforce Strategy The lack of effective workforce strategies	Limit our ability to recruit, retain and develop staff	3 4 12	Analysis of workforce data and on-going monitoring of issues.	Partially	Councillor C. Brant	Stephen Hinds	Claire Cox	3 4	12	↔	There are indications that specific service areas continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.	Full risk review carried out. Mitigating actions updated. Strategy is in development.	Risk reviewed and updated 07/01/2025
could impact on our ability to deliver Council priorities and	Impact on our ability to deliver high quality services		Key staff in post to address risks (e.g. strategic HR business partners)	Fully							Development of a people strategy to include succession planning, and to underpin the organisation strategy		
services.	Overreliance on temporary staff		Weekly Vacancy Management process in place	Fully							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 staffling agencies at competitive rates.		
	Additional training and development costs		Ongoing service redesign will set out long term service requirements	Partially							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.		
L15 - Local Government Reorganisation Potential impact	Impact on potential short term decision making due to future uncertainty	4 4 16	Representation of all political parties is ensured, including through dialogue with PGL		Councillor D. Hingley		Stephen Hinds	4 3	12	NEW	Implement proposals from our Transformation Plan to ensure improved efficiencies and improving our resilience		Risk created on 21/01/2025
that the Local Government Reorganisation	Inability to recruit key personnel to achieve priorities during the transition period		Legal implications and actions to be identified and executed										
implementation might across the council, including services we	Inability to transform services to achieve required financial savings/ VFM due to uncertainty of future design requirements & timescales		Communication plan to be put in place										
provide to our residents.	Services not being fully ready on vesting day  Risk to the continuity of services	.	Local/District specific impact to be identified, assessed and managed/escalated  Active engagement at officer & Council Leader levels with										
	Insufficient resources to implement LGR / business case with impact on BAU work.		authorities across Oxfordshire & wider as appropriate.										
	Staff morale and resilience may be low Risk that assumed savings from reorganisation will not be												
	realised or will be significantly delayed.  Failure of back-office systems  That decision making will be unclear and confused												
	Lack of clarity of vision and priorities  Loss of local representation to issues important to Cherwell												
	residents; that any unitary body(ies) may not have community as a central focus in design of the new operating model.												

