

Appendix 8

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact	Rating						Probability	Impact	Rating			
L01 - Financial resilience - Failure to 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 reported regularly to members.	Fully	Councillor Adam Nell	Michael Furness	Joanne Kaye	4	4	16	Posts are filled by appropriately qualified individuals. When posts become vacant the JD is reviewed to ensure it meets the needs of the wider team and that the essential skill levels and experience are appropriate.	The team is currently fully staffed with appropriately qualified individuals. Continuous Professional Development opportunities are offered and maximised by CIPFA, LGA, Link, Pixel. New financial system helping to support the monitoring process.	Risk reviewed - 18/01/2023 Comments and mitigating actions updated
	Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully							Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.		
	Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Partially							Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information.		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.				Good networks established locally, regionally and nationally. Strong shareholder function and relationships with subsidiaries. Financial returns from the subsidiaries are not included in the MTFS until they are reasonable assured to materialise.	Fully							Introduction and implementation of an Asset Management Strategy. Shareholder Agreements in place with subsidiaries which require regular management reports to be shared with the Shareholder which allows for dialog between the entities.		
	Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully							Work is underway to maximise the impact of the available space in Barbury town centre, encouraging an enjoyable shopping experience alongside space for non-retail activity to co-exist.		
	Exposure to commercial pressures in relation to regeneration projects.				Progress regeneration plans in a coordinated manner.	Partially							Finance support and engagement with programme management processes, project boards and steering group.		
	Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully							Integration and continued development of Performance, Finance and Risk reporting.		
	Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully							Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.		
	Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully							Regular member training and support. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.		
	Lack of financial awareness and understanding throughout the council				Investment strategies in place	Fully							Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFS.		
	Increased inflation in the costs of capital schemes				Regular financial and performance monitoring in place	Fully							Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.		
	Increased inflation in revenue costs				Independent third party advisers in place	Fully							Regular utilisation of advisors as appropriate.		
Regular bulletins and advice received from advisers		Fully	Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.											
Property portfolio income monitored through financial management arrangements on a regular basis		Partially	Summarise and distribute announcements to CLT, Leader and Lead Member for Finance as and when announcements are made relating to Spending Reviews and other government announcements affecting Local Government.	No detail in the Spending Review to be able to plan for additional resources in 2024/25 with any confidence - must wait for Local Government Finance Settlement 2024to understand the impact.											

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					Asset Management Strategy in place and embedded Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully							Financial forecasts of resources for 2023/24 had assumed a reduction in resources from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme has been taking place throughout 2022/23 with mitigations required if slippage was identified. Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19, or due to further economic shocks in the short-term, e.g. the cost of living crisis). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the budget setting process. A business rates reset is assumed from 2025/26 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 is nearly complete, with savings proposals sought that would enable the Council to operate within the forecast level of resources. Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered. New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected and that there is an identified business need.	The Council currently anticipates a medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions anticipated to start from 2025-26 the financial resilience of the Council could be severely impacted. The Council will set its 2023/24 budget on 27 Feb 2023 and will then monitor the delivery of the budget and begin preparations for the 2024/25 budget process in order to meet the forecast shortfall identified in the MTFs. The Government announced a 3 year Spending Review for 2022/23 - 2024/25 in October 2021. This provided the resource envelope for Government Departments to operate in and has set out an overall increase in local government spending power over the three year period, but did not provide any specific funding allocations for individual local authorities. In the provisional settlement for 2023/24, the government committed to maintaining council spending power, but it is not clear how this commitment will be delivered in the final year of the settlement.	
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. CDC 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 Fully Fully	Councillor Barry Wood	Stephen Hinds	Shiraz Sheikh	3	3	9	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Appointed interim officer regarding FOIs/EDIs and enquiries. Regular reports to CLT and DLT outline our performance regarding meeting statutory deadlines. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including Growth Deal and IT Transformation Programme.	Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published. Additional steps are under way to develop a regular review of legislative developments that will be service team focused to enhance awareness of statutory obligations and legal developments.	Risk reviewed 03/01/2023 - Commentary updated
L03 - CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review 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	Partially Partially Partially	Councillor Colin Clarke	Ian Boll	David Peckford	3	4	12	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan. Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was last updated in September 2021. It includes programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Oxfordshire Local Planning Authorities agreed to stop work on the Oxon Plan in August 2022. Local Plans for the City and Districts will now provide the framework for the long term planning of Oxfordshire. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options consultation was undertaken from 29 September to 10 November 2021. A draft Local Plan was presented to the Overview and Scrutiny Committee on 11 January 2023 and to the Executive on 19 January 2023. Consultation on the Plan was deferred to allow officers to consider the comments made. The programmes for work on the Canalside SPD and CIL are aligned to the Local Plan review timetable and will be updated as work on the Plan progresses.	Risk reviewed and comments updated 24/01/23.

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L04 - 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 operations	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 Eddie Reeves	Ian Boll	Richard Webb	3	4	12	Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework	The Council maintains businesses continuity plans for services to ensure that critical services can continue to be provided in the event of an emergency incident. Remote working enables most teams to work effectively from home and sustains services in the event of travel disruption or inability to use council buildings. A new incident management framework was approved by CLT in November, has been shared with Duty Directors and has been published on the Intranet. The Council's Intranet pages on Business Continuity have also been updated to provide better information for staff. A document repository and management system is now in place for key business continuity plans and is in the process of being populated with new documents when they are refreshed. Teams have been asked to update BIAs in advance of a complete review of Business Continuity Plans.	Risk Reviewed 03/01/2023 - Comments and mitigating actions updated.
	Financial loss/ increased costs				Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully							Cross-council BC Steering Group meets regularly to identify BC improvements needed		
	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							ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss		
	Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Framework	Fully							Corporate ownership and governance revised as a result of separation of OCC and CDC		
	Loss of reputation				All services undertake annual business impact assessments and updates of business continuity plans	Partially							BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.		
	Reduced service delivery capacity in medium term due to recovery activity				All services maintain business continuity plans	Partially							BC exercises to be arranged		
													Incident management framework in place and revised to reflect arrangements post separation from OCC. The IMF is available on the Intranet to all staff.		

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					Fully effective Partially effective Not effective										
L05 - 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 Eddie Reeves	Ian Boll	Richard Webb	3	4	12	Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.	The council is maintaining its duty director rota for any emergency incidents that might arise. Training has been provided for new Extended Leadership Team members to support them in their new role as Duty Director. A new Incident Response Framework was approved by CLT in November, has been provided to Duty Directors and is now published on the Intranet for all staff to access. This new IMF reflects changes following separation from OCC. Duty Directors also have access to this framework on the Cherwell Resilience Direct pages along with a key contacts guide. A 'lessons learned' review of an incident in July (which resulted in no disruption to the council but tested our response arrangements) identified some actions to improve awareness of the council's business continuity incident response arrangements. These actions have been completed.	Risk Reviewed 03/01/2023 - Comments updated.
	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							OCC Emergency Planning providing expert advice and support under a partnership arrangement which continues post decoupling.		
	Risk to human welfare and the environment				Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully							Supporting officers for incident response identified in the emergency plan and wallet guide.		
	Legal challenge				Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully							Refreshed incident management plan being developed following separation from OCC.		
	Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness	Partially							Training provided for all Duty Directors in late 2021 and early 2022. Training for new duty directors arranged for October and December 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.		
	Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities	Fully							On-call rota being maintained and updated to reflect recent staffing changes		
Reputational damage			Authority continues to be represented at the Local Resilience Forum												
L06 - 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	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation	Partially	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	Engagement with the CE sub-group of Safeguarding Children Board following the Jacob CSPP to identify improvements to local arrangements.	Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPP. A wider partnerships review for the Oxfordshire strategic partnerships has been undertaken and will conclude in early 2023. This is expected to lead to changes in how the strategic partnerships work together. Plans are in development for local reporting on exploitation risks to Community Safety Partnerships which will support the Partnership to ensure that local response arrangements are effective.	Risk Reviewed 03/01/2023 - Comments updated.
	Council subject to external reviews				Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners.	Fully							Implementing local changes to the multi-agency arrangements in Cherwell seeking to prevent child exploitation to address findings in the Jacob CSPP.		
	Criminal investigations potentially compromised				Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership.	Fully							CSP to adopt improved oversight of the local arrangements to ensure these are effective.		
	Potential financial liability if council deemed to be negligent.				Representation at the Children Missing and Exploited Network meetings for north Oxfordshire.	Fully							Community based exploitation disruption models to be developed and implemented.		
	Reputational damage to the council.				Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions.	Partially							Continue to engage with partnership arrangements in place to identify risks.		
					Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially									

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L08 - 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, a loss of service, cyber- ransom.	Financial loss / fine	4	5	20	File and data encryption on computer devices	Fully	Councillor Richard Mould	Stephen Hinds	David Spilsbury	3	5	15	<p>Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.</p> <p>Members given presentations and cyber training with the Police Cyber Security Advisor.</p> <p>The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.</p> <p>Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.</p> <p>IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.</p> <p>Cyber Security advice and guidance regularly highlighted to all staff.</p> <p>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.</p> <p>Internal Audit completed cyber audits with no major issues or significant risks identified.</p> <p>Joint OCC/CDC Cyber Security Officer in place - this is likely to continue after decoupling under SLA.</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.</p> <p>Cyber Security Manager has reviewed advice and provided assurance on our compliance.</p> <p>All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe.</p>	<p>Cyber security incidents are inevitable.</p> <p>The only way to manage this risk is to have effective controls and mitigations in place including audit and review.</p> <p>The controls and any further controls will not reduce the potential impact should the risk occur e.g., if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur.</p> <p>The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible, we could be subjected to either a cyber incident or data breach within the Council.</p> <p>The National Cyber Security Centre (NCSC) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same.</p> <p>A recent Audit of the Cyber function (CDC and OCC jointly) rated the that the system of control is being maintained (Amber) It should be noted that two elements of the Audit were red rated, and these were regarding procedural documentation which since have been resolved.</p>	Risk reviewed 03/01/2023 - No changes
	Prosecution – penalties imposed				Managing access permissions and privileged users through AD and individual applications	Fully									
	Individuals could be placed at risk of harm				Schedule of regular security patching	Fully									
	Reduced capability to deliver customer facing services				Vulnerability scanning	Fully									
	Unlawful disclosure of sensitive information				Malware protection and detection	Fully									
	Inability to share services or work with partners				Effective information management and security training and awareness programme for staff	Fully									
	Loss of reputation				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									
					Adequate preventative measures in place to mitigate insider threat, including physical and system security	Fully									
					Insider threat mitigated through recruitment and line management processes	Fully									
	Increased threat to security due to most staff working from home				A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	Fully									
	Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.	Fully													

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L09 -Safeguarding the vulnerable - Internal procedures- Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare. Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent Reputational damage to the council		4	4	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor Phil Chapman	Yvonne Rees	Nicola Riley	2	4	8	Monitoring of implementation of corporate policies and procedures to ensure fully embedded	Members endorsed the annual return and this was submitted on time to the Oxfordshire Adults and Childrens Safeguarding Boards.	Risk reviewed 30/12/2022 - Comments updated
					Safeguarding Policy and procedures in place	Fully							Ensure web pages remain up to date		
					Information on the intranet on how to escalate a concern	Fully							Annual refresher and new training programmes including training for new members		
					Mandatory training and awareness raising sessions are now in place for all staff.	Fully							Attendance at safeguarding boards and participation in learning events		
					Safer recruitment practices and DBS checks for staff with direct contact	Fully							Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice		
					Data sharing agreement with other partners	Fully							Regular internal cross departmental meetings to discuss safeguarding practice		
					Attendance at Children and Young People Partnership Board (CYPPB)	Fully							Action plan acted upon and shared with Overview and scrutiny committee once a year		
					Annual Section 11 return compiled and submitted as required by legislation.	Fully							Corporate monitoring of all referrals		
L10 -Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies		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 Adam Nell	Yvonne Rees	Stephen Hinds	2	3	6	A Shareholder Representative has been appointed following the decoupling from OCC, the Shareholder Representative is a former Chief Executive, regular governance arrangements are in place.	A formal governance review is being undertaken by the Shareholder Representative and the Monitoring Officer following the decoupling from OCC as part of the overall Transition Plan. The update Governance report was taken to CLT on 14th September. SH transitioned as Stakeholder representative on 24th November, with ongoing support in the interim from NE. The review of the governance is now with a third party assessing this. Work is ongoing between GH and CDC to ensure a viable business plan moving forward. Independent advice has been agreed to review any cases put forward.	Risk reviewed 03/01/2023 - Potential impacts and Comments updated
					Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.	Fully							Resilience and support being developed across business to support and enhance knowledge around council companies.		
					Clear governance arrangements are in place. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Partially							Skills and experience being enhanced to deliver and support development, challenge and oversight.		
					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 on a monthly basis.	Fully							Work with one company to ensure long term support arrangements are put in place.		
					Training in place for those undertaking Director roles relating to the companies.	Partially									

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L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor Adam Nell	Shiraz Sheikh	Simon Moody	3	4	12	Service areas to 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 the effects of COVID-19 lockdown, have on supply. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20. Business continuity plans in place	Shiraz Sheikh is taking operational lead with Simon Moody regarding procurement. Communications to go out in December 2022. Shiraz Sheikh extending SLA with Publica. Contracts Register almost complete with over 500 contracts now recorded.	Risk reviewed 03/01/2023 Commentary updated
					Business continuity planning arrangements in place in regards to key suppliers	Partially									
					Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially									
					Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully									
					Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully									

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L12 - 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 Barry Wood	Stephen Hinds	Shiraz Sheikh	3	3	9	Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTS. Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23. The Monitoring Officer is a member of full member of CLT. The Annual Governance Statement was produced and has been published. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	Risk is currently under complete review. Review of Constitution is underway	Risk reviewed 03/01/2023 - Commentary updated
	Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).	Fully									
	Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.	Fully									
	Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.				Corporate programme office and project management framework. Includes project and programme governance.	Partially									
	Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.				Internal audit programme aligned to leadership risk register.	Fully									
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).				Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially									
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.				HR policy framework.	Partially									
					Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.	Fully									
	Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully													

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) P/I			Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact	Rating						Probability	Impact	Rating			
L13 - Oxfordshire Housing and Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.	4	5	20	Established programme structure and partnership ethos to support effective programme delivery.	Fully	Councillor Barry Wood	Ian Boll	Robert Jolley	4	3	12	A CDC GD programme and programme board capability.	The Infrastructure and Homes from Infrastructure workstream (IHf) is the only remaining live workstream within the Oxfordshire Housing and Growth Deal Programme and is being reviewed to rebalance the programme within financial parameters; work continues with the various local authority partners and the Future Oxfordshire Partnership in pursuit of this objective. It should be noted that the Productivity workstream was completed when OxLEP finalised the Oxfordshire Industrial Strategy and the Affordable Housing workstream has also been completed. Oxfordshire Plan 2050 ceased in August 2022.	Risk reviewed and slight amendment made 05/01/2023.
	Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.				Put suitable arrangements in place to deliver the Project Management function.	Fully, when implemented (not implemented yet).							Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.		
	Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)				Engagement with housing developers to understand their commercial constraints.	Partially							Work stream plans of work (work stream brief, schedule, RAID log) .		
	Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders				Identify potential "top up" schemes to supplement GD affordable housing scheme.	Fully							Structured engagement with developers to better understand their needs. Appropriate escalation of issues to agree programme flexibilities where required.		
	Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers				Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.	Fully							Improved collaboration working with partners.		
	Oxfordshire Plan delivered late				Develop Year 5 (final year) Plans of Work to detail the expected delivery by CDC for Year 5 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Partially							Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.		
L14 - 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 R. Mould	Yvonne Rees	Claire Cox	3	4	12	Development of relevant workforce plans.	There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	Risk reviewed 04/01/2023 - No changes.
	Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)	Fully							Development of new L&D strategy, including apprenticeships.		
	Overreliance on temporary staff				Weekly Vacancy Management process in place	Fully							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.		
	Additional training and development costs				Ongoing service redesign will set out long term service requirements	Partially							There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. 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.		

