Appendix 1 – Leadership Risk Register as at 14/08/2024

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

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

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

Name and Description of risk	Potential impact	Inherent (gross) risk leve (before Controls	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual I level (aft existing controls	er Directi		Comments	Last updated	
		Probability Impact		Fully effective Partially effective Not effective				Probability Impact	Kating				
L01 - Financial resilience – Failure to plan for and/or react to external financial impacts, new policy and increased service demand. Poor investment and asset management	Reduced medium and long term financial viability	4 4 1	Medium Term Revenue Plan updated and reported regularly to members.	Fully	Councillor L.McLean		Joanne Kaye	4 4 1	6 ↔	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions impacting on the MTFS will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.	Full risk review carried out, controls and mitigating actions updated	Update On 8/8/2024	
decisions.	Reduction in services to customers	11	Planning for balanced medium term and dynamic ability to prioritise resources.	Fully						The budget for 2024/25 was agreed with savings proposals identified to contribute to addressing forecast reductions in			
	Increased volatility and inability to manage and respond to changes in funding levels		Finance team made up of highly professional, competent, qualified staff.	Partially						funding. Close monitoring of the delivery of the savings programme will take place throughout 2024/25 with mitigations required if slippage is identified. The budget and			
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.		Good networks established locally, regionally and nationally to ensure officer are aware of developments across the sector which could impact on the council.	Fully						transformation process for 2024/25 was begun in May 2024 and will involve a robust review of current budgets, how those link to activity supporting the corporate priorities, and services level options to allow for prioritisation of resources.			
	Inability to deliver financial efficiencies		Strong shareholder function and relationships with subsidiaries to manage investiment risk	Fully						Integration and continued development of Performance, Finance and Risk reporting			
	Exposure to commercial pressures in relation to regeneration projects.	1	To be prudent, financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to	Partially						Internal Audits being undertaken for core financial activity and capital as well as service activity			
	Poor customer service and satisfaction	11	National guidance interpreting legislation available and used regularly.	Fully						Introduction and implementation of an Asset Management Strategy			
	Increased complexity in governance arrangements		Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully						Capital & Investment Strategy agreed annually			
	Lack of officer capacity to meet service demand	1	Review of best practice guidance from bodies such as CIPFA, LGA Oflog and NAO.	Fully						Posts are filled by appropriately qualified individuals			
	Lack of financial awareness and understanding throughout the council		Treasury management and capital & Investment strategies in place in place and updated at least annually. Regular financial and performance monitoring in place.	Fully						Regular involvement and engagement with colleagues across the county			
	Increased inflation in the costs of capital schemes		Independent third party advisers in place. Regular bulletins and advice received from advisers. Property portfolio income monitored through financial management arrangements on a regular basis.	Fully						Regular member training and support			
	Increased inflation in revenue costs	11	Asset Management Strategy in place and embedded	Fully						Regular utilisation of advisors as appropriate			
				Fully						Summarise and distribute announcements to CLT and members.			
			Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future	Partially						Timely and good quality budget management reports, particularly property income and capital Work is underway to maximise the impact of the available			
L02 - Statutory	Legal challenge	3 4 1	2 Embedded system of legislation and policy tracking In place,	Partially	Councillor		Shiraz	3 3	9 ↔	space in Banbury town centre Ensure Committee forward plans are reviewed regularly by		Updated on	
functions – Failure to meet statutory obligations and policy	Loss of opportunity to influence national policy / legislation	4	with clear accountabilities, reviewed regularly by Directors.	Fully	Brant	Hinds	Sheikh			senior officers.	necessary for Q1.	14/08/2024	
and legislative changes are not			Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully						Ensure Internal Audit plan focusses on key leadership risks.			
anticipated or planned for.			regularly	nal guidance interpreting legislation available and used Fully Establish corporate repository and accountability policy/legislative changes taking into consideratic Council's functions.	policy/legislative changes taking into consideration all of the								
	Reduced service to customers		Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.	Fully						External support secured for key corporate projects including Growth Deal and IT Transformation Programme.			
	Inability to deliver council's plans	-	Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially						Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranch of Senior Leadership training/development begins in August			
	Exposure to commercial pressures		Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and	Fully						and is cascaded throughout 2022/23. Staff briefings on rule and procedures by MO			
	Reduced resilience and business continuity	1 📙	Audit Internal Audit Plan risk based to provide necessary assurances	Fully	1					Review Directorate/Service risk registers.	+		
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people	_	Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles	Fully	*				Ensure Committee forward plans are reviewed regularly by senior officers.	-			
			Senior Members aware and briefed regularly in 1:1s by Directors	Fully	1					Ensure Internal Audit plan focusses on key leadership risks.	ship risks.		
			Arrangements in place to source appropriate interim resource if needed	Fully								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.	ty for

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Control assessment	Lead Member	Risk owner	Risk manager	Residual risi level (after existing controls)		Comments	Last updated
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating			
			Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects	Fully					External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
			and ensure resources are allocated as required. Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Fully					Review Directorate/Service risk registers.		

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual r level (after existing controls	er Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated
		Probability Impact Rating		Fully effective Partially effective Not effective				죠 _	Kaung			
L03 - CDC Local Plan - Failure to have an up to date Local Plan could result in poor planning decisions such as development in inappropriate locations. It could also make it more difficult to demonstrate an adequate supply of land for housing which could lead to more planning by appeal and decisions that are contrary to the Council's wishes. The Plan requires approval by Council to be submitted for Examination.	Poor planning decisions leading to inappropriate growth in inappropriate place. Failure to have up to date policies that meet the District's requirements. Negative impact on the council's ability to deliver its strategio objectives, including for minimising carbon emissions. A higher number of planning appeals with associated increased costs Reputational damage with our local communities through not having up to date policies to meet needs and protect the environment Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/lack of policy clarity. Failure to submit Plan for Examination by June 2025 would mean that the Council would need to prepare a Local Plan under a new plan-making system on which further GoVt guidance is awaited. This would significantly delay having a new, up-to-date Plan.		The statutory Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Regular Councillor briefings to ensure all timescale requirements are understood. Ensuring that staff and consultancy resourcing is maintained Political consensus - building	Partially Partially Partially Partially Partially	Councillor J. Conway	lan Boll	David Peckford	3 4 1	2 ↔	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 Early briefing for new Portfolio Holder in May 2024 and any new Councillors Political consensus building through Chief Executive briefings and the Local Plan's Members Advisory Group.		Reviewed on 14/08/2024
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 Financial loss/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4 4 16	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	Fully Fully Fully Fully Partially	Councillor R. Parkinson	lan Boll	Tim Hughes	2 3	6 ↔	BC actions post-audit in 2023 are being implemented as pe plan. BCSG meeting routinely and corporate refresh across all areas i progressing BC Impact Assessments and BCPs being updated and reviewed by Emergency Planning Team with supporting document management system being 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 has been reconvened, engagement is being made across all service areas.	updated.	Updated on 30/7/2024
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 Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships Reputational damage	4 4 16	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 readmess Active participation in Local Resilience Forum (LRF) activities On-call rota being maintained and updated to reflect recent staffing changes	Fully Fully Fully Partially Fully Fully	Councillor R. Parkinson	lan Boll	Tim Hughes	2 3	6 ↔	IMF reviewed and updated. Training schedule in place and being delivered including training for new ADs/CEx and refresh for existing duty directors. Emergency plan contacts list updated monthly and reissued to all duty directors Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.	Full risk review carried out. Risk controls updated	Updated on 30/7/2024

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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating				
L06 - Safeguarding the Vulnerable – Operational and partnership actions-	Increased harm and distress caused to vulnerable individuals and their families.	4 4 16	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary	Partially	Councillor R. Parkinson	lan Boll	Tim Hughes	2 4 8	\leftrightarrow	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary.		Updated on 30/7/2024
Failure to work effectively with partners to identify	Council subject to external reviews		Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly	Fully						Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis		
and protect vulnerable people in the district and disrupt exploitation leaving		_										
vulnerable people at risk or subject to exploitation.	Potential financial liability if council deemed to be negligent. Reputational damage to the council.											
L07 - Health and safety Failure to ensure effective	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5 4 20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor C. Brant	Claire Cox	Ruth Wooldridge	3 4 12	↔	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.	Full risk reviewd carried out. Risk reviewed and mitigation actions updated	Updated on 12/7/2024
arrangements are in	Criminal prosecution for failings Breach of legislation and potential for enforcement action.		Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.	Fully						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.		
	Financial impact (compensation or improvement actions)	union consultative committees (Unison)	Fully						Relevant and required policies and procedures are regularly reviewed.			
	Reputational Impact		Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully	-					Working with service areas to ensure that suitable risk assessments are in place.		
			H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme. H&S information is disseminated via internal communications	Fully						Working with service areas and providing training to staff where necessary.		
			and updates to ELT and other relevant meetings.									
L08 - Cyber Security -If there is insufficient security with regards		4 5 20	Intrusion prevention and detection monitoring and regular actions are implemented from the resulting reports	Fully	Councillor C.Brant	Stephen Hinds	David Spilsbury	3 5 15	↔	All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating worldwide tensions and at critical periods such as the run up to Elections.	Full risk review carried out. Impacts, controls and mitigating actions updated	Updated on 12/7/2024
to the data held and IT systems used by the councils and insufficient protection	Prosecution – penalties imposed		Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC	Fully								
against malicious attacks on council's	Individuals could be placed at risk of harm		A zero trust VPN model.	Fully						Cyber Security advice and guidance regularly highlighted to all staff.		
systems then there is a risk of: a data breach, or a loss of service.	Reduced capability to deliver services		Schedule of regular security patching	Fully								
	Unlawful disclosure of sensitive information		Vulnerability scanning	Fully						Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionally regular Mimecast videos sent to all users for bitesize		
	Inability to share services or work with partners		Malware protection and detection	Fully						regular training		
	Loss of reputation		File and data encryption on computer devices	Fully						External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.		
			Managing access permissions and privileged users controls.	Fully								
			Effective information management and security training and Fully invareness programme for staff	Internal Audits complete regular cyber audits.								
			Password and Multi Factor Authentication security controls in place.	Fully	1					Cyber Security lead has specific responsibility for Cyber		
			Robust information and data related incident management procedures in place	Fully						Security, and we have engaged a specialist partner to advis on industry best practices and standards.		
			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								
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			Preventative measures in place to mitigate insider threat, including physical and system security	Fully							
			Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks	Fully							
			Mimecast awareness training and comprehensive defence system deployed to improve email security	Fully							

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L09 - Safeguarding the vulnerable - Internal procedures-	Increased harm and distress caused to vulnerable individuals and their families Council subject to external reviews	4 4 16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place	Fully	Councillor R. Pattenden	Ian Boll	Nicola Riley	2 4 8	\leftrightarrow	Action plan acted upon and shared with Overview and scrutiny committee once a year Annual refresher and new training programmes including	Full risk review carried out. Risk description and contols updated	Updated on 9/7/2024
Failure to work effectively with partners to identify and protect	Criminal investigations potentially compromised		Information on the intranet on how to escalate a concern	Fully						training for new members Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice		
vulnerable people in the district	Potential financial liability if council deemed to be negligent		Mandatory training and awareness raising sessions are now in place for all staff.	Fully						Corporate monitoring of all referrals		
and disrupt exploitation leaving vulnerable people at	Reputational damage to the council	damage to the council Safer recruitment practices and DBS checks for staff with direct contact Fully			Ensure web pages remain up to date Monitoring of implementation of corporate policies and		1					
risk or subject to exploitation.			Data sharing agreement with other partners Attendance at Safeguarding Boards	Fully Fully						procedures to ensure fully embedded Regular internal cross departmental meetings to discuss		
			Annual Section 11 return compiled and submitted as required by legislation.	Fully						safeguarding practice SAR's and Lessons Learned reports circulated to improve		
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	in terms of financial and business outcomes	3 5 15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Fully	Councillor D. Hingley		Stephen Hinds	2 3 6	6 ↔	practice and knowledge. A Shareholder Representative was appointed and regular governance arrangements are in place.	No changes	Risk reviewed 01/04/2024
meet financial objectives	Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives		Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.	Fully						Resilience and support being developed across business to support and enhance knowledge around council companies.		
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies		Clear governance arrangements are in place.	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 monthly.	Fully						Work with one company to ensure long term support arrangements are put in place.		
			Training in place for those undertaking Director roles relating to the companies.	Partially								

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	in the state of th	Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating				
sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's' loss of competitive advantage.	3 4 12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards 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	Partially Partially Partially	Councillor C Brant	Shiraz Sheikh	TBC	3 4 12		Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. 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.		Reviewed on 14/8/24
	Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council dure to having to cover costs or provide service due to failure of third party supplier of contractor		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	Fully						Services areas to keep the key suppliers under regular check including running financial checks.		

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment Fully effective Partially effective	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Rating	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated
L12 - Corporate		4 16	Clear and robust control framework including: constitution,	Not effective Fully	Councillor		Shiraz	3 3 9	↔	External Audit - external audit issue an opinion on the	Full risk review carried out - potential impacts	
Governance - Failure of corporate governance leads to negative impact on	management practices and controls are not adhered to.		scheme of delegation, ethical walls policy etc. Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees	Fully	C. Brant	Hinds	Sheikh			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	updated	14/8/2024
service delivery or the implementation of major projects	Risk of ultra vires activity or lack of legal compliance		Clear accountability and resource for corporate governance (including the shareholder role).	Fully						effectiveness of governance framework including the system of internal control and AGS is published. The work is informed by the Corporate Governance and Oversight		
providing value to customers.	Risk of fraud or corruption		Integrated budget, performance and risk reporting framework.	Fully						Group. CLT & ELT has responsibility of maintenance of the governance environment.		
	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								
			HR policy framework.	Partially								
			Annual governance statement process undertaken for 2023/24 connects more fully and earlier with ELT and CLT.	Fully								
			Review of the Constitution by the MO with member involvement and approval by the Full Council	Fully								
management of	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead	5 20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	Partially	Councillor I. Middleton	Ian Boll	Robert Jolley	3 3 9	\	Monthly infrastructure project meetings are held between officers at Oxfordshire County and Cherwell District Councils in order to monitor progress.		Risk reviewed and updated 16/7/2024
manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment. Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders		Need to institute regular and effective dialogue with developers.	Partially						Institute regular and effective dialogue with developers		
L14 - Workforce Strategy The lack of effective workforce strategies	Limit our ability to recruit, retain and develop staff 3	3 4 12	Analysis of workforce data and on-going monitoring of issues.	Partially	Councillor C. Brant	Stephen Hinds	Claire Cox	3 4 12	↔	There are indications that specific service areas are continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.		Risk reviewed and updated 10/7/2024
could impact on our ability to deliver Council priorities and	Impact on our ability to deliver high quality services		Key staff in post to address risks (e.g. strategic HR business partners)	Fully						Development of a people strategy to include succession planning, and to underpin the organisation strategy		
services.	Overreliance on temporary staff		Weekly Vacancy Management process in place	Fully						Development of relevant workforce plans.		
										Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates.		
	Additional training and development costs		Ongoing service redesign will set out long term service requirements	Partially						The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.		