Appendix 8 – Corporate Risk Register Quarter 1 2026/27

1. Guidance

To ensure consistent and transparent risk evaluation across Cherwell District Council, risks are assessed using a standard weighted matrix that scores likelihood and impact from 1 (very unlikely/negligible) to 5 (very likely/severe). While multiplying these scores provides an overall rating, different combinations can produce the same result, so the rating also considers the context and nature of the risk. This ensures that risks with the same numerical score, such as safeguarding and technical issues, can be prioritised appropriately using both quantitative and qualitative judgement.

1.1 Risk Assessment

1.1.1 Risk Rating – Likelihood

Likelihood	Likelihood descriptors
Very unlikely - 1	EITHER has happened rarely / Never before. OR less than 5% chance of occurring on or prior to proximity date.
Unlikely - 2	EITHER only likely to happen once every 5 or more years. OR 5-20% chance of occurring on or prior to proximity date.
Possible - 3	EITHER only likely to happen at some point within next 2-5 years. OR 20-45% chance of occurring on or prior to proximity date. OR circumstances occasionally encountered once a year.
Likely - 4	EITHER likely to happen at some point within the next 2 years. OR 45-70% chance of occurring on or prior to proximity date. OR circumstances encountered few times a year.
Very likely - 5	EITHER likely to happen at some point within the next 12 months. OR 70-90% chance of occurring on or prior to proximity date. OR Circumstances encountered several times a year.

1.1.2 Risk Rating – Impact

Level	Service Delivery / Performance	Political / Reputation	Health and Safety	Technology / Data Protection	Financial
Negligible -1	Minimal service disruption in non-critical area of service for brief period (hours).	Contained within service area. Complaint from individual / small group / single supplier. No press interest. Minor delay in member objectives	Minimal injury or discomfort to an individual. Failure to report notifiable incident to the HSE.	Isolated individual personal detail compromised / revealed.	Costing < £10k
Minor - 2	Minor effect to an important service area for a short period (days).	Adverse local publicity / local public opinion aware. Lowered perception/standing with local suppliers.	Injury causing loss of working time to an individual. HSE Investigation leads to improvement notice served or threat of prosecution.	Some individual personal details compromised / revealed.	Costing = < £50k
	Commercial Plan Outcomes/ Project / Objective fails to deliver on 1 important aspect. Delayed by up to 3 months.	Complaint or petition from a local group / delay to member objectives. Moderate change to political landscape.		Minor technological failure / security breech to the organisation's ICT assets impacting on the day-to-day delivery of services.	
Moderate - 3	Moderate service disruption of an important service area for a period of up to a week.	Adverse national media interest and/or adverse publicity in professional/municipal press.	Serious injury sustained by one or more individuals. Prohibition Notice served by the HSE that closes a key facility.	Many individual personal details compromised/ revealed	Costing = < £250k
		Adverse local publicity of a major and persistent nature. Lowered perception/standing with national suppliers / professional / local government community.			
	Commercial Plan Outcomes/ Major Project / Objective fails to deliver several key benefits.	Moderate criticism from local government community.		Large technological failure / security breech with a significant impact on the organisation's ICT assets essential for the day-to-day operation of critical services.	
	Delayed by 3 - 6 months.	Significant delay in member objectives. Significant change in political landscape.			

Level	Service Delivery / Performance	Political / Reputation	Health and Safety	Technology / Data Protection	Financial
Significant	Significant service disruption, across several important areas of service for protracted period.	Adverse and persistent national media coverage. Adverse central government response, threat of removal of delegated powers.	Serious permanent disablement of individual or several people.	All personal details compromised/ revealed.	Costing = < £1m
		Public Enquiry. Officer(s) and/or Member(s) forced to resign.	Prosecution under Corporate Manslaughter Act.		
		Council block-listed by suppliers.			
	Commercial Plan Outcomes/ Complete failure of business-critical project / objective. Delayed by over 6 months.	Significant and persistent criticism from central government. Major delay in member objectives. Major change in political landscape.		Significant technological failure / security breech with a detrimental impact on the organisation's ICT assets essential for the day-to-day operation of critical services.	
Severe	Complete service failure across all critical areas of service for protracted period.	Adverse and persistent international media coverage. Adverse central government response, threat of removal of delegated powers. Public Enquiry. Officer(s) and/or Member(s) forced to resign. Council block-listed by suppliers.	Death of an individual or several people. Prosecution under Corporate Manslaughter Act.	All personal details compromised/ revealed and exposed to groups undertaking fraudulent activity.	Costing = £1m & over

1.2 Risk Scoring and management

Colour	Score	Management	Risk Control
Blue	Very Low	Acceptable risk: No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control.
Green	Low	Acceptable risk: No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control
Yellow	Moderate	A risk at this level may be acceptable; If not acceptable, existing controls should be monitored or adjusted; No further action or additional controls are required.	Tolerate/Accept or Treat and Control
Amber	High	Not normally acceptable Formal action plan required - as failure to complete these actions has a significant impact/consequence on the net scores.	Treat, Tolerate or Transfer.
Red	Very High	Unacceptable. Formal action plan required - as failure to complete these actions has a significant impact/consequence on the net scores	All options can and should be considered.

		IMPACT				
		1 Negligible	**2 Minor**	**3 Moderate**	**4 Significant**	**5 Severe**
LIKELIHOOD	**5 Very Likely**	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very Unlikely	1	2	3	4	5

2. Quarter 1 2026/27 – Risk Scorecard and summary

There was one score change within the register during Quarter 1 2026/27, C07 Emergency Planning increased its score from 6 (Low) to 9 (moderate). One new risk has been added to the Corporate Risk Register C05A Planning Applications for Major Development.

Risk changed- C07 - Emergency Planning (EP)

Risk owner: Kristian Aspinall **/ Risk Manager:** Tim Hughes

Comments from the service: The OCC Joint Resilience Team arrangements will continue into 2026/27. Emergency Plans are scheduled for review and refresh during 2026 and will be updated on a prioritised basis. The approach to resourcing the Duty Director rota for Strategic and Tactical (Gold/Silver) response roles is currently under review. A report has been shared with the Corporate Leadership Team (CLT) highlighting the need for additional resource and recommending that the strategic response rota be staffed solely by Executive Directors and above, ensuring the appropriate level of seniority across response functions. Training requirements for all relevant roles are also being reviewed and updated. Efforts to deliver an in-house exercise during 2026 have been unsuccessful due to competing operational demands on staff time, resulting in an increased risk position as training has been provided but has not yet been validated through exercising. The Incident Management Framework (IMF) has been updated accordingly.

		Impact				
		1 Negligible	**2 Minor**	**3 Moderate**	**4 Significant**	**5 Severe**
Likelihood	**5 Very Likely**			C04	C05A	
	4 Likely			C17	C01	
	3 Possible			C02, C07, C15	C03, C09, C13, C14, C16	C10
	2 Unlikely			C06, C12	C08,C11	
	1 Very Unlikely					

Risk	Scoring	Direction of risk
C05A - Planning Applications for Major Development	**Very High**	↔
C01 - Financial resilience	**High**	↔
C03 - CDC Local Plan	**High**	↔
C04 - Five Year Housing Land Supply	**High**	↔
C10 - Cyber Security	**High**	↔
C14 - Corporate Governance	**High**	↔
C16- Workforce Strategy	**High**	↔
C09 - Health and safety	**High**	↔
C13 - Financial sustainability of third-party suppliers and contractors	**High**	↔
C02 - Statutory functions	**Moderate**	↔
C08 - Safeguarding the Vulnerable – Operational and partnership action	**Moderate**	↔
C11 - Safeguarding the vulnerable- Internal procedures	**Moderate**	↔
C17 - Local Government Reorganisation	**Moderate**	↔
C07 - Emergency Planning	**Moderate**	↑
C15 - Monitoring and management of Major Infrastructure Projects and Programmes	**Moderate**	↔
C06 - Business Continuity	**Low**	↔
C12 - Sustainability of Council owned companies and delivery of planned financial and other objectives	**Low**	↔

3. Full Corporate Risk Register – Risks are presented from higher to lower residual risk score

C05A - Planning Applications for Major Development - Failure to improve the quality and robustness of decisions on major planning applications resulting in not being able to exit the Minister of State for Housing and Planning designation, with the consequent loss of planning fee income, reduced developer confidence, and reduced local control of major developments.							
Priority	Quality Housing and Place Making						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/08/2026 – Risk updated across all sections
5	4	20		5	4	**20 Very High**	
Current Controls	• Ministerial requirement to prepare an action plan to be agreed with the Minister. • Receiving and acting upon the advice of the Planning Advisory Service (LGA) which liaises with the Ministry and designated Councils. • Rigorous monitoring and management of the quality of decision making on planning applications for major development. • Sustained performance improvement on the quality of decision making on planning applications for major development. • The completion, for the Planning Inspectorate and within required timescales, of any administrative tasks required of the Council in association with applications made directly to the Inspectorate in at least 80 per cent of cases. • The avoidance of any unreasonable delay in the progressing and signing any section 106 agreements associated with applications submitted directly to the Planning Inspectorate.						
Current mitigating actions	• Close and constructive working with the Planning Advisory Service (PAS) including on the preparation of an action plan for performance improvement. • Progressing on-going and relevant improvement and transformation work to timely and evidenced completion, including full implementation of 2025 PAS recommendations and an internal Strategic Applications Action Plan. • Live case by case monitoring of decision making on applications for major development. • Additional engagement with statutory consultees. • Additional engagement with the Chair of Planning Committee and Portfolio Holder. • Closer management of case work on major applications including the timely completion of legal agreements. • Additional engagement with prospective applicants and ensuring that the Council's pre-application and planning performance agreement services are attractive to them. • Ensuring clear and highly effective responsibilities for responding to the Planning Inspectorate. • Ensuring a robust case in seeking exit from designation at the earliest appropriate opportunity. • Oversight of the Executive Director and the Corporate Leadership Team.						
Additional Comments	While performance has improved during the current 2024–2026 monitoring period, figures for the Government's last monitoring period (2023–2025) showed that the Council 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. On 15 June 2026 the Ministry for Housing, Communities and Local Government designated the Council for 'special measures'. This effect of this is that applicants have the choice to submit planning applications for major development to the Planning Inspectorate rather than to the Council. The controls and mitigating actions are essential to improving performance and exiting designation. Work on an Action Plan is on-going supported by the implementation of PAS recommendations from 2025 and on-going engagement with PAS & MHCLG. A PAS workshop with designated authorities on the preparation of Action Plans is scheduled for 14 September. The Action Plan will be presented to Overview & Scrutiny Committee on 13 October and Executive on 2 November. The service is monitoring the risk score closely and expects it to reduce as actions are implemented. The current projection for 2024-26 shows that a return of less than 10% is achievable.						
Risk Owner & Manager	Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director - Planning						
Portfolio Holder	CIIr Chris Aramini-Brant						

C01 - Financial resilience - Failure to plan for and/or react to external financial impacts, new policy and changes to service demand resulting in increased costs or reduced income. Poor investment and asset management decisions.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score		Likelihood	Impact	Score	08/07/2026 - Slight change to description of risk, controls and mitigating actions updated
4	4	16	↔	4	4	**16 High**	
Current Controls	• Medium Term Revenue Plan updated and reported regularly to members. • Planning for balanced medium term and dynamic ability to prioritise resources. • Finance team made up of highly professional, competent, qualified staff. • Good networks established locally, regionally and nationally to ensure officer are aware of developments across the sector which could impact on the council. • Strong shareholder function and relationships with subsidiaries to manage investment risk. • To be prudent, financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise. • National guidance interpreting legislation available and used regularly. • Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams. • Review of best practice guidance from bodies such as CIPFA, LGA, SDCT, DCN and NAO. • Treasury management and capital & Investment strategies in place and updated at least annually. Regular financial and performance monitoring in place. • 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. • Asset Management Strategy in place and embedded. • Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future.						
Current mitigating actions	• 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 watching for the potential economic impact of the conflict in the Middle East and reviewing potential mitigations to manage within existing budgets. • 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 began 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. • Integration and continued development of Performance, Finance and Risk reporting. • Internal Audits being undertaken for core financial activity and capital as well as service activity and governance. • Introduction and implementation of an Asset Management Strategy. • Capital & Investment Strategy agreed annually. • Posts are filled by appropriately qualified individuals. • 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 financial 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 Q2. 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. • Regular member training and support. • Regular utilisation of advisors as appropriate. • 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 space in Banbury town centre.						
Additional Comments	None						
Risk Owner & Manager	Michael Furness - Assistant Director – Finance / Joanne Kaye – Head of Finance						
Portfolio Holder	CIIr David Hingley						

C03 - 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.							
Priority	Quality Housing and Place Making						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	08/07/2026 – Additional comments updated
4	4	16		3	4	**12 High**	
Current Controls	• 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						
Current mitigating actions	• 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.						
Additional Comments	The submission version of the emerging Local Plan was approved by Council on 21 July 2025. It was submitted to the Secretary of State for Housing, Communities and Local Government for independent Examination on 31 July 2025 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. At the time of doing this update, 08 July 2026, the letter had not been received. 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 Owner & Manager	Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director – Planning						
Portfolio Holder	CIIr Chris Aramini-Brant						

C04 - 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							
Priority	Quality Housing and Place Making						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	08/07/2026 – Additional comments updated
5	3	15		5	3	**15 High**	
Current Controls	• 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.						
Current mitigating actions	• 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.						
Additional Comments	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 Owner & Manager	Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director- Planning						
Portfolio Holder	CIIr Chris Aramini-Brant						

C10 - 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 on council's systems then there is a risk of: a data breach, or a loss of service.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	09/07/2026 – No changes
4	5	20		3	5	**15 High**	
Current Controls	• Intrusion prevention and detection monitoring and regular actions are implemented from the resulting reports • Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC • A zero trust VPN model. • Schedule of regular security patching • Vulnerability scanning • Malware protection and detection • File and data encryption on computer devices • Managing access permissions and privileged users' controls. • Effective information management and security training and awareness programme for staff • Password and Multi Factor Authentication security controls in place. • Robust information and data related incident management procedures in place • 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 • Preventative measures in place to mitigate insider threat, including physical and system security • 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							
Current mitigating actions	• 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. Members to receive additional Cyber Security guidance. • 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.							
Additional Comments	None						
Risk Owner & Manager	Stephen Hinds – Executive Director – Resources / David Spilsbury – Head of Digital and Innovation						
Portfolio Holder	CIIr Nicola Borkmann						

C14 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	16/07/2026 – Description updated
4	4	16		3	4	**12 High**	
Current Controls	• Clear and robust control framework including constitution, scheme of delegation, ethical walls policy etc. • Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees • Clear accountability and resource for corporate governance (including the shareholder role). • Integrated budget, performance and risk reporting framework. • Corporate programme office and project management framework. Includes project and programme governance. • Internal audit programme aligned to leadership risk register. • Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. • HR policy framework. • Annual governance statement process connects more fully and earlier with ELT and CLT. • Review of the Constitution by the MO with member involvement and approval by the Full Council						
Current mitigating actions	• 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.						
Additional Comments	None						
Risk Owner & Manager	Stephen Hinds – Executive Director – Resources / Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer						
Portfolio Holder	CIIr Chris Aramini-Brant						

C16 - Workforce Strategy - The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	09/07/2026 – Mitigating actions and additional comments updated
3	4	12		3	4	**12 High**	
Current Controls	• 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						
Current mitigating actions	• 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 developed to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.						
Additional Comments	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 Owner & Manager	Stephen Hinds – Executive Director – Resources / Claire Cox – Assistant Director - Human Resources						
Portfolio Holder	CIIr Nicola Borkmann						

C09 - Health and safety - Failure to ensure effective arrangements are in place for Health and Safety.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	30/06/2026 – Mitigating actions updated
5	4	20		3	4	**12 High**	
Current Controls	• 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 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. • 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.						
Current mitigating actions	• 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.						
Additional Comments	These are ongoing risks which cannot be removed only reduce the likelihood of these happening.						
Risk Owner & Manager	Claire Cox – Assistant Director – Human Resources / Ruth Wooldridge – Health & Safety Manager						
Portfolio Holder	CIIr Nicola Borkmann						

C13 - Financial sustainability of third-party suppliers and contractors - The potential for key suppliers, contractors and partners to experience financial instability or business failure could result in service disruption, reduced performance, increased costs and reputational damage to the Council. As a result, the delivery of critical services and achievement of value for money may be adversely affected.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/07/2026 – Risk description updated
3	4	12		3	4	**12 High**	
Current Controls	• Ensure contract management in place review and anticipate problems within key service suppliers and partners • Business continuity planning arrangements in place in regard to key suppliers. • Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures. • Intelligence unit set up procurement Hub to monitor supplier and contractor market. • Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors.						
Current mitigating actions	• Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. • 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. • Services areas to keep the key suppliers under regular check including running financial checks.						
Additional Comments	Creditsafe is now under contract and has gone live, enabling us to validate suppliers as part of our wider supplier monitoring activities. We are also working with various data sources to analyse contracts that have expired and to ensure Contract Managers are actively managing the relevant contracts. This includes providing sufficient notice before contracts come to an end, allowing adequate time to either re-contract or undertake a procurement exercise and go to market where required						
Risk Owner & Manager	Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer / Darren Jacobs – Senior Procurement Officer						
Portfolio Holder	CIIr Chris Aramini-Brant						

C02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	13/04/2026 – No changes
3	4	12		3	3	**9 Moderate**	

Current Controls	• 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.
Current mitigating actions	• 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 Monitoring Officer. • 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.
Additional Comments	None
Risk Owner & Manager	Stephen Hinds – Executive Director – Resources / Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer
Portfolio Holder	CIIr Chris Aramini-Brant

C08 - 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.							
Priority	Community Leadership						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/07/2026 – Risk controls updated
4	4	16		2	4	**8 Moderate**	
Current Controls	• 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						
Current mitigating actions	• 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.						
Additional Comments	None						
Risk Owner & Manager	Kristian Aspinall – Executive Director – Neighbourhood Services / Tim Hughes – Head of Environmental Health						
Portfolio Holder	CIIr Nicola Borkmann						

C11 - 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.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	06/07/2026 – Mitigating actions updated
4	4	16		2	4	**8 Moderate**	
Current Controls	• Safeguarding lead in place and clear lines of responsibility established • Safeguarding Policy and procedures in place • Information on the intranet on how to escalate a concern • Mandatory training and awareness raising sessions are now in place for all staff. • Safer recruitment practices and DBS checks for staff with direct contact • Data sharing agreement with other partners • Attendance at Safeguarding Boards • Annual Section 11 return compiled and submitted as required by legislation.						
Current mitigating actions	• Action plan acted upon and shared with Overview and scrutiny committee once a year • Comprehensive online training available for all staff and members • Continue to attend safeguarding board subgroups 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 with safeguarding champions network in place. • Member training completions shared twice a year • SAR's and Lessons Learned reports circulated to improve practice and knowledge.						
Additional Comments	None						
Risk Owner & Manager	Kristian Aspinall – Executive Director Neighbourhood Services / Nicola Riley – Assistant Director – Wellbeing and Housing Services						
Portfolio Holder	CIIr Lisa Smith						

C17 - Local Government Reorganisation - Potential impact that the Local Government Reorganisation implementation might have across the council, including services we provide to our residents.							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/07/2026 – Additional comments updated
4	4	16		4	3	**12 Moderate**	
Current Controls	• Representation of all political parties is ensured, including through dialogue with PGL • Legal implications and actions to be identified and executed • Communication plan to be put in place • Local/District specific impact to be identified, assessed and managed/escalated • Active engagement at officer & Council Leader levels with authorities across Oxfordshire & wider as appropriate.						
Current mitigating actions	Implement proposals from our Transformation Plan to ensure improved efficiencies and improving our resilience						
Additional Comments	Council is working with partners preparing for announcement in July, with a system wide SRO in place and an interim Programme Director in place too. Work streams on disaggregation on both Vertical and Horizontal workstreams in place.						
Risk Owner & Manager	Gordon Stewart – Chief Executive Officer / Stephen Hinds – Executive Director – Resources						
Portfolio Holder	CIIr David Hingley						

C07 - Emergency Planning - 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							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↑	Likelihood	Impact	Score	10/07/2026 – Additional comments updated
4	4	16		3	3	**9 Moderate**	
Current Controls	• Incident Management Framework in place and key contact lists updated monthly. • Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered. • Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements. • Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually. • CEx and Corporate Directors have received Strategic Co-ordinating Group (SCG) Training. Multi agency emergency exercises conducted to ensure readiness. • Active participation in Local Resilience Forum (LRF) activities • On-call rota being maintained and updated to reflect recent staffing changes						
Current mitigating actions	• Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas						
Additional Comments	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. 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. Attempts at in-house exercise for 2026 have been unsuccessful due to exercises conflicting with existing demand on staff time, this presents an increased risk position as training has been given but never validated. IMF has been updated.						
Risk Owner & Manager	Kristian Aspinall – Executive Director – Neighbourhood Services / Tim Hughes – Head of Environmental Health						
Portfolio Holder	CIIr Lesley McLean						

C15 - 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.							
Priority	Long-Term Economic Prosperity						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	08/07/2026 – Additional comments updated
4	5	20		3	3	**9 Moderate**	
Current Controls	• Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. • Need to institute regular and effective dialogue with developers.						
Current mitigating actions	• 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. • Regular and effective dialogue with developers via Area Developer Forums (held quarterly) and Area Oversight Groups (held bi-monthly). • 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.						
Additional Comments	The ATLAS funded work being undertaken around NW 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 and agreements are being put in place for continued work around constraints. The spatial review in Kidlington has moved on to its next phase of work, commissioned directly by Homes England, exploring strategic visioning and delivery of mitigation to identified constraints.						
Risk Owner & Manager	Ian Boll – Executive Director Place & Regeneration / Peter Sharp – Head of Regeneration and Growth						
Portfolio Holder	CIIr Lesley McLean						

C06 - 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							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/07/2026 – Additional comments updated
4	4	16		2	3	**6 Low**	
Current Controls	• Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group. • Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services. • ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss. • Incident management team identified in Business Continuity Framework. • All services undertake annual business impact assessments and updates of business continuity plans. • Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed						
Current mitigating actions	• 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						
Additional Comments	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 September. Looking to address process for plan owner approval, with BCSG member feedback, as current arrangement is causing delay.						
Risk Owner & Manager	Kristian Aspinall – Executive Director – Communities / Tim Hughes – Head of Environmental Health						

Portfolio Holder	Cllr Lesley McLean

C12 - 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							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	06/07/2026 – Minor updates across risk
3	5	15		2	3	**6 Low**	
Current Controls	• 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. • 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. • Clear governance arrangements are in place. • 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. • Training in place for those undertaking Director roles relating to the companies.						
Current mitigating actions	• 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.						
Additional Comments	None						
Risk Owner & Manager	Gordon Stewart – Chief Executive Officer / Stephen Hinds – Executive Director - Resources						
Portfolio Holder	Cllr David Hingley						