

Appendix 1 – Leadership Risk Register as at 17/04/2026

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			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					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact	Rating						Probability	Impact	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	16	Medium Term Revenue Plan updated and reported regularly to members.	Fully	Councillor L. McLean	Michael Furness	Joanne Kaye	4	4	16	↔	<p>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. Budget managers are reflecting on the potential economic impact of the conflict in the Middle East and reviewing potential mitigations to manage within existing budgets.</p> <p>The budget for 2026/27 was agreed with savings proposals identified to contribute to addressing reductions in funding. Close monitoring of the delivery of the savings programme will take place throughout 2026/27 with mitigations required if slippage is identified. The budget and transformation process for 2027/28 will begin in May 2026 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. Consultation on the treatment of Pooling payments in the second year of the settlement are expected sometime in 2026. Officers will be communicating the council's view that the current application is inappropriate. In the meantime the council continues to lobby the government, contribute to the District Council Network's response and to work with government as part of the MHCLG Implementation Working Group.</p> <p>Integration and continued development of Performance, Finance and Risk reporting.</p> <p>Internal Audits being undertaken for core financial activity and capital as well as service activity and governance.</p> <p>Introduction and implementation of an Asset Management Strategy.</p> <p>Capital & Investment Strategy agreed annually.</p> <p>Posts are filled by appropriately qualified individuals.</p> <p>Regular involvement and engagement with colleagues across the county and nationally. The potential impact of local government reorganisation (devolution/unitarization) has been noted but as yet the potential impact on the council is unknown. Officers will continue to monitor the discussions at local and national levels. The council has submitted its preferred approach to reorganising local government in Oxon/West Berks and we expect to hear in the summer. Following that work will begin in earnest to plan for the transition which will provide a clearer picture of the future financial situation of the new authority. Funds have been set aside to cover costs associated with the transition.</p> <p>Regular member training and support.</p> <p>Regular utilisation of advisors as appropriate.</p> <p>Summarise and distribute announcements to CLT and members.</p> <p>Timely and good quality budget management reports, particularly property income and capital.</p> <p>Work is underway to maximise the impact of the available space in Banbury town centre.</p>	Full risk review carried out, controls and mitigating actions updated	Risk reviewed on 17/04/2026
	Reduction in services to customers				Planning for balanced medium term and dynamic ability to prioritise resources.	Fully										
	Increased volatility and inability to manage and respond to changes in funding levels				Finance team made up of highly professional, competent, qualified staff.	Partially										
	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										
	Inability to deliver financial efficiencies.				Strong shareholder function and relationships with subsidiaries to manage investment risk.	Fully										
	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										
	Poor customer service and satisfaction.				National guidance interpreting legislation available and used regularly.	Fully										
	Increased complexity in governance arrangements.				Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully										
	Lack of officer capacity to meet service demand.				Review of best practice guidance from bodies such as CIPFA, LGA, SDCT, DCN and NAO.	Fully										
	Lack of financial awareness and understanding throughout the council.				Treasury management and capital & Investment strategies in place and updated at least annually. Regular financial and performance monitoring in place.	Fully										
	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										
	Increased inflation in revenue costs.				Asset Management Strategy in place and embedded.	Fully										
					Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future.	Partially										

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L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers Inability to deliver council's plans Exposure to commercial pressures Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors. Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Partially Fully Fully Fully Partially Fully Fully Fully Fully Partially Fully Partially Fully	Councillor C. Brant	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Senior Officers are aware of key policy/legislative changes taking into consideration all of the Council's functions and duties arising as a result. Considerable progress has been made to embed a consistent project management approach and agreed methodology across Cherwell Futures and other key transformation projects. This has helped to strengthen planning, oversight and assurance arrangements, ensuring that wider governance considerations—particularly those impacting on statutory functions—are clearly identified, managed and delivered in a timely way. While this work is still at a relatively early stage of implementation, the direction of travel is positive, with improving levels of consistency, clearer accountability and a stronger link between programme delivery and corporate governance requirements. Learning and development opportunities identified and promoted by the Chief Executive and Directors. Staff briefings on rules and procedures by MO Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Project Management Methodology to be established with appropriate oversight. Programme Office with the appropriate capabilities to monitor deliver projects. Review Directorate/Service risk registers.	No change as at Q1 25/26	Risk reviewed and updated 13/04/2026
L03 - CDC Local Plan - Failure to have an up to date Local Plan could result in poor planning decisions such as development in inappropriate locations. It could also make it more difficult to demonstrate an adequate supply of land for housing which could lead to more planning by appeal and decisions that are contrary to the Council's wishes. The Plan requires approval by Council to be submitted for Examination. Failure at Examination.	Poor planning decisions leading to inappropriate growth in inappropriate place. Failure to have up to date policies that meet the District's requirements. Negative impact on the council's ability to deliver its strategic objectives, including for minimising carbon emissions. A higher number of planning appeals with associated increased costs Reputational damage with our local communities through not having up to date policies to meet needs and protect the environment Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/lack of policy clarity. Failure to submit Plan for Examination would mean that the Council would need to prepare a Local Plan under a new plan-making system on which further Gov't guidance is awaited. This would significantly delay having a new, up-to-date Plan.	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 Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Regular Councillor briefings to ensure all timescale requirements are understood. Ensuring that staff and consultancy resourcing is maintained Political consensus - building	Partially Partially Partially Partially Partially	Councillor J. Conway	Ian Boll	David Peckford	3	4	12	↔	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness. An updated LDS presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable. 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. Regular Corporate Director, Portfolio Holder and Members Advisory Group briefings Continuance of internal Members' Advisory Group meetings. Political consensus building through Chief Executive briefings and the Local Plan's Members Advisory Group.	The submission version of the emerging Local Plan was approved by Council on 21 July. It was submitted to the Secretary of State for Housing, Communities and Local Government for independent Examination on 31 July at which point the Examination commenced. Initial public hearings took place in February 2026 concentrating on 3 topics - transitional arrangements, Oxford's unmet housing need, and duty to co-operate. The Inspectors' letter is awaited which will determine whether the Council proceeds to the next public hearings. The Oxford Growth Commission's interim report has been published which presents some risk to the plan making processes of the Oxfordshire Local Planning Authorities. However, the OGC report has not been responded to by Government and the Council's barrister is engaged to support officers in managing the risk presented.	Risk updated on 15/04/26
L04 - Five Year Housing Land Supply - Failure to maintain a five year housing land supply provides more opportunity for unplanned housing developments to receive planning permission	More housing development in locations not preferred by the Council and in potentially less sustainable locations with more environmental impact.	4	4	16	A new Local Plan provides the opportunity to review the allocation of land for housing. Planning decisions are taken in the context of the five year housing land supply position and are a means by which additional housing can be approved for delivery within a five year period. 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 the developer.	Partially	Councillor J. Conway	Ian Boll	David Peckford	5	3	15	↔	Regular monitoring and review Preparation & adoption of a new Local Plan Regular Briefings for the Chair of Planning Committee and the Portfolio Holder. Member awareness of the implications of not having a five year land supply Preparation of an Action Plan	The 2025 Annual Monitoring Report (AMR) was approved by the Council's Executive on 2 December 2025. It was reported that the district has a 3.1 year housing land supply. The Council has an approved Housing Delivery Action Plan. A new Local Plan with proposed additional land supply is presently being Examined. The district also has over 10,000 homes with outline or detailed planning permission.	Risk reviewed 15/04/26
L05 - Planning Applications for Major Development - The need to reduce the percentage of planning decisions for major development overturned at appeal	Over the period April 2022 to March 2024, and allowing for appeal decisions to December 2024, 10.4% of decisions on major applications were overturned at appeal (12 out of 115 decisions). The Council avoided designation for exceeding the prescribed 10% threshold due to the positive actions being taken to improve performance. Although performance has improved for the monitoring period 24-26, the legacy effect is that there is a high risk of the percentage for 23-25 also exceeding 10%.	5	4	20	A review of the Council's decision making processes by the Planning Advisory Service. Entering into an improvement plan to address issues identified in the review. Ensuring full, timely and successful implementation of the improvement plan.	Fully	Councillor J. Conway	Ian Boll	David Peckford	5	4	20	↔	Corporate Transformation Programme. Service improvement action plans. Discussion with the Planning Advisory Service about the review of decision-making. Corporate oversight	Transformation and improvement work is ongoing. A review of the Council's decision-making processes for major development was undertaken by the Planning Advisory Service (PAS) in 2025. Progress reports were presented to the Overview & Scrutiny Committee on 24 March 2026 and to the Executive on 7 April 2026. While performance has improved during the 2024–2026 monitoring period, figures for the Government's current monitoring period (2023–2025) indicate that the Council has exceeded the nationally prescribed threshold for the percentage of decisions on major developments overturned at appeal for the second consecutive year. 13 of 116 decisions were overturned which at 11.2% exceeds the 10% threshold. This is largely due to the legacy of decisions taken in 2023 & 2024. The Ministry for Housing, Communities and Local Government is considering whether or not the Council should be designated for 'special measures'. A case has been prepared as to why this is unnecessary and the Secretary of State's decision is awaited.	Risk updated 15/04/26

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L06 - Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting on the delivery of the Council's operation	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 R. Pattenden	Kristian Aspinall	Tim Hughes	2	3	6	↔	BCSG meeting routinely and corporate refresh across all areas completed. BC programme is in place and timescales for review/update/test are being followed. BC Impact Assessments and BCPs being updated and reviewed by Emergency Planning Team with supporting document management system having been implemented. Business Continuity Statement of Intent and Framework reviewed and updated to align with new incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group engagement is being achieved across all service areas. Plans tested and annual cycle clearly sets out the test/review/improve process and expectations	Full corporate-wide exercise took place as planned and draft debrief report produced for 25/26 was used to feed into cycle of review and update in Q3 of 25/26. BIA and BCP updates behind schedule for cycle, working with authors and owners to ensure all up to date prior to exercise scheduled for June.	Risk reviewed - 15/4/2026
	Financial loss/ increased costs				Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully										
	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										
	Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Framework	Fully										
	Loss of reputation				All services undertake annual business impact assessments and updates of business continuity plans	Partially										
	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										
L07 - Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	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 R. Pattenden	Kristian Aspinall	Tim Hughes	2	3	6	↔	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. Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.	OCC Joint resilience Team arrangements to be continued into 26/27. EP plans due review and refresh in 2026 - will be reviewed and updated on prioritised basis. EP arrangements working well and have supported response to illegal landfill site nr. Kidlington. Approach to resourcing Duty Director rota for Strategic and Tactical (Gold/Silver) under review. Report shared with CLT identifying that additional resource required and for EDs and above to solely resource strategic response rota, ensuring appropriate seniority in respective response roles. Training being reviewed and updated for all relevant roles. Exercise for CDC to be scheduled for Q1 2026/27.	Risk reviewed - 15/04/2026
	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										
	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										
	Reputational damage				Active participation in Local Resilience Forum (LRF) activities											
					On-call rota being maintained and updated to reflect recent staffing changes	Fully										
L08 - Safeguarding the Vulnerable – Operational and partnership actions - Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families.	4	4	16	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary	Partially	Councillor R. Pattenden	Kristian Aspinall	Tim Hughes	2	4	8	↔	Continue in linking in with Safer Oxfordshire partnership and contributing towards partnership activity to ensure safeguarding responsibilities are met. Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis	Full risk review carried out. Risk controls updated	Risk reviewed - 15/04/2026
	Council subject to external reviews				Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis	Fully										
	Criminal investigations potentially compromised															
	Potential financial liability if council deemed to be negligent.															
	Reputational damage to the council.															
L09 - Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor C. Brant	Claire Cox	Ruth Woodbridge	3	4	12	↔	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month. Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas. Relevant and required policies and procedures are regularly reviewed. Working with service areas to ensure that suitable risk assessments are in place. Working with service areas and providing training to staff where necessary.	Full risk review carried out. Risk reviewed and mitigation actions updated. These are ongoing risks which cannot be removed only reduce the likelihood of these happening. The Veritau audit actions have now been completed and closed down.	Risk reviewed on 30/03/2026
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.	Fully										
	Financial impact (compensation or improvement actions)				Consultation with employee representatives via employer and union consultative committees (Unison)	Fully										
	Reputational Impact				Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully										
					H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.	Fully										
				H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully											

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L10 - Cyber Security -If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks including ransomware on council's systems then there is a risk of: a data breach, or a loss of service.	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	↔	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. Monitoring is in place via the SOC 24/7. Cyber Security advice and guidance regularly highlighted to all staff. 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 training 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. Internal Audits complete regular cyber audits. Cyber Security lead has specific responsibility for Cyber Security, and we have engaged a specialist partner to advise on industry best practices and standards.	Full risk review carried out. Impacts, controls and mitigating actions updated	Risk reviewed 09/04/2026 - no material change, just minor wording.
	Prosecution – penalties imposed	Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC	Fully													
	Individuals could be placed at risk of harm	A zero trust VPN model.	Fully													
	Reduced capability to deliver services	Schedule of regular security patching	Fully													
	Unlawful disclosure of sensitive information	Vulnerability scanning	Fully													
	Inability to share services or work with partners	Malware protection and detection	Fully													
	Loss of reputation	File and data encryption on computer devices	Fully													
		Managing access permissions and privileged users controls.	Fully													
		Effective information management and security training and awareness programme for staff	Fully													
		Password and Multi Factor Authentication security controls in place.	Fully													
		Robust information and data related incident management procedures in place	Fully													
		Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Fully													
		Appropriate plans in place to ensure ongoing PSN compliance	Fully													
		Preventative measures in place to mitigate insider threat, including physical and system security	Fully													
	Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks	Fully														
	Mimecast awareness training and comprehensive defence system deployed to improve email security	Fully														
L11 - Safeguarding the vulnerable - Internal procedures - Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families	4	4	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor R. Pattenden	Nicola Riley	Susan Asbury	2	4	8	↔	Action plan acted upon and shared with Overview and scrutiny committee once a year Comprehensive on line training available for all staff and members 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 Ensure web pages remain up to date Monitoring of implementation of corporate policies and procedures to ensure fully embedded Regular internal cross departmental meetings to discuss safeguarding practice Member training completions shared twice a year SAR's and Lessons Learned reports circulated to improve practice and knowledge.	Mitigations refreshed	Risk reviewed 13/04/2026 No changes
	Council subject to external reviews	Safeguarding Policy and procedures in place	Fully													
	Criminal investigations potentially compromised	Information on the intranet on how to escalate a concern	Fully													
	Potential financial liability if council deemed to be negligent	Mandatory training and awareness raising sessions are now in place for all staff.	Fully													
	Reputational damage to the council	Safer recruitment practices and DBS checks for staff with direct contact	Fully													
		Data sharing agreement with other partners	Fully													
		Attendance at Safeguarding Boards	Fully													
		Annual Section 11 return compiled and submitted as required by legislation.	Fully													
L12 - 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 meet financial objectives	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 D. Hingley	Gordon Stewart	Stephen Hinds	2	3	6	↔	A Shareholder Representative was appointed and regular governance arrangements are in place. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	Strategy Day held in February with Company and Executive, with business plan approved at March Shareholder Committee.	Risk reviewed and updated on 13/04/2026
	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													
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	Clear governance arrangements are in place.	Partially													
		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													
		Training in place for those undertaking Director roles relating to the companies.	Partially													

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L13 - 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 C. Brant	Shiraz Sheikh	Darren Jacobs	3	4	12	↔	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.	New Contract in the process of being put in place via a CCS Framework, currently with legal services, new contract will give us more access to the Creditsafe tool and enables more detailed supplier checks and financial information.	Risk reviewed and updated on 13/04/2026
					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 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.		
					Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially								Services areas to keep the key suppliers under regular check including running financial checks.		
					Reduced resilience and business continuity	Fully										
					Increased complaints and/or customer dissatisfaction	Fully										
L14 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to.	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 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. There are several action plans that have been consolidated across service areas, most notably within Planning. These actions have been brought together to provide clearer oversight and coordination, and are currently reported as being actively implemented, with progress monitored to ensure delivery against agreed milestones.	Full risk review carried out - potential impacts updated	Risk reviewed and updated 13/04/2026
					Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees	Fully										
					Risk of ultra vires activity or lack of legal compliance	Fully										
					Risk of fraud or corruption	Fully										
					Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.	Partially										
					Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.	Fully										
					Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).	Partially										
						Fully										
						Partially										
						Fully										
L15 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	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.	Fully	Councillor L. McLean	Ian Boll	Peter Sharp	3	3	9	↔	Regular infrastructure & project meetings are held between officers at Oxfordshire County and Cherwell District Councils in order to monitor progress. Projects also included within Area Oversight Priority Plans for monitoring at AOGs held quarterly for each area.	The ATLAS funded work being undertaken around Bicester has created a clearer picture of infrastructure needs and trajectory of housing delivery. Joint meetings between developers, OCC and CDC are Cherwell are being held. The Kidlington constraints and mitigations is being initiated. Highlighted in a ARUP review paid for OGC is being reviewed.	Risk reviewed on 13/04/2026
					Need to institute regular and effective dialogue with developers.	Fully								Regular and effective dialogue with developers via Area Developer Forums and Area Oversight Groups held on a quarterly basis.		
														Joint work with ATLAS team from Homes England to understand capacity constraints of infrastructure necessary for housing delivery. This is financed by MHCLG and Homes England.		

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						Probability	Impact	Rating				
L16- Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff	3	4	12	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. Development of a people strategy to include succession planning, and to underpin the organisation strategy 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.	Full risk review carried out. Mitigating actions updated. We continue to collect recruitment data to better identify areas where recruitment is proving challenging so that a review and actions can be carried out at the earliest opportunity. We are also completing a succession planning data gathering exercise with all managers, which will inform of any areas of concern and allow for plans to be put in place.	Risk reviewed and updated 16/04/2026
	Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)	Fully										
	Overreliance on temporary staff				Weekly Vacancy Management process in place	Fully										
	Additional training and development costs				Ongoing service redesign will set out long term service requirements	Partially										
L17 - Local Government Reorganisation - Potential impact that the Local Government Reorganisation implementation might across the council, including services we provide to our residents.	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	Gordon Stewart	Stephen Hinds	4	3	12	↔	Implement proposals from our Transformation Plan to ensure improved efficiencies and improving our resilience	Council submitted formal Consultation response to Central Government on March 26th further supporting the two unitary proposals. Councils continue to work together on planning and preparing.	Risk reviewed and updated on 13/04/2026
	Inability to recruit key personnel to achieve priorities during the transition period				Legal implications and actions to be identified and executed											
	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											
	Services not being fully ready on vesting day				Local/District specific impact to be identified, assessed and managed/escalated											
	Risk to the continuity of services				Active engagement at officer & Council Leader levels with authorities across Oxfordshire & wider as appropriate.											
	Insufficient resources to implement LGR / business case with impact on BAU work. 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.															