

<b>This report is public</b>	
<b>Risk Monitoring Report Quarter 3 2025-26</b>	
<b>Committee</b>	Accounts, Audit & Risk Committee
<b>Date of Committee</b>	18 March 2026
<b>Portfolio Holder presenting the report</b>	Portfolio Holder for Corporate Services, Councillor Chris Brant
<b>Date Portfolio Holder agreed report</b>	14 January 2026
<b>Report of</b>	Head of Chief Executive's Office

## Purpose of report

To update the committee on how well the council is managing its Strategic Risks.

### 1. Recommendations

The Accounts, Audit & Risk Committee resolves:

- 1.1 To note the Risk Monitoring Report for Quarter 3 2025 – 26.

### 2. Executive Summary

- 2.1 The Leadership Risk Register is reviewed by the Corporate Leadership Team and Executive Committees every quarter; however, this is a live document and therefore is updated as and when required, to manage risk effectively.

## Implications & Impact Assessments

<b>Implications</b>	<b>Commentary</b>
<b>Finance</b>	There are no financial and resource implications arising directly from this report. Joanne Kaye, Head of Finance, 14 January 2026
<b>Legal</b>	Appendix 1 to this report highlights identified areas of legal and governance risk which are monitored on an on-going basis. There are no legal implications arising directly from this report. Denzil – John Turbervill, Head of Legal Services, 14 January 2026
<b>Risk Management</b>	This report contains a full update with regards to the council's risk position at the end of Quarter 3 2025-26. Celia Prado-Teeling, Performance & Insight Team Leader, 07 January 2026

<b>Impact Assessments</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equality Impact</b>		x		There are no direct equalities and inclusion implications because of this report. Celia Prado-Teeling, Performance & Insight Team Leader, 07 January 2026
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
<b>B</b> Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		x		
<b>Climate &amp; Environmental Impact</b>		x		
<b>ICT &amp; Digital Impact</b>		x		
<b>Data Impact</b>		x		
<b>Procurement &amp; subsidy</b>		x		
<b>Council Priorities</b>	Not applicable			
<b>Human Resources</b>	Not applicable			
<b>Property</b>	Not applicable			
<b>Consultation &amp; Engagement</b>	Not applicable			

## Supporting Information

### 3. Background

- 3.1 The Council conducts regular reviews to identify risks at the earliest opportunity so that it can assess and mitigate them as soon as possible.

3.2 Risks that may affect the Council's performance, and particularly, in its ability to deliver its corporate priorities, are captured in its Leadership Risk Register.

#### 4. Details

4.1 The Council maintains a Leadership Risk Register, which contains Strategic risks that could be significant in size and duration and could potentially impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities. The Corporate Leadership Team reviews the Leadership Risk Register quarterly; however, this is a live document that gets updated as and when required.

4.2 Please note risks deemed as high (L01, L05) and medium (L03, L04, L09, L10, L13, L14, L16 and L17) present higher scores, mostly due to the magnitude of the impact these events could have for the organisation, mitigating actions are in place across them all to reduce the potential severity of the impact, and controls are established to prevent the probability of the risk event happening.

4.3 There was one score change within the Leadership Risk Register during Quarter 3, L05 - Planning Applications for Major Development increased its score from 12 (medium) to 20 (high). Transformation and improvement of work remain ongoing. Following a review by the Planning Advisory Service (PAS) on 29 May 2025 of the Council's decision-making processes for major developments, recommendations are currently under consideration and will be presented to the Council's Executive in the new year. While performance improved during the 2024–2026 monitoring period, provisional figures for 2023–2025 indicate that the nationally prescribed 10% threshold is likely to be exceeded. This has contributed to the risk score decreasing in Q2 but rising again in Q3. This is largely due to the legacy of decisions taken in 2023 and 2024, and the percentage of appeal overturns for major developments fell significantly in 2025. The overall position at the time of running this report (07/01/2026) of all Leadership risks is as follows:

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L10		
	4 - Major		L08-L11	L03-L09-L13-L14-L16	L01	L05
	3 - Moderate		L06-L07-L12	L02-L15	L17	L04
	2 - Minor					
	1 - Insignificant					

Figure 1: Risk scorecard showing the risk scores in the Leadership Risk Register for Quarter 3 2025-26

The full Leadership Risk Register is attached in Appendix 1.

## 5. Alternative Options and Reasons for Rejection

5.1 The following alternative options have been identified and rejected for the reasons set out below.

Option 1: No alternative options have been identified as this report is for information only.

## 6 Conclusion and Reasons for Recommendations

6.1 This report provides an update on how well the council is managing its Strategic Risks as at the end of Quarter 3 of financial year 2025-26.

### Decision Information

<b>Key Decision</b>	N/A
<b>Subject to Call in</b>	N/A
<b>If not, why not subject to call in</b>	N/A
<b>Ward(s) Affected</b>	All

### Document Information

<b>Appendices</b>	
<b>Appendix 1</b>	Leadership Risk Register Quarter 3 2025-26
<b>Background Papers</b>	None
<b>Reference Papers</b>	None
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<b>Executive Director Approval (unless Executive Director or Statutory Officer report)</b>	Stephen Hinds, Executive Director – Resources, 13 January 2026