

Committee: Executive
Date: Monday 4 June 2018
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. **Petitions and Requests to Address the Meeting**

The Chairman to report on any requests to submit petitions or to address the meeting.

4. **Minutes** (Pages 1 - 8)

To confirm as a correct record the Minutes of the meeting held on 3 April 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Local Discretionary Business Rate Relief Scheme for 2018-19 (Pages 9 - 16)

Report of Executive Director Finance and Governance

Purpose of report

To consider the proposed Local Discretionary Relief Policy and to approve the local Discretionary Business Rate Relief Scheme for 2018-2019.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To approve the adoption of the local Discretionary Business Rate Relief Scheme for 2018-2019.

7. Central Area Growth Board (Pages 17 - 28)

Report of Executive Director for Place and Growth

Purpose of report

To seek approval for Cherwell District Council to join the Central Area Growth Board, a newly established body which has been created by local authorities involved in the Oxford to Cambridge Corridor to assist coordination of activities aiming to support the development of the corridor.

Recommendations

Within the context of the National Infrastructure Commission and Government's work on the Cambridge - Milton Keynes - Oxford corridor, the meeting is recommended:

- 1.1 To agree that the Council becomes a full member of the Central Area Growth Board, adopting the Terms of Reference (Appendix 1).
- 1.2 To agree that the Council commits to an associated contribution of £5k of ongoing revenue to support the work of the Growth Board.

8. End of year 2017-2018 Performance, Finance and Risk Monitoring Report (Pages 29 - 52)

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

Purpose of report

This report summarises the Council's Performance, Finance and Risk monitoring position as at the end of the year.

Recommendations

The meeting is recommended:

- 1.1 To note the outline revenue and capital position for 2017/18.
- 1.2 To note the performance position at the end of the year.
- 1.3 To note that the risk register is now reviewed and updated on a monthly basis.

9. Monthly Performance, Finance and Risk Monitoring Report - April 2018 (Pages 53 - 80)

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

Purpose of report

This report summarises the Councils Performance, Finance and Risk monitoring position as at the end of each month.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Finance and Risk Monitoring Report.

10. Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2018/19 (Pages 81 - 84)

** Please note that the appendix to this report will follow as appointments are currently being reviewed **

Report of Assistant Director: Law and Governance

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2018/2019.

Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2018/2019 as set out in Appendix 1 to this report.
- 1.2 To delegate authority to the Assistant Director: Law and Governance, in consultation with the Leader, to appoint Members to outstanding vacancies and make changes to appointments as may be required for the 2018/2019 Municipal Year.

11. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Thursday 24 May 2018

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 April 2018 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Colin Clarke Lead Member for Planning
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management
Councillor Mike Kerford-Byrnes, Lead Member for Joint Working and ICT
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Lynn Pratt, Lead Member for Estates and the Economy

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Sean Gaul

Apologies for absence: Councillor Kieron Mallon, Lead Member for Public Protection and Community Services
Councillor Richard Mould, Lead Member for Performance Management

Officers: Yvonne Rees, Chief Executive
Cecilie Booth, Interim Deputy Section 151 Officer
Richard Ellis, Interim Executive Director: Wellbeing
James Doble, Assistant Director: Law and Governance / Monitoring Officer
Natasha Clark, Governance and Elections Manager

111 **Declarations of Interest**

There were no declarations of interest.

112 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

113 **Minutes**

The minutes of the meeting held on 26 February 2018 were agreed as a correct record and signed by the Chairman.

114 **Chairman's Announcements**

There were no Chairman's announcements.

115 **Participation in the Vulnerable Persons Relocation Scheme**

The Interim Director: Wellbeing submitted a report to consider Cherwell District Council's progress regarding the resettlement of six refugee families into the district as part of the Government's Vulnerable Persons Relocation Scheme (VPRS). This report also sought to inform future decision making regarding the resettlement of refugee families in Cherwell District, wider engagement in the asylum seeker dispersal programme and preparation of a bid for Controlling Migration Fund monies.

On behalf of Executive, the Chairman commended officers and other agencies for their hard work supporting the families who had previously relocated to the district.

Resolved

- (1) That the contents of the report be noted.
- (2) That the findings of the evaluation report of the Syrian Vulnerable Persons Relocation Scheme (VPRS) in Cherwell be noted.
- (3) That, having given due consideration, the resettlement of an additional six Syrian Refugee families within Cherwell district be agreed.
- (4) That the establishment of a dedicated post to deal with Syrian Refugee work in Cherwell (funded by VPRS funding) be supported.
- (5) That officers be supported to develop a bid to the Controlling Migration Fund in relation to Cherwell district.
- (6) That, having given due consideration, participation in the Asylum Seeker Dispersal Programme in Cherwell district be endorsed and officers requested to proceed accordingly.

Reasons

Based upon the success of the programme to date, there is an opportunity for Cherwell District Council to resettle additional Syrian Refugee families into the district. A further 6 families would approximately equate to 50 individuals in total. This would align with the request made to senior politicians from the Churches in Bicester group in January 2017.

If further families are resettled, Cherwell District Council should continue to source accommodation from the private rented sector for VPRS use. Also the Council should continue to focus on securing 3 and 4 bedroom properties. This would ensure smaller accommodation is not being taken away from

others in the district in housing need and ensures that the Council has sufficient funding available to support the families being resettled.

If Cherwell District Council choose to resettle more families into the district consideration needs to be given to how these families will be supported. The preferred way forward at this stage is that a procurement exercise would be undertaken to secure a support provider for a subsequent phase of VPRS in Cherwell District.

The evaluation has highlighted that the resettlement of refugees into the district requires significant amounts of officer time to be committed to ensure families are resettled successfully and that a joined up approach is achieved with other statutory agencies and partners. If further families are resettled, it is proposed that a dedicated member of staff is employed using some of the funding available to support the programme moving forwards to help the Council deliver the project further.

The Controlling Migration Fund is designed to support local authorities in England who are experiencing pressures on services from either illegal or legitimate migration. The Fund is available for local authorities to apply for over four years 2016/17 – 2019/20 and focuses on responding to problems caused by high migration into localities and is designed to help deliver benefits to the local population.

Alternative options

Option 1: To approve the findings of the evaluation as recommended in this report and commit to the resettlement of a further 6 families into the district. However, not approve the dedicated staff resource that has been requested. This would mean that considerable amounts of existing staff time would be spent on this project diverting this resource from other housing activities.

Option 2: Not to resettle any more refugees into Cherwell district. By not accepting any more families into the district, the Council may receive criticism that it is not continuing to help families beyond the 6 families already pledged.

Option 3: To resettle less than 6 refugees into Cherwell district. Officers expect to have resettled approximately 30 individuals into the district once the 6 family arrive in the spring. Due to the uncertainty about the number of people within each family arriving until accommodation has been secured there is potential for the Council to not be able to fulfil the petition's request to resettle 50 refugees.

Option 4: To resettle more than 6 refugees into the district. Resettling more families into the district at this time would be difficult. Staff resources in excess of the dedicated post being requested would need to be made available to the project and it would be difficult to find enough private rented accommodation for families.

116 **Notification of Urgent Action: Amendment to the Local Discretionary Rate Relief Policy for 2017-2018**

The Chief Executive submitted a report to note the urgent decision taken by the Chief Executive to revise the Local Discretionary Rate Relief Policy for 2017-2018 in order to.

Resolved

- (1) That the urgent action taken by the Chief Executive to revise the Local Discretionary Rate Relief Policy for 2017-2018 and to maximise the funding to support local businesses be noted.

Reasons

The timescale for making use of this funding is extremely tight and exceptional arrangements are therefore necessary. The taking of urgent action associated with the proposals set out in this report give the Council the best chance of utilising the available funds and delivering consequent benefits to local businesses. In accordance with the Constitution, the urgent action is reported to Executive for information.

Alternative options

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to the body that would ordinarily have taken the decision.

117 **Urgent Business**

There were no items of urgent business.

118 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

119 **Community Infrastructure Grants**

The Assistant Director: Communities submitted an exempt report which sought approval of the grant process and criteria for the newly established Community Infrastructure grants pot.

Resolved

- (1) That the grant information pack, associated application form and the criteria for the approval be agreed.
- (2) That the approach of delegating future grant funding decisions above £20,000 to the Lead Member with responsibility for Communities subject to funds being available and subject to the same terms and conditions as will be applied (as amended from time to time) to the proposed grant scheme be endorsed.

Reasons

The grant scheme was established through the last budget setting process with the intention of having a small scale of capital funding available to properly constituted, not-for-profit organisations, who need to secure some investment in property or equipment in order to sustain their community activity and involvement.

This grant programme sits alongside money for community development and infrastructure delivered through various S106 agreements. Usually the grants will be for infrastructure outside the areas of growth and as such are complementary.

Alternative options

Option 1: To determine additional or different grant criteria. This option was not pursued as the criteria are generally in line with other grant schemes managed by officers and provide for a broad and balanced application of funding

120

Crown House Update

The Chief Executive submitted an exempt report which provided an update on Crown House.

Resolved

- (1) That the report and appendices be noted.
- (2) As set out in the exempt minutes.
- (3) That it be noted that the matter will be reported to the May Council meeting for information.

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

Executive - 3 April 2018

The meeting ended at 6.55 pm

Chairman:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cherwell District Council

Executive

4 June 2018

<p>Local Discretionary Business Rate Relief Scheme for 2018-19</p>

Report of Executive Director Finance and Governance

This report is public

Purpose of report

To consider the proposed Local Discretionary Relief Policy and to approve the local Discretionary Business Rate Relief Scheme for 2018-2019.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To approve the adoption of the local Discretionary Business Rate Relief Scheme for 2018-2019.

2.0 Introduction

- 2.1 In the Spring Budget 2017 Chancellor announced £300m funding for local councils to help businesses facing an increase in their business rates following the 2017 Revaluation. Any unspent funding will be returned to central government. The total funding for Cherwell for the financial year 2018 -19 is £358,000 a reduction from £736,000 in 2017-2018,
- 2.2 The Government expects billing authorities to use their discretionary powers under section 47 of the Local Government Finance Act to deliver the scheme. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief, up to a maximum amount based on the authority's allocation of the £300m fund.
- 2.3 Each authority is required to devise its own Discretionary Relief Scheme.

3.0 Report Details

3.1 The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council for the next three years is as follows:

2018-19	2019-20	2020-21
£358,000	£147,000	£21,000

3.2 A copy of the proposed Local Discretionary Business Rate Relief Policy for 2018-2019 is shown at Appendix 1 of this report. Members may recall that, following poor take-up and the subsequent low use of funding, the Policy for 2017-2018 was amended to include changes to the application process, qualifying criteria and the exclusions with the aim of maximising use of the funding. The draft policy for 2018-19 remains unchanged to again maximise the use of funding and to support to local businesses.

3.3 The attached policy outlines the proposed qualifying criteria and exclusions.

3.4 European “State Aid” rules apply to any business rates relief granted.

4.0 Conclusion and Reasons for Recommendations

4.1 Members are asked to note the contents of the report and approve the adoption of the Local Discretionary Business Rates Relief Scheme for 2018-19 attached in Appendix 1.

5.0 Consultation

5.1 This has been discussed with the Lead Member for Financial Management and Governance. The report was circulated to members of Budget Planning Committee.

5.2 It is a requirement of the Local Discretionary Rate Relief Scheme that we consult with major preceptors on the proposed scheme and this consultation is currently underway.

6.0 Alternative Option and Reasons for Rejection

6.1 The following alternative option has been identified and rejected for the reasons given below.

Option 1: Members could choose not to recommend the proposed schemes but in view of the fact that expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers

7.0 Implications

Financial and Resource Implications

- 7.1 The report sets out the proposed Local Discretionary Relief scheme to provide relief to business ratepayers in properties facing business rates rises as a result of the Revaluation. The local scheme aims to distribute no more than Government funding allocation provided. The Government has announced that it will reimburse councils for the actual cost of relief granted, in accordance with its guidance, through Section 31 grant.

Comments to be checked by:

Kelly Watson, Assistant Director Finance and Procurement, 0300 003 0206

Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation provides the criteria for awarding discretionary rate relief to certain categories of non-domestic ratepayer.
- 7.3 Relief from taxes, including non-domestic rates, can constitute state aid under European Union legislation. There are block exemptions from the state aid rules where the aid is below a de minimis level. The de minimis level applies to all de minimis aid received, including other Government subsidies or grants, in addition to any rate relief given as a de minimis aid. It will be for the Council to ensure that any relief granted does not transgress state aid rules. The de minimis threshold is €200,000 from all sources to the recipient as a whole over a rolling period of three years.

Comments checked by:

Chris Mace, Solicitor, 01327 322125, @cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No
Wards Affected

All

Links to Corporate Plan and Policy Framework

Here to Serve

Lead Councillor

Councillor Tony Ilott, Lead Member for Financial Management and Governance

Document Information

Appendix No	Title
1	Local Discretionary Rate Relief Policy 2018-19
Background Papers	
None	
Report Author	Belinda Green Revenues and Benefits Manager
Contact Information	01327 322182, belinda.green@cherwellandsouthnorthants.gov.uk



Local Discretionary Business Rate Relief Scheme for 2018-2019

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2018 to 31 March 2019. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council over the next three years is as follows:

2018-19	2019-20	2020-21
£358,000	£147,000	£21,000

2. Qualifying Criteria

- 2.1 The property must have had an increase in rateable value as a result of the 2017 Revaluation.
- 2.2 All other mandatory reliefs must have been applied for prior to an award for Local Discretionary Business Rate Relief being considered.
- 2.3 The 2017 Rateable Value must be £200,000 or less.
- 2.4 Where a property is formed following a split, merger or reorganisation a new calculation will be carried out.
- 2.5 Where a qualifying ratepayer's business rates bill is reduced for any of the following reasons the amount of relief will be reduced or removed accordingly:
 - A reduction in rateable value in the 2017 Rating List.
 - The application of any additional relief or exemption
 - Vacation and reoccupation of the property
 - Any other relevant reason

3. Exclusions

3.1 Relief will not be awarded to the following types of ratepayers and properties:

- Precepting bodies (County, District and Parish Councils)
- Banks, building societies and other major financial institutions
- Multi-national businesses or large chains
- Businesses which occupy 3 or more properties
- National Health Service
- Charities
- Central Government bodies

3.2

3.3 Unoccupied properties

3.4 Where the award of relief would not comply with EU law on State Aid.

4. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

5. How will the Local Discretionary Business Rate Relief be calculated?

Local Discretionary Business Rate Relief will be calculated after any or all of the following have been applied:

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

The Council will automatically award business rates relief to qualifying businesses.

The amount of relief awarded each year will be subject to review such that the total relief doesn't exceed the funding allocation from government.

This policy will be published on the Council's website www.cherwell.gov.uk.

7. Appeals

All appeals must clearly state the ground(s) and be made in writing to: Revenues and Recovery Team, Cherwell District Council, Bodicote House, Bodicote, Banbury OX15 4AA.

Any appeal will be judged in line with this policy and the decision is to be taken at the sole discretion of the Executive Director Finance and Governance Chief Finance Officer in consultation with the Joint Revenues and Benefits Manager. All appeals will be reviewed within 4 weeks of submission of all necessary information. All decisions taken on appeals are final and the outcome will be recorded and advised to the ratepayer in writing. If an appeal is successful, rate relief will be backdated for the full eligible period within the relevant financial year.

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Cherwell District Council

Executive

4 June 2018

Central Area Growth Board

Report of Executive Director for Place and Growth

This report is public

Purpose of report

To seek approval for Cherwell District Council to join the Central Area Growth Board, a newly established body which has been created by local authorities involved in the Oxford to Cambridge Corridor to assist coordination of activities aiming to support the development of the corridor.

1.0 Recommendations

Within the context of the National Infrastructure Commission and Government's work on the Cambridge - Milton Keynes - Oxford corridor, the meeting is recommended:

- 1.1 To agree that the Council becomes a full member of the Central Area Growth Board, adopting the Terms of Reference (Appendix 1).
- 1.2 To agree that the Council commits to an associated contribution of £5k of ongoing revenue to support the work of the Growth Board.

2.0 Introduction

- 2.1 To demonstrate its commitment to regional working and to be an active partner within the Cambridge - Milton Keynes - Oxford corridor, Cherwell District Council has been actively engaging in discussions to establish a Central Area Growth Board across the 'middle' of the corridor. This will sit alongside the arrangements already in place for Oxfordshire and Cambridgeshire.
- 2.2 Establishing a Growth Board demonstrates to government that authorities across the South East Midlands area, based on the SEMLEP footprint, of which Cherwell District Council is a member committed to delivering a step change in sub-regional collaboration. The Growth Board will allow the area to speak with a single voice to government on cross-boundary issues, matters of sub-regional importance and coordinate any 'Housing and Growth deals' agreed across the sub region.

- 2.3 This report recommends that Cherwell District Council becomes a full member of the Central Area Growth Board, outlining the Terms of Reference (annexed) for adoption and committing to the relevant ongoing contributions for the approval of the Executive and recommendation to each Council.

3.0 Report Details

Background

- 3.1 The National Infrastructure Commission's (NIC) Interim report on the Cambridge-MK-Oxford growth corridor identified that one factor holding the area back from achieving its full potential as the UK's 'Silicon Valley' is the lack of joined-up planning of housing, jobs and infrastructure across traditional local authority boundaries. Both the NIC and Government propose that the corridor plans for an additional one million new homes up to 2050.
- 3.2 Current governance mechanisms are not sufficient to deliver the step- change in strategic leadership and collaboration needed... and will require a fundamental shift in the scale at which local authorities collaborate on planning and infrastructure.
- 3.3 In its final report on the Cambridge – Milton Keynes - Oxford corridor, 'Partnering for Prosperity: a new deal for the Cambridge – Milton Keynes - Oxford arc', the NIC encouraged authorities within the central section of the arc to "strengthen structures for collaborative governance and collective decision making" and referenced the work ongoing in the central area to establish a growth board.
- 3.4 Government, in its initial vision for the Corridor published at the Autumn Budget in November 2017 stated that "it will be necessary for authorities to work together much more closely going forwards."
- 3.5 Within the Cambridge – Milton Keynes - Oxford corridor, formalised stronger regional working arrangements have been established at either 'end' of the corridor through the Cambridgeshire and Peterborough Combined Authority and the Oxfordshire Growth Board. Establishing a Growth Board for the 'Central Area' allows Cherwell/South Northants and its partner authorities to meet the challenge of councils working together closely in the future.
- 3.6 Cherwell has been actively engaging since last summer on closer regional working with the 17 local authorities within the South East Midlands and Buckinghamshire Thames Valley Local Enterprise Partnerships (LEP) footprints that are locally defined as being within the Cambridge - Milton Keynes - Oxford corridor, with the exception of Buckinghamshire County Council. Partners have agreed in principle to formally establish a Growth Board, constituted as a joint committee, to coordinate cross-boundary working within the central area.
- 3.7 The establishment of a Growth Board in the centre of the Cambridge-Milton Keynes- Oxford corridor also allows the central area to be an active participant in the cross corridor working arrangements currently being established across 22 Councils. A number of Councils have already adopted the attached Terms of Reference.

- 3.8 The Growth Board will be a single coordinating voice for the region (between Oxfordshire and Cambridgeshire) with central government. No powers are being ceded from member authorities to the Growth Board. If members of the Growth Board agree to vest powers into it, this would be agreed by individual councils via their decision-making processes. Hence Cherwell/South Northants will only cede powers to the Growth Board if it and all other member authorities choose to.
- 3.9 In the visioning document 'Helping the Cambridge, Milton Keynes and Oxford corridor reach its potential' published at the Autumn Budget in November 2017 government announced its ambition to work with the central area on housing and growth deals throughout 2018. Whilst any potential housing and growth deals will not cover the whole geography of the Central Area, the Growth Board will have an important role to play in coordinating these at the sub-regional level. It is anticipated that three growth deals will cover West Northants, North Northants, the four Unitary Councils together with Aylesbury District, aligned with the Growth Deal already agreed for Oxfordshire.
- 3.10 The Central Area Growth Board is based on the Oxfordshire Growth Board which has successfully operated for a number of years and recently secured the £215 million Growth Deal for Oxfordshire, the first of its kind in England.

5.0 Consultation

- 5.1 Internal briefing: Councilor Clarke, Lead Member for Planning

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following options are open to Members but are not recommended for the reasons as set out below:

Option 1: Not to approve joining the Board

Establishing joint working at the two ends of the corridor (ie: Oxfordshire and Cambridgeshire) has played a significant role in securing investment, flexibilities and commitments from government. Doing nothing would mean that South Northants would not have a voice in similar regional discussions.

Additionally, for Cherwell, as both East-West rail and the proposed Expressway are likely to pass through Cherwell into Aylesbury District, there is merit in participating in a Board which brings together the Councils which lie to the east of Oxfordshire.

Option 2: Become a full member of the Central Area Growth Board

Working in partnership is an important means by which the Councils priorities are secured. Collaborating and proactively planning for growth through the forum of a Growth Board will allow regional partners to proactively shape the future growth of their areas, rather than having growth imposed from above.

By becoming a full member of the Central Area Growth Board, the Council will be an active participant in contributing to the agenda for strategic planning, economic

development and infrastructure planning in the central part of the corridor which is taking shape.

7.0 Implications

Financial and Resource Implications

- 7.1 By joining the Central Area Growth Board Cherwell DC is committing to an ongoing annual £5k commitment to support its work and to fund officer roles to support its operation. Further contributions may be sought for specific pieces of work

Comments checked by:

Adele Taylor, Executive Director - Finance and Governance 0300 0030106

Adele.Taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Growth Board will be set up as a joint committee under Section 101 (5), 102 Local Government Act 1972 and section 9EB of the Local Government Act 2000 and pursuant (where applicable) to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 7.3 Whilst no powers have been vested in the Growth Board, as a joint committee, it will exercise any powers which members agree to vest in it on a unanimous basis under Section 1 of the Localism Act 2011 insofar as they relate to the promotion of development or economic growth or matters ancillary to this. These powers will be exercised concurrently with the constituent members and members will unanimously decide the voting mechanism for exercising powers. This excludes ceding the decision-making powers on planning matters, which will remain vested with the Local Planning Authorities, as set out in the Planning and Compulsory Purchase Act 2004.
- 7.4 With the Growth Board acting as a Joint Committee under the relevant legislation, meetings will be held in public and are subject to legislation ensuring meeting documents are published in a timely manner. The work of the Growth Board at the point of formal establishment will be subject to FOI legislation.

Comments checked by:

James Doble, Assistant Director Law and Governance 03000030207

James.Doble@Cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

This report directly links to all four of the corporate priorities and objectives set out in the Cherwell District Council Business Plan 2018-19 as follows:

- Protected, Green and Clean
- District of Opportunity
- Thriving Communities and Well-being

Lead Councillor

Councillor Colin Clarke – Lead Member for Planning

Document Information

Appendix No	Title
Appendix 1	Central Area Growth Board Terms of Reference
Background Papers	
None	
Report Author	Adrian Colwell, Executive Director – Place and Growth
Contact Information	Adrian Colwell - 0300 003 0110 adrian.colwell@cherwellandsouthnorthants.gov.uk

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Central Area Growth Board – Terms of Reference

These Terms of Reference are not legally binding but are intended to lead to a legal agreement in due course.

Central Area Growth Board

1. Governance

1.1 The Central Area Growth Board (the Joint Committee) includes at commencement the following local authorities:-

Full Members

- Aylesbury Vale District Council,
- Bedford Borough Council,
- Central Bedfordshire Council,
- Cherwell District Council,
- Chiltern District Council,
- Corby Borough Council,
- Daventry District Council,
- East Northamptonshire District Council,
- Kettering Borough Council,
- Luton Borough Council,
- Milton Keynes Council,
- Northampton Borough Council,
- Northamptonshire County Council,
- South Bucks District Council,
- South Northamptonshire District Council,
- Borough of Wellingborough Council and
- Wycombe District Council.

1.2 The Central Area Growth Board is a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant (where applicable) to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

Each member authority must take the Terms of Reference through its internal processes.

1.3 The Growth Board will exercise the powers which its members have agreed to vest in it on a unanimous basis under Section 1 of the Localism Act 2011 insofar as they relate to the promotion of development or economic growth or matters ancillary to this. These powers will be exercised concurrently with the constituent members and members will unanimously decide the voting mechanism for exercising powers. This excludes ceding the decision making powers on planning matters, which will remain vested with the Local Planning Authorities, as set out in the Planning and Compulsory Purchase Act 2004.

1.4 The Growth Board will also include associate members, who will be able to participate in meetings but not be able to vote. The LEPS that operate in the area are entitled to be associate members.

1.5 It will also include other co-opted non-voting named members from those organisations listed at 4.4 below.

2. Accountable Body and Host

2.1 The Accountable Body for the Growth Board is Milton Keynes Council which will provide the Section 151 officer role to the Growth Board.

2.2 Milton Keynes Council's Chief Finance Officer (Section 151 Officer) will provide the Growth Board with a quarterly financial report. This report will provide the Board with an overview of the funds spent, funds committed against funds allocated.

2.3 Programme management will be provided by dedicated growth board officer support and will include milestones and outcomes achieved and where necessary, ensure that action plans are put in place to address any concerns.

2.4 The Growth Board will be hosted under local government arrangements and this will be rotated in accordance with the arrangements for the Chair (see Section 8). Committee services are provided by the Host in accordance with the Local Government Act 1972, as outlined in paragraph 8.3.

3. Purpose of the Central Area Growth Board

3.1 To provide the strategic leadership that will enable us to plan for, and realise an economic transformation across the central area, speaking to Government and its Agencies with one co-ordinated voice and encouraging private sector investment.

3.2 To seek to establish Common Planning Areas to produce an integrated and holistic approach to strategic planning for employment, housing and infrastructure that builds on Local Plans, Local Transport Plans and Strategic Economic Plans.

3.3 To accelerate and increase the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.

3.4 To work together to influence the route planning options, in order to realise the opportunity for the area in the Cambridge-Milton Keynes- Oxford growth corridor, "Expressway" (road and rail) and other associated linkages that may be delivered.

3.5 To approve and monitor the implementation of a Central Area programmes of work including those flowing from any Place Deals, Strategic Economic Plans and transport strategies and other relevant infrastructure programmes as agreed. This is not an exhaustive list and may be expanded at agreement of the Growth Board.

3.6 To bid for and secure investment, including from Government and external sources of resources to support the above purposes.

3.7 To contribute and be an active member of the Cambridge- Milton Keynes-Oxford Corridor cross corridor governance arrangements.

4. Membership

4.1 As the Growth Board is (where applicable) discharging executive functions then the appointed person must (where applicable) be from the Executive. In authorities where the committee system is

in operation the Leader should be the representative. There shall be one member from each constituent body.

4.2 Each constituent authority/body shall appoint a substitute (also being an executive member or in the case of councils using the committee system, another senior member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.

4.3 Subject to the legal right of the Growth Board to appoint a Chair and Vice Chair of its choice each year, the proposed protocol is that there will be a rotating Chair and Vice Chair as set out in 8.2 below.

4.4 Other non-voting members as required for good linkages shall be a single named-position representative from the bodies as detailed below:

- England's Economic Heartlands
- Universities Representative
- Further Education Colleges
- DCLG/BEIS/Department for Transport
- Homes and Communities Agency Representative for South East
- Buckinghamshire County Council

4.5 The Growth Board can agree to allow other authorities/parties outside of the initial members (listed in 1.1, 1.4 and 4.4 above) to have either full or associate membership of the Central Area Growth Board and agree the terms on which this is to be permitted. Associate members would not have voting rights.

4.6 The Growth Board can also invite other relevant observers to meetings of the Board.

5. Voting

5.1 One member one vote for each constituent authority member. The Chair will have an original but not a casting vote.

5.2 Normal rules as to declarations of interest and conflicts of interest to be applied to Local Authority members in accordance with the respective Council's Code of Conduct and LEP members in respect of the LEP Assurance Framework.

5.3 Any questions to be decided by the Growth Board will be decided by way of two thirds majority of constituent members present and voting.

5.4 Members votes are only valid when they have paid the annual subscription (see 10.0 below). Each member must pay their contribution before the agreed date for the year, if the subscription is not paid on the agreed date, the Local Authority will only be entitled to observe Growth Board meetings.

6. Quorum

6.1 The quorum for a Growth Board meeting shall be 2/3rds of (12) constituent members, including the Chair.

7. Functions

7.1 The Members have agreed that the main function of the Growth Board is to focus on growth related matters. The Members have agreed that there are four key outcomes it wishes the Growth Board for the Central Area to focus on, namely to;

- a) Accelerate the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.
- b) Provide the strategic leadership that will enable existing mechanisms and processes to plan for, and realise an economic transformation across the area.
- c) Secure long-term benefits and opportunities for local communities and
- d) Attract increased private sector investment

7.2 The Growth Board will, in relation to matters of general importance to the Central Area

- Represent the Central Area as a whole
- Respond to consultations, express views and make recommendations to Government and others, including partners, on matters of general importance to the Central Area. This will include on:
 - i. Proposals for major development, including local plans.
 - ii. Proposals for major infrastructure.
 - iii. Funding submissions to Government or its agencies.
 - iv. Strategic Economic Plans.

7.3 Coordination of whether spatial planning, infrastructure and public services are integrated and make recommendations to encourage this.

7.4 Advise partners on matters of collective interest.

7.5 Commission and share research and analysis in support of the preparation of statutory and non-statutory plans and strategies (including local plans and strategic economic plans). This will include work designed to assist compliance with the duty to cooperate in connection with plan-making.

7.6 Lead and coordinate the Homes and Communities Agency (HCA) liaison process on Central Area wide regeneration and housing issues and contribute to any related interaction with Government agencies.

7.7 The Growth Board will also:

- i. Provide a forum for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure issues.
- ii. Input into development of a Local Industrial Strategy for the Central Area.
- iii. Engage with and represent the Central Area to the Sub-national Transport Body covering the Central Area.
- iv. Wherever possible, the Growth Board will aim to streamline existing processes

8. Meetings

8.1 The Chair and Vice-Chair of the Growth Board will be elected at the first meeting and subsequently at the start of each municipal year (i.e. the first meeting after local government elections are or would usually be held).

8.2 It is expected that the role of Chair and Vice Chair will rotate on a municipal year basis (except in the first year which will be slightly longer than a municipal year), and that the Vice-Chair will serve as

the Chair in the following year. It is expected that there will be a rotation of those positions to ensure that each constituent member and geographic area of the Central Area has the opportunity to serve, over time.

8.3 Meetings will be convened by the Chair or on the written request of five or more constituent members. Meetings shall normally be held on a bi-monthly basis at the host authority (that of the Chair), but meetings may be called as and when required to ensure that important timescales are met. Papers will be published in line with the Local Government Act 1972 to ensure statutory timescales are met .

8.4 Proposals for decisions by the Growth Board may be put forward by the Chair or by any member of the Growth Board.

8.5 Local Authority Chief Executives will attend in support of the political attendees at the meetings. Local Enterprise Partnership Chief Executives will attend in support of their LEP Chair.

9. Secretariat and Support

9.1 The secretariat and support for the Growth Board will be established. Primarily the support will be led by dedicated growth board officer support and an Executive Officer Group, the Central Corridor Group (CCoG). CCoG will drive the technical and operational elements and the preparation of advice and recommendations to the Growth Board.

9.2 Dedicated Growth Board officer support will be established. Support will be provided by lead executive officers at each constituent member and LEP, each of whom will link into the CCoG.

9.3 Other investment partners will be involved as appropriate, again connecting directly to the Programme Manager and linking to CCoG as the lead co-ordination group for matters of general importance to the Central Area including the Homes and Communities Agency, Environment Agency, Highways England, Network Rail and England's Economic Heartlands Transport Forum/Sub-national Transport Body. These will advise on the investment and work programme.

10. Funding Contributions

10.1 The budget of the Growth Board will be agreed each year by the Growth Board not later than 1st December of the preceding financial year. The cost of meeting the expenditure planned in the budget shall, to the extent not met from other sources, be divided equally among the members (both constituent and associate) of the Growth Board. This shall be their subscription. At the time of establishment of the growth board, the annual contribution will be £5k. If the Growth Board wishes to seek additional contributions for any further work, proposals will be referred to partners for decision making.

10.2 If the proposed subscription is higher than the preceding year's subscription plus CPI, if any constituent or associate member is unwilling to pay the subscription so determined they may give written notice to the Host on behalf of the Growth Board no later than 1st January preceding the financial year to which the budget will apply. Unless they withdraw in writing that notice they shall cease to be a member from 1st April of that year (and the normal notice period given in Section 11 will not apply).

10.3 Any member which has not given due notice under 10.2 (and whose membership has not come to an end under Section 11) shall be obliged to pay its subscription for the year.

11. Withdrawal

11.1 Any member may give written notice to the Host, on behalf of the Growth Board, of its intention to withdraw from the Growth Board.

11.2 Such notice, unless withdrawn in writing, shall come into effect on the first 1st April which occurs after 12 months after the notice is given.

12. Joining

12.1 Any English local authority may apply to become a consistent member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.2 Any English Local Enterprise Partnership may apply to become an associate member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.3 On the application to join being approved, the new member shall take on the rights and obligations of the existing members of the Growth Board, including paying the appropriate proportion of the subscription due from members for the financial year in which it joins.

13. Scrutiny Arrangements

13.1 Decisions made by the Growth Committee shall be subject to the usual scrutiny arrangements of each constituent authority.

Cherwell District Council

Executive

4 June 2018

<p>End of year 2017-2018 Performance, Finance and Risk Monitoring Report</p>

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

This report is public

Purpose of report

This report summarises the Council's Performance, Finance and Risk monitoring position as at the end of the year.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the outline revenue and capital position for 2017/18.
- 1.2 To note the performance position at the end of the year.
- 1.3 To note that the risk register is now reviewed and updated on a monthly basis.

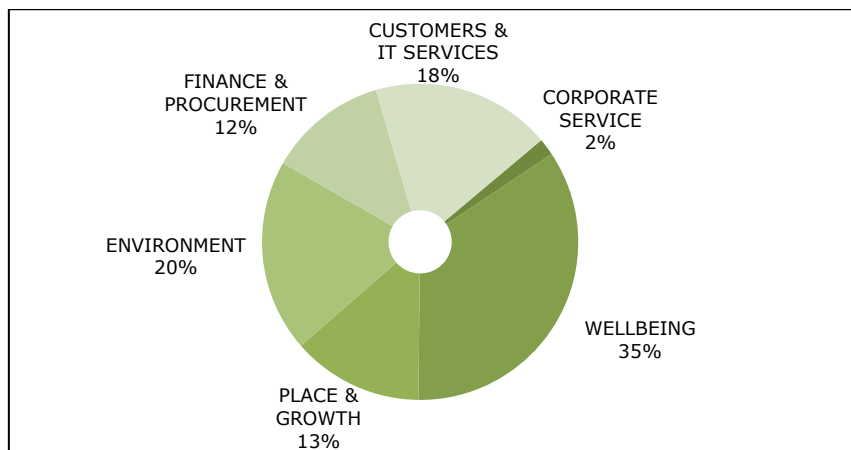
2.0 Introduction

- 2.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue, capital and reserves position is formulated in conjunction with the senior leadership team, budget managers and reported formally to the Budget Planning Committee on a quarterly basis. The report is then considered by the Executive. Going forward the organisation will be moving towards monthly financial reporting which will improve the timeliness and accuracy of information which can be used to better inform our decision making.
- 2.2 The revenue, capital and reserves position for 2017/18 is currently in the final stages of a detailed review by officers. The year-end process currently requires a significant amount of input between April and June to produce the final position. The shortening of timescales to produce the statement of accounts requires the processes to be reviewed and in future improvements are being identified to improve the timeliness of information. As a result of the current work to finalise the Statement of Accounts and year-end financial position, the final outturn will be reported to Executive and Budget Planning Committee in July.

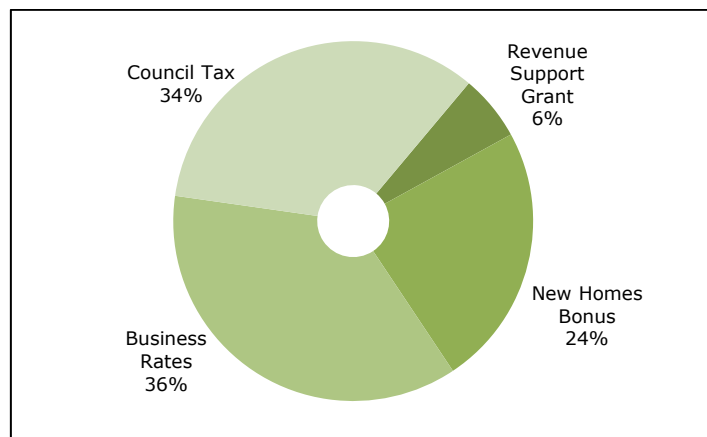
- 2.3 The Council's performance management framework sets out the key objectives, projects and programmes of work that contribute to the Council's corporate business plan. This plan sits alongside the Council's budgets and risk registers.
- 2.4 The appendix to the report provides a full summary of the performance position for the Council at the end of the year.

3.0 Report Details

- 3.1 The revenue, capital and reserves position for 2017/18 is currently in the final stages of a detailed review by officers. The details of income and expenditure variances for 2017/18 will be provided in more detail when the position has been finalised. The shortening of timescales to produce the statement of accounts requires the processes to be reviewed and in future improvements are being identified to improve the timeliness of information.
- 3.2 The information below sets out a high level overview of the financial picture for 2017/18.
- 3.3 The Council set a net budget of £18.7m. An overview of how the Council has spent its money during 2017/18 is shown below:

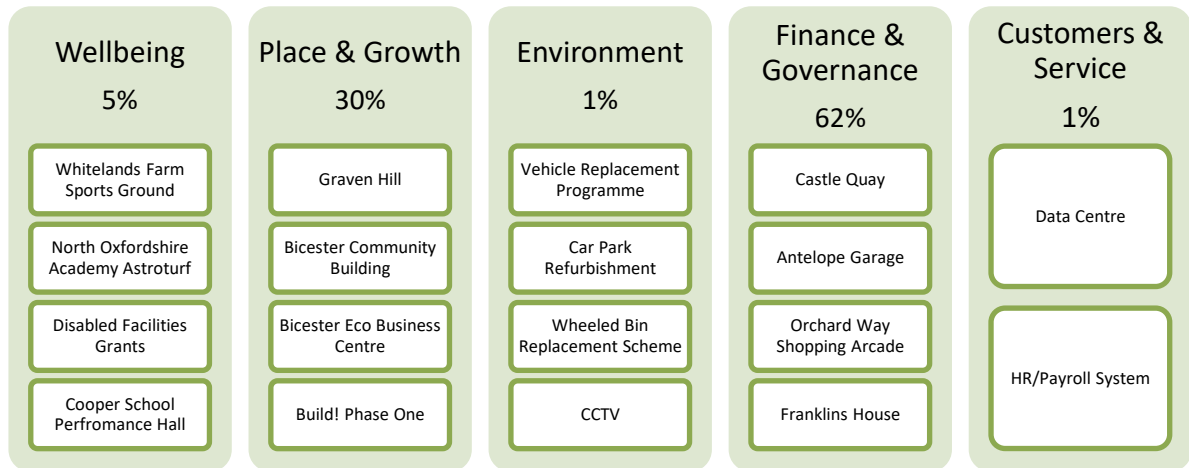


- 3.4 The Council receives money from a number of sources. During 2017/18 the Council received £18.7m. A breakdown of this is set out below:



- 3.5 Full details of the final Capital Programme position will be reported when the detailed review has been finalised by officers. The capital position will be reported

alongside the revenue position. The capital budget during the year was £120m. Some examples of how this money has been spent are shown below.



Summary of Performance

3.6 The table below shows the overall position of all measures contained within the 2017-18 business plan.

Status	Description	Number of Measures	% of Measures
Green	Ahead or on target	77	89%
Amber	Slightly off target	7	8%
Red	Off target	3	3%

3.7 The full set of performance indicators for 2017-18 with commentary are presented in Appendix 1 of this report.

3.8 The table above shows a positive year end position for the Council in terms of delivering against the 2017-18 business plan and the corporate priorities. 89% of measures are ahead or on target, 8% of measures are slightly off target and 3% of measures are off target.

3.9 Performance Highlights

This section presents a selection of performance highlights from the measures in the 2017-18 business plan. The full details can be found in Appendix 1:

Business Improvement District (BID) for Banbury

In response to calls from businesses, the Council invested in the formation of the Banbury Business Improvement District (BID). The BID Company became operational in April 2018. This project promises to deliver significant additional services and activity over the next five years and represents a successful intervention by the Council.

Reducing the number of anti-social behaviour incidents in our town centres

Operation Jobe saw joint foot patrols introduced between Thames Valley Police and the Council's Community Wardens. Their presence has made a significant impact, raising public trust and confidence, and resulted in a reduction in shoplifting and anti-social behaviour incidents. This has been well received by the community and businesses and a patrol schedule has been established for 2018.

Deliver at least 190 units of affordable housing

This year a total of 427 new affordable housing units were delivered in Cherwell district, against a target of 190 units. Of those, 284 are for affordable rent and 143 are for shared ownership. This figure includes seven bungalows; six of which are included in a specialist supported housing scheme.

Deliver the actions identified within the revised Homelessness prevention

The Homeless Action Plan for 2017/18 has been delivered to plan. A new Homelessness Strategy is in development which will set out the Council's priorities over the next 18 months.

Implementing the actions set out in the new Asset Management Strategy

The purchase of the Castle Quay Shopping Centre has provided a platform for accelerated rental income growth. This will provide a surplus for the Council which can be used to enhance other commercial projects to generate growth and increased revenues for the Council and wider community.

3.10 Areas for Improvement

This section provides an overview of the measures in the 2017-18 business plan that did not meet the target at the end of the year:

Housing Benefit: Average time taken to process new claims

June 2017 saw the conclusion of a systems harmonisation project for the new joint team. At the end of this project, systems were closed down for two weeks followed by a period of reconciliation and balancing. This has had an impact on both the work outstanding and the time taken to process new claims. An action plan was put in place to remedy this, and performance for March 2018 was 13.97 days. However, the average performance across the year was 24.87 days against a target of 22 days.

The improvements put in place during 2017-18 puts the service in a strong position moving into 2018-19 and we expect to see this improved performance sustained.

Housing Benefit: Average time taken to process change in circumstances

Performance was impacted by the issues outlined above relating to systems harmonisation in June 2017. An improvement action plan was implemented and performance has improved significantly. The average time taken to process a change in circumstances request for the month of March 2018 was significantly better than the target at 2.51 days. However, the year to date processing time of 9.34 days is slightly higher than the target of 8 days.

The improvements put in place during 2017-18 puts the service in a strong position moving into 2018-19 and we expect to see this improved performance sustained.

Commence, with the aid of external funding the redevelopment of the Hill in Banbury

The tender process was completed to plan but resulted in only one tender being submitted and this was over budget. An analysis of the tender process was undertaken and identified that the original specification was higher than would normally be requested. A new architect has been appointed to revise the specification to deliver the project within budget.

3.11 Summary of Performance

In summary, overall performance for 2017-18 was positive with 89% of measures against the strategic priorities performing on or above target.

Three measures were off target at the end of year as outlined above, and seven measures were performing slightly behind target. The full performance outturn can be found in Appendix 1.

The information presented in this report and Appendix 1 will be developed into the public facing Annual Performance Report which will be published in July. This report will present the achievements of the Council in a visual format.

Risk Update

- 3.12 The Leadership Risk Register is a live document and is now reviewed and considered on a monthly basis by the senior management team and by the Executive.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that the contents of this report are noted.

5.0 Consultation

- 5.1 This report sets out budgetary, performance and risk information from the previous month and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional

information.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial or resource implications arising from this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim), 0300 003 0103, Adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance, 0300 003 0207
James.doble@cherwellandsouthnorthants.gov.uk

Risk management

7.3 There are no risk implications from this report. A risk management strategy is in place and the risk register is reviewed and updated on a monthly basis.

Comments checked by:

Louise Tustian, Team Leader, Insight Team, 01295 221786
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

Councillor Richard Mould – Lead Member for Performance Management
Councillor Tony Ilott – Lead Member for Financial Management





Document Information

Appendix No	Title
Appendix 1	2017-18 Performance Outturn
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Governance
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk Tel: 0300 003 0206 kelly.watson@cherwellandsouthnorthants.gov.uk







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Legend

Performance symbols

Colour	Symbol	Meaning for Judgement measures	Meaning for Numeric Measures
Red		Significantly behind schedule	Worse than target by more than 10% .
Amber		Slightly behind schedule	Worse than target by up to 10% .
Dark Green		Delivering to plan	Delivering to target, up to 10% better.
Light Green		Ahead of schedule	Significantly better than target by more than 10% .

Direction of travel symbols

Symbol	Meaning
	This is a new measure, there is no data to compare from previous period (year /quarter/month).
	Performance remains the same as previous period (year /quarter/month).
	Performance is better than previous period. The upward arrow indicates a higher number is better for this measure.
	Performance is better than previous period. The downward arrow indicates a lower number is better for this measure.
	Performance is worst than previous period. The upward arrow indicates a higher number is better for this measure.
	Performance is worst than previous period. The downward arrow indicates a lower number is better for this measure.

Appendix 1 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.1 - Manage the growth of the district	CBP1.1.1 Meeting key dates for the proposed submission of Local Plan Part 2	Monthly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
1) What has happened? Partial review of the local plan submitted on 05/03/18, now in examination.										
CBP1.1 - Manage the growth of the district	CBP1.1.2 Delivery against five year land supply targets	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? The Council's annual monitoring report demonstrates that the district has a 5.7 year supply.										
CBP1.1 - Manage the growth of the district	CBP1.1.3 Engaging with all neighbouring councils under the duty to co-operate	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
1) What has happened? Continued co-operation through the Oxfordshire Growth Board and in preparing the local plan.										
CBP1.1 - Manage the growth of the district	CBP1.1.4 Preparation of neighbourhood plans to timetables set in regulations	Quarterly	100%	100%	★	➔	100%	100%	★	?
1) What has happened? Continued support to Parish Councils in accordance with statutory requirements.										
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Monthly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	➔
1) What has happened? The negotiation of legal agreements with developers, for the NW Bicester planning applications, has continued with regular meetings taking place. 2) Why has it happened? Planning applications have been processed for the majority of the NW Bicester site (5700 homes) but the completion of legal agreements is required to enable the issuing of planning permissions. The legal agreements needed to secure necessary infrastructure at NW Bicester are complex, given the nature of the sites and land ownership. It has, therefore, taken time for developers to be in a position to progress these and for the negotiations to take place. 3) What actions are we taking? Regular meetings with developers and OCC are taking place to progress legal agreements. Funding to deliver key infrastructure is also being explored to facilitate development of the site. 4) When will we see improvement? The completion of legal agreements to enable the issuing of planning permissions is dependent on the site developers progressing and being in a position to complete agreements.										
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre	Monthly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.3 Adoption of the Masterplan document to assist revitalisation of Bicester town centre	Monthly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	?

Appendix 1 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
1) What has happened? A Member briefing has taken place on the primary ideas emerging from the masterplan; the 'Big Moves'. A report has been prepared for the Executive to agree consultation on the emerging masterplan issues and options in accordance with the Council's Statement of Community Involvement. A Project steering group has been established to provide direction and focus to the delivery of the masterplan. Project resources are currently being reviewed and a revised work programme is being produced and will be available in June 2018.										
CBP1.2 - Deliver the growth plans for Bicester	CBP1.2.4 Marketing Bicester's employment and investment opportunities	Monthly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
CBP1.2 - Deliver the growth plans for Bicester	CBP1.2.5 Delivering, in partnership, the Healthy New Town programme for Bicester	Monthly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.1 Bolton Road Consult with local businesses and develop preferred option for redevelopment	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Engagement has taken place with a number of interested parties to develop the wider redevelopment plan for Bolton Road. Opportunities to acquire adjacent land have been explored to bring a wider mixed-use scheme into plan in order to enhance the wider area.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.2 Take steps to develop a Masterplan of Canalside in Banbury Town Centre for redevelopment	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
1) What has happened? Initial public consultation to inform the masterplan completed. Consultants are now working up detailed proposals.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	➔
1) What has happened? The Council has now completed the purchase of Castle Quay. Following the purchase, the project has been reviewed, consultants appointed to support the Council and the programme has been rescheduled. This is the usual process in dealing with such a detailed and complex development following an acquisition.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Attend FM Meetings, improve financial reporting & review investment opportunities	Quarterly	Delivering to plan	Ahead of schedule	★	✔	Delivering to plan	Ahead of schedule	★	✔
5) Performance on Green or Green * The Council has carried out a review of its investment portfolio and reporting arrangements in order to drive improved performance from our assets.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.4 Support The Mill as the primary town centre arts provision in its development activities	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Close working with Oxfordshire County Council to secure a six month lease extension on current terms while investment and future lease arrangements are considered. The Mill Arts Centre Trust has made significant strides towards becoming sustainable and increasing its income from earned sources and other fundraising.										

Appendix 1 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.5 Completing 2nd stage assessment of the Business Improvement District (BID) for Banbury	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Completing 2nd stage assessment of the Business Improvement District (BID) for Banbury. In response to calls from businesses, the Council invested in the formation of the Banbury Business Improvement District. The BID Company became operational in April 2018.										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.1 Support business growth, skills & employment in local companies & visitor economy	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Each month throughout the year, around 30 detailed business support enquiries are managed, leading to a high level of satisfaction by those businesses as they face the challenges of business survival, expansion or any other operational matter whereby help is required. Skills and career development has been the focus of four job fairs in Banbury/Bicester throughout the year. At each, the attendance of around 25 employers and 120 job seekers demonstrated high on-going demand for the service. The Young Enterprise programme to help students develop entrepreneurial skills continued throughout 2017-18 as a partnership between the charity, businesses and the Council. The year culminated in a Trade Fair at Banbury Market on Saturday 17 March 2018 involving 10 local schools selling their products to members of the public. Many of our 6,500 businesses relate to the visitor economy and are supported by economic growth services. This not only includes attractions and overnight accommodation providers serving leisure, tourists but also business guests and customers of retail, transport and other enterprises supplying products and services. Research commissioned by the Council indicates that over £323 million is spent by visitors to the district each year (based upon 2016).										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.1a Number of business who have received advice	Annual	120	378	★*	?	120	378	★*	?
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Services provided have included inward investment, premises searches, recruitment advice and assistance, help with business operational issues. Day-to-day liaison with commercial property agents, developers and landowners to enable investment to be made in the district, leading to job safeguarding and creation.										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.3 Ensure that available land and premises for business are promoted locally and nationally	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * The Council has maintained daily contact with developers and agents to enable inward and indigenous business investment. The economic growth service has recorded the development of new commercial premises since 2011 as an additional £29 million in rateable value to March 2018. This directly created or safeguarded at least 4,654 jobs across the district. All aspects of operational support are provided, such as information, advice and guidance to resolve practical and strategic issues. Website and e-newsletters ensure that opportunities available to business are promoted. Additional resources are provided through CDC website and CDC-led www.cherwell-m40.co.uk										

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Appendix 1 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.5 Unemployment rate and take up of Job Clubs/Job Fairs by companies	Monthly	0.6%	0.7%	★	📈	0.6%	0.7%	★	?
5) Performance on Green or Green * The rate of unemployment in Cherwell remains low at 0.7% (605 claimants) in February 2018. While this represented a 0.1% increase from April 2017, it remains significantly below the regional and national rate.										
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.1 A review of the planning pre-application process	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.2 Carrying out a survey and establishing baseline satisfaction with services	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * A survey was developed and launched for all Council regulatory services. Initial results have been positive and a detailed end of year report has been produced and shared with Managers.										
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.3 Developing an action plan for improvement of regulatory services	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * An action plan will be developed following the end of year report. Managers have taken action throughout the year to review and investigate specific issues and to highlight positive feedback.										
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.4 Attendance numbers and feedback /satisfaction from Agents' forums	Annual	?	No longer relevant	!	?	?	No longer relevant	!	?
CBP1.6 - Consider steps to support the visitor economy and the wellbeing of town centres	CBP1.6.1 Implement the action plan with key attraction and town centres to promote the district	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
5) Performance on Green or Green * Ambassador sponsorship of Experience Oxfordshire to leading local businesses has provided additional promotion and marketing of Banbury, Bicester, Kidlington and the wider rural district to regional, national and international audiences. Research and intelligence support has been provided to individual businesses to add to the daily business support activity of the economic growth service. Partnership working with business and community groups. Projects to enhance visitor movement in the urban centres and rural development grants (LEADER) has been provided to four eligible businesses during the year.										

Appendix 1 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 56% recycling rate	Monthly	56.00%	44.97%	🟡	📉	56.00%	55.99%	★	📈
1) What has happened? Due to adverse weather, the garden waste collection rate was lower than expected in March 2018. This has impacted overall performance, resulting in an overall recycling rate										

Appendix 1 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
lower than expected.										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.2 Residual household waste per household	Monthly	3.94%	3.55%	★	✖	3.59%	3.55%	★	?
5) Performance on Green or Green * Overall performance is slightly lower than target for the year.										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (=>80%)	Annual	80.00%	86.00%	★	✔	80.00%	86.00%	★	✔
1) What has happened? Customer satisfaction with the service remains high at 86%, an increase of 4% on the previous year.										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1a Undertake neighbourhood blitzes with community involvement	Quarterly	1	1	★	➡	4	4	★	✖
1) What has happened? All of the programmed Blitz events have been successfully delivered and they were well received by residents and members alike.										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1c % of Successful Flytip actions following investigation	Monthly	40.00%	69.39%	★	✖	40.00%	54.35%	★	✔
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1 Maintain CCTV in all urban areas	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
What has happened? An upgrade to the CCTV system is due to be completed by 31st March 2018 and training is underway with the CCT operators. The Council has funded an additional full time CCTV operator to be managed by Thames Valley Police.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.2 Reducing the number of anti-social behaviour incidents in our town centres	Quarterly	300	126	★	✔	1,200	614	★	?
5) Performance on Green or Green * Operation Jobe, where joint foot patrols with the Thames Valley Police (TVP) and Community Wardens has been a success and proved popular with the community and businesses. Their presence has made a significant impact in raising public trust and confidence and a reduction in shoplifting and anti-social behaviour incidents. A 12 month patrol schedule for Operation Jobe has been established, so we can continue this early prevention initiative in 2018. In the last quarter, the Community Wardens applied 82 Community Safety accredited powers in Banbury and Bicester areas. The Banbury Business Improvement District (BID) went live on 1 April 2018 and we have already contributed to their plans for the next three years. We will work in partnership with them to continue to make Banbury a great and safe place to be and visit.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.3 Carrying out operations & initiatives in accordance with the joint CDC /TVP night-safe plan	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
5) Performance on Green or Green * The Public Spaces Protection Orders (PSPOs) have been instrumental in influencing the reduction in Anti-Social Behaviour. It has been a platform for partners to base their actions and outcomes together working in partnership. PSPOs have provided a shared understanding with clear and lasting outcomes. By using wider tools other than enforcement, we have made successful referrals to support services. eg helping homelessness and rough sleepers to increase their health and well being and life opportunities.										

Appendix 1 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>Night Time Economy (NTE) action plan has proved to be a successful partnership group where joint operations with Licencing, TVP and Trading Standards have influenced the sharing of information and raising safety awareness with businesses and publicans. The action plan continues to grow with partners positively contributing to key successes. Over four operations and initiatives have taken effect over the last four months that enable the pubs and clubs to be more proactive in tackling alcohol related Anti-Social Behaviour and crime.</p> <p>The Cherwell Community Safety partnership (CSP) is now exploring introducing a Community Alcohol Partnership (CAP) in Banbury for 2018/2019 and this will be led by NHS partnership officer and reported to the Health and Well Being Board and Cherwell CSP.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.4 Reducing incidents of drunkenness, begging and rough sleeping in the Banbury PSPO area	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * The Public Spaces Protection Order (PSPO) in Banbury have played a key role in reducing incidents of drunkenness, begging and rough sleeping. The Community Wardens and Community Safety Officer have been proactive in identifying any vulnerable persons and safeguarding referrals have been made to reduce any risk.</p> <p>The PSPOs in Bicester and Banbury have been instrumental in influencing the reduction in Anti-Social Behaviour. They have provided a platform for partners to base their actions and outcomes together, working in partnership. The PSPOs have provided a shared understanding with clear and lasting outcomes. By using wider tools other than enforcement, we have made successful referrals to support services. eg helping homelessness and rough sleepers to increase their health and well being and life opportunities.</p> <p>Operation Jobe introduced joint foot patrols between TVP and the Community Wardens. This has been well received by the community and businesses and a patrol schedule has been established for 2018.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.5 Embedding new Taxi Policy incl. safeguarding awareness training for licensed taxi drivers	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * Our target was to ensure 85% of licensed drivers were 'Safeguarding' trained by the end of January 2018. We achieved close to 95% and now have only 15 drivers who have yet to be trained. These drivers have been suspended pending production of a valid qualification. The training will continue on a three year cycle.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.6 Responding to incidents / complaints regarding licensed premises	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * The Council is working with Thames Valley Police to respond to complaints about licensed premises across the district. All complaints are being dealt with within the required timescales.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.7 Undertaking routine food/health and safety inspections as per programme.	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * All inspections programmed for the year have been completed.</p>										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.1 Deliver the Council's Biodiversity Action Plan	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
<p>5) Performance on Green or Green * Partnership support for the continuation of the Biodiversity Action Plan (BAP)/Community Nature Plan has been confirmed through meetings with biodiversity partners. A review of</p>										

Appendix 1 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
2016-2018 BAP and proposal for 2018-2020 Community Nature Plan goes to June 2018 Executive.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.2 Reduction of 2% in council's carbon emissions	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * The results of the monitoring of 2017/18 will be available in June 2018.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.3 Implementing agreed action plans including the promotion of cycling and walking	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.4 Reviewing progress of the actions in the Air Quality Action Plans with partner agencies	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 Units of affordable housing	Quarterly	24.00	127.00	★	✔	190.00	427.00	★	?
5) Performance on Green or Green * This year a total of 427 new affordable housing units were delivered in Cherwell District, against a target of 190. Of those, 284 are for affordable rent and 143 are for shared ownership.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.2 Monitor no.of additional affordable housing units delivered on new developments	Quarterly	Delivering to plan	Delivering to plan	★	✖	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * The number of additional affordable housing units delivered on new developments is 17. These are on the following developments:- St Edburgs/Old Place Yard - 4 additional units Hope Close - 8 additional units Cotefield Farm, Bodicote - 3 additional units Stratton Park, Bicester - 2 additional units										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.3 Create 10 units of accommodation for nomination by the council	Quarterly	1	1	★	✖	10	11	★	?
1) What has happened? Target achieved: We have secured nomination rights to 11 (target 10) improved homes which have been let to tenants nominated by the Council at affordable rent.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.1 Monitoring of contract for high quality financial & debt advice for	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
vulnerable residents										
5) Performance on Green or Green * The contract for specialist financial & debt advice for vulnerable residents has been monitored throughout the year. This monitoring will inform future service delivery moving forward.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2 Effective implementation of welfare reform and administration of benefits	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? This project is all delivering to plan. Cherwell district saw the introduction of the full Universal Credit service in November 2017. A project was established to support this change and residents affected and included colleagues from Benefits, Customer Services and Housing. A project will be set up in September 18 to introduce the full service in the South Northants area from December 2018. The Debt and Money Advice team continue to provide an excellent service to residents to support financial inclusion and welfare reform. They currently have in excess of 100 clients receiving support with cumulative financial gains to residents of £2.7m.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2a Average time taken to process new Housing Benefit claims	Monthly	22.00	13.97	★	✖	22.00	24.87	▲	✖
1) What has happened? June 2017 saw the conclusion of a system harmonisation project. At the end of this project, systems were closed down for two weeks followed by a period of reconciliation and balancing. This had an impact on the work outstanding and the time taken to process new claims. An action plan was put in place to remedy this, and performance for March 2018 was 13.97 days. However, the average performance across the year was 24.87 days against a target of 22 days.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2b Average time taken to process change in circumstances	Monthly	8.00	2.51	★	✔	8.00	9.34	▲	✖
1) What has happened? Performance was impacted by issues relating to a systems harmonisation project. Performance has continued to improve following the system harmonisation. Change in circumstances processing times for the month of march was encouraging at 2.51. However, the end of year processing time of 9.34 days is slightly higher than the target of 8 days.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2c Average time taken to process new claims and changes for HB	Monthly	10.00	2.84	★	✔	10.00	10.44	●	✖
1) What has happened? Performance was impacted by issues relating to a systems harmonisation project and the end of year performance is slightly higher than the target of 10 days at 10.44 days.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2d Customer satisfaction with benefits process	Annual	?	No longer relevant	!	?	?	No longer relevant	!	?
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy	Monthly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
The review of homelessness in the Cherwell district has been completed. This research will inform the new Homelessness Strategy for Cherwell District Council which is scheduled to be considered by Executive in Summer 2018.										
5) Performance on Green or Green * The Homeless Action Plan for 17/18 has been delivered to plan. Work continues to progress to ensure that a new homelessness strategy is prepared for approval in the summer which will set out the Council's new priorities over the next 18 months.										

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>Officers also continue to work in partnership with the other Oxfordshire District Councils, Oxfordshire County Council and Oxfordshire Clinical Commissioning Group to oversee an approved plan to de-commission beds within the Adult Homeless Pathway as a result of a reduction in funding from the County Council. The new Homelessness strategy will include work to identify future plans to ensure rough sleepers from Cherwell are supported.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	29	★	?	41	29	★	↓
<p>5) Performance on Green or Green * The Housing Team continue to manage temporary accommodation closely and work hard to ensure the time spent in temporary accommodation is minimised and permanent sustainable housing solutions are found as soon as possible. This has enabled the number of households in temporary accommodation to remain at or below the target of 41.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1b Housing Advice: repeat homelessness cases	Monthly	0	0	★	→	0	0	★	→
<p>5) Performance on Green or Green * No households were considered to be repeat homelessness cases in 2017-18.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.2 Prevent people from becoming homeless through use of Housing Advice Service	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * There has been a Homelessness Reduction Act project group across Cherwell and South Northants that has completed work to ensure compliance with the new legislation. The project has been implemented successfully and achieved compliance by 3 April 2018. It is likely the project will be closed following the achievement of compliance by 3 April 2018, however work on improving homelessness services and ensuring they are fit for purpose in the new operational environment will continue in 2018/19.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.3 10 CHEEP grants allotted to private sector landlords	Quarterly	5	5	★	↓	10	15	★	?
<p>5) Performance on Green or Green * 15 Cherwell Energy Efficiency Grants (CHEEP) grants to improve energy efficiency in the private rented homes completed against a target of 10.</p>										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.1 Support CPN with financial, clinical & technological changes in health & social care sector	Annual	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	→
<p>5) Performance on Green or Green * Ongoing quarterly meetings are held with stakeholder engagement and focus on service change delivery.</p>										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.2 Work with partners to provide the widest level of health care at the Horton Hospital	Quarterly	Delivering to plan	Delivering to plan	★	↓	Delivering to plan	Delivering to plan	★	→
<p>1) What has happened? Following the referral of the Horton obstetrics decision, the Secretary of State has informed OCCG and OCC that they should undertake further work before a final decision is made. This should involve reviewing further all the obstetric service options, assessing patient flow, gathering the feedback of users of the temporary freestanding MLU, engaging with all concerned in a more meaningful way and establishing a more positive relationship with all stakeholders. The OCCG has agreed to focus its attention on these matters and not to proceed with its planned phase 2 consultation proposals meaning other important Horton General Hospital services will be retained.</p>										

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>2) Why has it happened? The matter was referred to the Secretary of State by HOSC.</p> <p>3) What actions are we taking? The council has offered to support the OCCG and OCC with the proposed joint scrutiny process plus engagement and communication activities of OCCG. It has also asked Bicester Town Council, Brackley Town Council, Banbury Town Council and Stratford upon Avon District Council whether they wish to work collaboratively on the next stage of the process.</p> <p>4) When will we see improvement? This will depend on the process and timescale which will be determined by OCCG and OCC, It is anticipated that this will take most of 2018 if not longer.</p>										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? There has been a refresh of the Brighter futures project plan and theme leads identified. A series of projects have been identified that will result in measurable outcomes and improved experiences for residents in the area. Themes are:-</p> <ol style="list-style-type: none"> 1. Employment support and skills development 2. Attendance, attainment and parental engagement 3. Financial inclusion 4. Health and wellbeing 5. Safer Communities <p>A new place based social action group has been formed and is following a community impact zone methodology to tackle the issue of children missing out on education.</p> <p>3) What actions are we taking? Continuing to maintain a focus on project implementation and trialling new social action methodology to achieve objectives</p> <p>5) Performance on Green or Green * The turnaround over the past year towards a project focus for each theme lead has taken considerable effort and close, multi-agency, partnership working. The gains are significant in terms of complementary professional input and over the next 12 months there will be new, specific and measurable outcomes for identified groups, within the areas identified as having significant deprivation.</p>										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.4 Get commitment from five local businesses to work towards Workplace Wellbeing accreditation	Quarterly	?	No longer relevant	💡	✖	?	No longer relevant	💡	?
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.5 Undertaking a feasibility study to introduce the Eat Out Eat Well Award for food businesses	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * The 'Eat Out, Eat Well' healthy eating award scheme for food businesses was officially launched across Cherwell District on 30 January 2018 via a well attended launch event at Bloxham Mill. At this event the first nine award holders were acknowledged.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1 Maintain a minimum usage level of visits to CDC Leisure facilities	Monthly	129,000...	135,398...	🌱	🌱	1,548,0...	1,521,8...	🌱	?
<p>5) Performance on Green or Green * There has been a small decrease in usage at Bicester and Kidlington Leisure Centres against the same period last year. Spiceball Leisure Centre has shown a decrease by circa 8000 against May 2017. Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School are relatively consistent with the same period last year.</p>										

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Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of Visits/Usage to District Leisure Centres	Monthly	110,000...	120,493...	★	✓	231,000...	1,253,2...	★	?
5) Performance on Green or Green * There has been a small decrease in usage at Bicester and Kidlington Leisure Centres against the same period last year. Spiceball Leisure Centre has shown a decrease by circa 8000 against May 2017.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1b Number of visit to Cooper, NOA and WGLC	Monthly	13,000.00	14,905.00	★	✓	134,000...	151,258...	★	?
5) Performance on Green or Green * Good performance at Cooper School and North Oxfordshire Academy despite adverse weather conditions.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.2 Undertake feasibility studies for new indoor leisure facilities in Banbury and Bicester	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * Draft feasibility studies have been produced. We are awaiting the findings of a sports study in order to confirm the required facility mix.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.3 Complete work on Whitelands Farm Sports Ground outdoor sports pitches	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * The indoor and 3G pitch facility programme continues to grow.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.4 Establish sports pitch and facilities strategies for the district	Quarterly	Delivering to plan	Slightly behind schedule	●	✗	Delivering to plan	Slightly behind schedule	●	?
1) What has happened? A draft report on the strategy is being considered by Sports England prior to final sign off. The process has taken longer than expected due to extended consultation periods.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.5 Commence, with the aid of external funding the redevelopment of the Hill in Banbury	Quarterly	Delivering to plan	Very behind schedule	▲	✗	Delivering to plan	Very behind schedule	▲	✗
1) What has happened? The tender process was completed to plan but resulted in only one tender being submitted and this was over budget. An analysis of the tender process was undertaken and identified that the original specification was higher than would normally be requested. A new architect has been appointed to revise the specification to deliver the project within budget.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.2 Put in place partner organisation with commissioning arrangements to promote volunteering	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green * Citizens Advice are contracted to promote volunteering in the Cherwell district. Regular monitoring shows the contract is on track with promotional activity but there is a general squeeze on the availability of volunteers able to give a regular commitment to an organisation through voluntary support. The trend is that the local volunteer force is ageing which brings with it some concern.										
	CBP3.6.3 Support the growth &									

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.6 - Provide Support To The Voluntary & Community Sector	development of neighbourhood community associations	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * A considerable amount of time and effort has gone into pulling together new community groups willing to run a community centre on a new estate. These are essential to the overall place making strategy for new development site and require significant investment of officer time and resource.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
5) Performance on Green or Green * Reports have been received on Brighter Futures and Healthy New Towns and quarterly meetings are getting through the anticipated work plan for the partnership										
CBP3.7 - Protect Our Built Heritage	CBP3.7.1 Continue programme of Conservation Reviews (5pa)	Quarterly	3	4	★	✔	5	5	★	✖
5) Performance on Green or Green * This year five conservation area reviews have been undertaken at CDC: - 3 reappraisals of Conservation Areas have been completed at Charton-on-Otmoor, Rousham and Horley - 2 new Conservation Area appraisals have been written for Lower Heyford and Upper Heyford The 2017 / 2018 financial year marks the 50th Anniversary of conservation areas. We can celebrate this milestone at a point where all 60 areas are supported by a modern appraisal. Next year all areas will also be supported by a management plan.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.2 Respond to consultations from Development Management with design guidance	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
CBP3.7 - Protect Our Built Heritage	CBP3.7.3 Processing of major applications within 13 weeks	Monthly	60.00%	100.00%	★	➔	60.00%	84.93%	★	✖
5) Performance on Green or Green * A performance figure of 100% was achieved in March. This has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Performance for the year is above the target at 84.93%.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.4 Processing of non-major applications within 8 weeks	Monthly	70.00%	92.66%	★	✔	70.00%	90.30%	★	✔
5) Performance on Green or Green * Performance in March was 93%. Performance for March was an improvement on the previous month and significantly above the national target. Performance for the year is above the target at 90.30%.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Major Planning appeals allowed	Monthly	10.00%	0.00%	★	➔	10.00%	6.85%	★	✔
5) Performance on Green or Green * Performance in March was 0%. Performance for March was excellent and was significantly below the national threshold of 10%. Performance for the year was 6.85% and below the target of 10%.										

Appendix 1 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.	CBP3.8.1 Work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband District wide	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔

5) Performance on Green or Green *
 By March 2018, 95.7% of premises (business and residential) in Cherwell were able to gain access to Superfast Broadband (speeds above 24mpbs). Whilst this exceeded the national target of 95.0%, the local (county) programme continues throughout 2018 to maximise the roll-out. In the County there has been a higher than expected take-up of superfast services once available: 49.6% across Oxfordshire compared to the BDUK project average of 42.6% (Source: supplier data via BDUK Sept 2017). This means there are now additional contractual 'reward' funds to reinvest into our district to extend the coverage further.

Appendix 1 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.1 Completion of reviews and £ savings delivered.	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?

CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.2 Implement the shared corporate IT strategy including a new council website	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	?
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1) What has happened?
 Whilst the overall programme is slightly behind schedule, good progress has been made implementing the IT transformation programme and strategy. Key achievements in 2017-18 included migrating e-mail mailboxes to Office 365 cloud service. ITIL training for staff and the delivery of a new Council website and intranet.

CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.3 Percentage of Council Tax collected, increasing Council Tax Base	Monthly	99.00%	97.87%	●	✔	99.00%	97.87%	●	✘
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1) What has happened?
 We did not meet our target
2) Why has it happened?
 The target was 99%. Cherwell went through a full system conversion in June 2017 and the first reminders were not issued until November 2017 with the first count being in January 2018. We originally estimated that the collection rates would be reduced by 4-5% based on conversations with other Revenues colleagues around the country who had also been through a system conversion. We proactively chased debt by phone calls, emails and letters to maximize collection rates.
3) What actions are we taking?
 We proactively chased the outstanding balances before court action took place, as well as once the liability orders had been granted. We will continue to chase the outstanding balances throughout 2018/19 for the 2017/18 balance.
4) When will we see improvement?
 We will continue to collect any outstanding balance for 2017/18 throughout 2018/19.

CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.4 Percentage of business rates collected, increasing NNDR Base.	Monthly	98.50%	92.31%	●	✘	98.50%	92.31%	●	✘
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1) What has happened?
 We missed the collection target.
2) Why?
 Cherwell went through a full system conversion in June 2017. The net collectible debit as also increased by more than £4m between April 2017 to March 2018. However too many large assessments being brought into the rating list. The Valuation Office Agency advised us late in the financial year of a few large assessments which we processed. However, this increased the net collectible debit by more than £600k in March 2018. Due to the 14 day notice we were unable to give an instalment by 31.3.2018 thus making it uncollectible

Appendix 1 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
in 2017/18.										
3) What actions are we taking?										
We will continue to chase the outstanding balances for 2017/18 during 2018/19. This will be by formal recovery action including court action as well as continuing with proactive outbound calling.										
4) When will we see improvement?										
We will continue to collect any balances due for 2017/18 in 2018/19										
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Monthly	12,000	10,095	▲	👍	12,000	116,871	🌟	👍
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Monthly	9,000	7,202	▲	👍	9,000	83,307	🌟	👍
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.2 Making five more services available online	Quarterly	Delivering to plan	Delivering to plan	🌟	➡	Delivering to plan	Delivering to plan	🌟	➡
5) Performance on Green or Green *										
The new Council website was launched in September 2017 providing an improved user experience and additional functionality to enable channel shift. A Customer Excellence and Digital Transformation project has been launched and will focus on increasing the number of services available online, channel shift and on improving the experience of those accessing services online.										
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.3 Reducing face to face contact time	Quarterly	Delivering to plan	Delivering to plan	🌟	➡	Delivering to plan	Delivering to plan	🌟	➡
5) Performance on Green or Green *										
The new Council website was launched in September 2017 providing an improved user experience and additional functionality to enable channel shift. A Customer Excellence and Digital Transformation project has been launched and will focus on increasing the number of services available online, channel shift and on improving the experience of those accessing services online.										
CBP4.3 - Deliver the five year financial strategy	CBP4.3.1a Budget variance on capital within 2%	Annual	?	No longer relevant	💡	👍	?	No longer relevant	💡	👍
CBP4.3 - Deliver the five year financial strategy	CBP4.3.1b Budget variance on revenue within 2%	Annual	?	No longer relevant	💡	👍	?	No longer relevant	💡	👍
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.1 Growing existing income for services we currently trade	Annual	?	No longer relevant	🌟	?	?	No longer relevant	🌟	?
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.3 Undertaking feasibility studies for the delivery of new commercial services and projects	Quarterly	Delivering to plan	Delivering to plan	🌟	👍	Delivering to plan	Delivering to plan	🌟	?
5) Performance on Green or Green *										

Appendix 1 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>PERCH (the business incubator unit at Franklins House) has been completed and is now open and trading. Construction continues on the new Bicester Eco-Innovation centre. The second cohort of the Succeeding in a Commercial Environment development programme has completed and three potential projects are being presented to senior management in April. A Bespoke Custom Build Mortgage pilot scheme was launched on 3 April 2018.</p>										
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.4 Implementing the actions set out in the new Asset Management Strategy	Quarterly	Delivering to plan	Ahead of schedule	★	★	Delivering to plan	Ahead of schedule	★	?
<p>5) Performance on Green or Green * The purchase of Castle Quay Shopping Centre, has provided a platform for accelerated growth in terms of rental income that has closed the gap on funding for the team. This has provided a surplus for the Council which can be used to enhance other commercial projects that in turn will generate growth and increased revenues for the Council and wider community.</p>										
CBP4.5 - Ensure effective governance arrangements are in place for all council owned companies	CBP4.5.1 Deliver specific Key Performance Indicators from agreed SLAs with council-owned companies	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<p>5) Performance on Green or Green * Service Level Agreements (SLAs) in place for Graven Hill. SLAs for Cherwell CSN resources have been reviewed and will be in place for the launch for the company in June 2018.</p>										
CBP4.5 - Ensure effective governance arrangements are in place for all council owned companies	CBP4.5.2 Include full legal implications in member reports on establishment of companies/entities	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	?
CBP4.5 - Ensure effective governance arrangements are in place for all council owned companies	CBP4.5.3 Incorporating each approved company entity in accordance with project plan timescale	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	?

Cherwell District Council

Executive

4 June 2018

<p>Monthly Performance, Finance and Risk Monitoring Report – April 2018</p>
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Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

This report is public

Purpose of report

This report summarises the Council's Performance, Finance and Risk monitoring position as at the end of each month.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Finance and Risk Monitoring Report.

2.0 Introduction

- 2.1 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on performance, the financial position and providing an update on the Leadership Risk Register. The report highlights areas of good performance to be celebrated and areas where performance is below the set target for the month or the year to date.

- 2.2 The Report details section is split into three parts:

- Performance Update
- Finance Update
- Leadership Risk Register Update

- 2.3 There are three appendices to this report:

- Appendix 1 – Monthly Performance Report
- Appendix 2 – Monthly Finance Report (**Unavailable for April 2018**)
- Appendix 3 – Leadership Risk Register

3.0 Report Details

Performance Update

3.1 Joint Business Plan Measures

The table below shows the current position of the joint business plan measures for 2018-19.

Status	Description	Number of Measures	% of Measures
Green	On target	19	95%
Amber	Slightly off target	1	5%
Red	Off target	0	0%

3.2 Joint Key Performance Indicators (KPIs)

The table below shows the current position of joint key performance indicators contained within the 2018-19 business plan.

Status	Description	Number of Measures	% of Measures
Green	On target	19	95%
Amber	Slightly off target	0	0%
Red	Off target	1	5%

3.3 The tables above show a strong performance position for the first month of the year. Of the 40 measures in total, 38 are on target with only 1 measure reporting as slightly off target and 1 measure reporting as off target.

3.4 Performance Highlights

This section of the report presents an overview of the performance highlights for the month:

Maintain the district as a low crime area – Reporting as Green

The two authorities are low crime areas but the impact of crime and criminality on those involved, either as perpetrators or victims, is significant. The Community Safety Partnerships in each area continue to drive effective co-commissioning and action to maintain this status.

Safeguarding training for taxi drivers is fully embedded and will continue to be rolled out for all new applicants. All complaints regarding licensed premises are being investigated in line with corporate timescales.

Prevent homelessness – Reporting as Green

The Homelessness Reduction Act 2017 (HRA) became 'live' on 3 April 2018. The HRA shared housing project ensured that both CDC and SNC achieved at least basic legal compliance with the new legislation.

Both teams will continue to move beyond compliance with the Act and develop services further, adopting a 'holistic' approach to homelessness prevention. This will include responding to new guidance, case law and developing and supporting a shift in working culture and behaviour.

The Housing Strategy and Partnerships team are currently producing new homelessness strategies for both CDC and SNC to ensure our strategy documents are up to date and reflect the new legislative and operational environment.

Average time taken to process housing benefit changes – Reporting as Green

Performance for Cherwell in April was excellent at 5.01 days; well below the target time of 8 days.

3.5 Areas for Improvement

This section presents an overview of those measures that require improvement in order to meet the target:

Average time taken to process housing benefit new claims – Reporting as Red

The average time taken to process new claims for April 2018 is slightly higher than the target of 15 days at 17.43 days. However, it should be noted that the target for this measure is more challenging this year at 15 days, compared to 22 days for the previous year. It should also be noted that April is traditionally the most challenging month for this service area due to annual billing and year end.

Delivery against local plans for CDC & SNC – Reporting as Amber

The Cherwell Local Plan Partial Review was submitted for examination on 5 March 2018 and we are waiting for the hearing dates to be set. The programme for the examination is overseen by the Planning Inspectorate, and not the Council.

Finance Update

- 3.6 During 2018/19 the financial reporting will be developed and incorporated into this report. The financial information will include a summary view of the financial position of the organisation and set out financial highlights and achievements across all service areas.

The alignment of Performance, Finance and Risk will provide a full picture of activity with the Council and identify areas of improvement as well as areas of opportunity.

Providing a monthly financial overview will demonstrate a step change in the approach we are taking to improving the availability and timeliness of financial information.

2017/18 was a challenging year for the organisation with the delays experienced in finalising the 2016/17 Statement of Accounts. The organisation has reviewed the impact of delays relating to 2016/17 and is committed to improving its processes and reporting during 2018/19. The alignment of finance with performance and risk is one of a number of ways this is taking place.

3.7 Revenue Position

The 2018/19 revenue budget was approved in February 2018. The financial monitoring information will be provided in future reports and will identify key variances across the organisation and highlight areas of financial risk and opportunity.

3.8 Capital Programme

The 2018/19 capital programme was approved in February 2018. The capital programme monitoring information will be provided in future reports and will identify key variances across the organisation and highlight areas of financial risk and opportunity.

Risk Update

3.9 The heat map below shows the overall position of all risks contained within the Leadership Risk Register

		Risk Scorecard – Residual Risks				
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L11		L05, L07	
	3 - Moderate			L01, L02, L03 L10, L12, L14	L06, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

3.10 The heat map above shows the overall position of all 14 Leadership risks contained within the Leadership Risk Register for April 2018.

3.11 Risk L13 Local Government Reorganisation has been split into two risks L13a and L13b to reflect the impact on each Council and the risk score has increased.

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted.

5.0 Consultation

- 5.1 This report sets out budgetary, performance and risk information from the previous month and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial or resource implications arising from this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim), 0300 003 0103, Adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance, 0300 003 0207
James.doble@cherwellandsouthnorthants.gov.uk

Risk management

- 7.3 This report contains a full update with regards to the Council's risk position at the end of the previous month. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

Louise Tustian, Team Leader Strategic Intelligence & Insight Team, 01295 221786,
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: **No**

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

Councillor Richard Mould – Lead Member for Performance Management

Councillor Tony Illott – Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Monthly Performance Report
Appendix 2	Monthly Finance Report (Unavailable for April 18 report)
Appendix 3	Leadership Risk Register
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Governance
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Appendix 1 – Monthly Performance Report

April 2018

Includes:

- Joint Business Plan Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

Joint Business Plan Measures - Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	CLlr D Bambridge CLlr D Pickford	Kane, Graeme Potter, Ed	Plans for enhancing the quality of the recycling and developing a revised updated recycling strategy underway.	Compost giveaways in major locations due in May.	★	Revised recycling strategy being developed with a view to increasing participation and enhancing material quality. World commodity prices are falling so quality is becoming increasingly important.	★
JBP1.1.2 Provide High Quality Street Cleansing Services	CLlr D Bambridge CLlr D Pickford	Kane, Graeme Potter, Ed	All on track	Planning Neighbourhood blitz events for June	★	All on track. A number of new starters joined bringing the team back up to strength	★
JBP1.1.3 Tackle Environmental Crime	CLlr D Bambridge CLlr D Pickford	Kane, Graeme Potter, Ed	Review plan for 18/19	Looking at Littering outside pubs & bookies	★	On track. Number of fly tips up so plans being looked at to address the issue	★
JBP1.1.4 Reduce our Carbon Footprint and Protect the Natural Environment	CLlr D Bambridge CLlr D Pickford CLlr K Cooper CLlr A McHugh	Ellis, Richard Kane, Graeme Riley, Nicola	The Wild Day at Tove pocket park was held and received many positive comments from members of the public through the councils Facebook page.	Present a review of the Biodiversity Action plan and use this to frame a joint Natural Environment and communities plan for consideration by members in the summer of 2018.	★	Having easy access to the countryside supports general wellbeing. Partnership work with wildlife and conservation groups ensures that the corporate strategic objective of promoting and protecting the countryside. Both districts are sustaining positive quality of life indicators in this way. This will enable both authorities to fulfil their statutory duty and also encourage greater resident participation in maintaining and enjoying our natural environment locally.	★
JBP1.1.5 Mitigate the Effects of HS2	CLlr C Clarke CLlr S Clarke	Feehily, Paul Seckington, Paul	NA	Development consent orders to be agreed	★	At both Councils development consent orders are being agreed for elements of the HS2 scheme where it passes through each District. One issue that remains to be resolved is the locations of the spoil routes for HGV movements.	★

Joint Business Plan Measures - Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.6 Maintain the District as a Low Crime Area	Cllr K Cooper Cllr A McHugh	Ellis, Richard Kane, Graeme Riley, Nicola	Focus this month has been in supporting Police colleagues with safeguarding associated with the execution of warrants in the Banbury area with regard to possible County Drug lines and cuckooing. Resolved two incidents of unauthorised encampments in Bicester.	Three meetings scheduled with TVP. Environmental Health: - To continue to complete inspections as per programme.	★	The two authorities are low crime areas but the impact of crime and criminality on those involved either as perpetrators or victims is significant. The Community Safety partnerships in each area must continue to drive effective co-commissioning and action to maintain this status. Licensing update - Safeguarding Training for taxi drivers fully embedded and will continue to be rolled out for all new applicants. All complaints regarding licensed premises investigated in line with corporate timescales. Environmental Health: - We will continue to undertake routine food/health and safety inspections as per the programme.	★
			Continued roll out of the Blue Butterfly scheme with a talk to organisations including schools and the WI in the SNC area. Environmental Health: Annual programme of inspections completed.				
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Feehily, Paul Mitchell, Clare	Preliminary research commenced.	Research will continue next month.	★	Preliminary research for the conservation area appraisals/heritage reviews started. It is not anticipated that any of the reports are finalised until September/November 2018.	★

Joint Business Plan Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr K Cooper Cllr A McHugh	Barnes, Natasha Colwell, Adrian Ellis, Richard Riley, Nicola Taylor, Claire	N/A	CEDR discussion on healthy place making on 14th May to endorse integration into higher level plans and future resourcing. Formal Project to be launched.	★	Countywide workshop held to disseminate learning r.e.: Healthy Place Making from Bicester Healthy New Town programme Place Making from the Bicester Healthy New Town programme. Early Early impacts suggest a growing interest in considering how to scale the approach across our geography and sustain its effects in Bicester. Digitisation of service scoping has commenced.	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Ellis, Richard	N/A	Phased opening of 100 station gym to take place during May.	★	Works to the new Brackley swimming pool are progressing at pace and we will see the phased opening during May, of the 100 Station gym. The SNC Built Facility and Playing Pitch Strategy stage D report has been approved. We are now awaiting receipt of stage E, the Executive Summary to underpin the Leisure Strategy and Delivery Plan. CDC are currently waiting on National Governing Body of Sports to respond. This process will drive forward both districts leisure provision requirements for the next 10 years. A new operator contract for Strafield Brake and Whitelands Farm Sports Grounds was successfully procured during summer/autumn 2017 to deliver high quality sporting and community facilities. The Whitelands Farm Sports Ground project was completed in September 2017. Towcester Leisure Centre refurbishment works have been completed to provide enhance existing facilities. Astro turf refurbishment works have been completed at North Oxfordshire Academy (NOA) and Cooper School joint use sites. LED replacement floodlight works have also been completed at NOA.	★

Joint Business Plan Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center" style="font-size: 2em; transform: rotate(-90deg);">Page 63</p>	<p>Cllr K Cooper Cllr A McHugh</p>	<p>Ellis, Richard Riley, Nicola</p>	<p>N/A</p>	<p>The Brighter Futures annual reference group conference and workshop will take place on 25th May.</p> <p>Service Level agreements with Community first Oxfordshire will enable the initiation of community development work at Heyford to begin in partnership with Dorchester; the main site developer.</p>	<p align="center">★</p>	<p>The vast array of partnership working, networking, learning exchanges and facilitation both councils are involved in, continues to make a difference to the lives of residents.</p> <p>Cherwell has introduced new small scale and emerging groups which are being supported to capital grants scheme for constituted community and voluntary organisations. Aimed at improving built infrastructure and resource at neighborhood Level.</p> <p>Support for Community organisation in South Northants has been ensured through a grant to South Northants Volunteer Bureau, Age UK Northants has undertaken a series of consultation meetings to gauge local opinion on what is needed to support and enable individuals and groups of older people to participate in community activity.</p> <p>Community groups are being supported in establishing local governance structures to oversee the running of their new Community facilities delivered through S106m monies. A participatory Public art programme has been commissioned for Kidlington.</p>	<p align="center">★</p>
<p>JBP2.1.4 Enhance community resilience as part of emergency planning</p>	<p>Cllr A McHugh Cllr P Bignell</p>	<p>Kane, Graeme Riley, Nicola</p>	<p>South Northants grants programme have supported requests for defibrillators and street lighting.</p>	<p>Consider additional presentations at parish forum to encourage take up of Emergency Planning training.</p>	<p align="center">★</p>	<p>Enabling and encouraging neighbourhoods to respond in emergencies is being supported through Northamptonshire ACRE with two new good neighbour schemes being piloted.</p>	<p align="center">★</p>

Joint Business Plan Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.5 Prevent homelessness	Cllr J Donaldson Cllr K Cooper	Douglas, Gillian Ellis, Richard	Achieve legal compliance with the Homelessness Reduction act 2017 by 3 April 2018.	Completion of new Homelessness Strategies focused on preventing & relieving homelessness for both CDC and SNC by end of May 2018.	★	<p>The Homelessness Reduction Act 2017 (HRA) became 'live' on 3 April 2018. The HRA shared housing project ensured that both CDC and SNC Housing Teams achieved basic legal compliance with the new legislation. In March 2018 CDC Housing Team implemented an upgrade of the homelessness module of their current housing case management system (Abitras).</p> <p>SNC adopted new homelessness software (Housing Jigsaw) in November 2017 in preparation for the new act. Given SNC were an early adopter for the Housing Jigsaw system and have actively worked with the software provider in relation to product development, the SNC team have been invited to be a pilot for the new duty to refer software. Other work has included amendments to working procedures and changes to both Allocations Policies in order to comply with the new Act.</p> <p>Both teams will continue to move beyond compliance with the Act and develop services further to adopt a 'holistic' approach to homelessness prevention this will include responding to new guidance, case law and develop and support a shift in working culture and behaviours. The Housing Strategy & Partnerships team are currently producing new homelessness strategies for both CDC and SNC to ensure our strategy documents are up to date and reflect the new legislative and operational environment.</p>	★
Page 64 JBP2.1.6 Safeguard the vulnerable	Cllr J Donaldson Cllr K Cooper Cllr A McHugh Cllr P Rawlinson Cllr T Ilott	Riley, Nicola Taylor, Adele Douglas, Gillian	N/A	<p>End of 1st quarter monitoring of CDC corporate contract with CAB (end June 2018). The milestones for increasing the resource within the in-house Money Advice Service are:</p> <ul style="list-style-type: none"> ▪ develop a business case ▪ identify funding approval of proposal ▪ recruit to role <p>Target date for completion of all of these milestones is end July 2018.</p>	★	<p>Housing Benefit provides help with rent for those residents on low income across the district. It is therefore vital that this service is delivered in an accurate and timely way. There are a number of challenges over the next 12 months including the introduction of Universal Credit which brings with it additional workloads for the team and major changes for our residents.</p> <p>Performance on the average time taken to assess new claims for Housing Benefit continues to improve very well for Cherwell following the major changes in the service delivery during 2017 with new claims being assessed in an average of 17 days for April 2018 against a target of 15 days. The national average is 22 days.</p> <p>New claims for South Northants were assessed in an average of 12 days in April 2018 against a target of 15 days so an excellent performance is being maintained. The team will continue to monitor the work and the performance on a daily basis to support future improvements.</p> <p>Working with colleagues in Housing a review of the debt and money advice service is now underway from May 18. The first stage of this is expected to conclude by the end of Q1. The second stage is a wider service review and will be undertaken from July 18. This will ensure that we continue to offer this vital service to some of the most vulnerable residents across the two districts in the most effective and efficient way.</p>	★

Joint Business Plan Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.7 Deliver affordable housing and work with private sector landlords</p>	<p>Cllr C Clarke Cllr J Donaldson Cllr R Clarke Cllr K Cooper</p>	<p>Ellis, Richard Douglas, Gillian</p>	<p>Landlords newsletters published 16/3/18</p>	<p>29/5/18 CDC Landlords Forum</p>	<p align="center">★</p>	<p>CDC Housing Team completed end of year monitoring of the corporate contract that CDC has with Citizens Advice Bureau. The contract continues in 2018/19 therefore residents in the district will continue to have access to independent advice on a range of topics including debt and benefits.</p>	<p align="center">★</p>
<p align="center">Page 65</p> <p>JBP2.1.8 Deliver the welfare reform agenda</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Douglas, Gillian Green, Belinda Taylor, Adele</p>	<p>The successful introduction of Universal Credit in Cherwell District from November 2017.</p>	<p>Project team to focus on the introduction of Universal Credit in South Northants. This will be from September 2018</p>	<p align="center">★</p>	<p>The Welfare Reform agenda has seen some of the biggest changes to our benefits system in many years. The team continue to support both residents and landlords with the impacts of both size criteria for social housing and the Benefit Cap. This support includes the payment of Discretionary Housing payments to help those who have a short fall in their rent because of welfare reform changes. In 2017-2018 279 Discretionary Housing Payments were made to 279 households in Cherwell amounting to £294k. In South Northants 154 awards were made totaling £87k.</p> <p>Universal Credit (which replaces most means tested benefits for working age people including Housing Benefit) is probably the biggest change for residents, landlords and for the Councils. The Councils have a major role in the delivery of the Universal Credit service including offering personal budgeting support and digital access support to our residents as well as ensuring that claims are accurately transferred from HB to Universal Credit.</p> <p>A project team was established in 2017 to oversee the introduction of Universal Credit in the Cherwell District from November 2017. The project is continuing to monitor the short and long term impacts of this huge change on both landlords and residents as well as the resources of Revenues and Benefits team. The next stage of the project will be to support the work required to introduce full Universal Credit service in South Northants.</p> <p>Work has also commenced on a review of the debt and money advice service across the two districts which will further support those impacted by the wider welfare reform.</p>	<p align="center">★</p>

Joint Business Plan Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Douglas, Gillian Colwell, Adrian Ellis, Richard Norman, Jane	N/A	LDC Project - Submission of pre- planning application by end June 2018.	★	<p>Due diligence is continuing in relation to the Local Development Company project, with specialist consultants appointed to carry out the work.</p> <p>The Private Sector Housing Team contributes to this measure at CDC by means of discretionary Landlords Home Improvement Grants which provide funding towards renovation in return for nomination rights. This is reactive work but we typically deliver some 12 grants each year. We are currently dealing with 4 approved grant cases and another 4 which are at a pre-approval stage.</p> <p>Loans to assist eligible owner-occupiers with renovation and repair are available from both SNC & CDC and both Councils can provide loans towards helping return empty homes to use, those at SNC require nomination rights as a condition.</p>	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	<p>The Economic Growth Team have been working closely with local visitor attractions and other organisations that help to promote Tourism and the Visitor Economy during April.</p> <p>The team have been revising the portfolio of Tourism related publications and signage that they have produced to ensure the information is up to date and available at locations within and outside of the District.</p>	Work with local Businesses to promote events held in the district and review the Tourism Impact Study recommendation s which was undertaken by the team in 2017 to ensure that they are being implemented into the Economic Growth Team work programme.	★	<p>A draft tender specification for distribution of Tourism Guides has been created. The team are progressing with a refresh and new editions of South Northants Tourism publications including reprinting of key brochures ready for the commencement of the Event season.</p> <p>Marketing of Cherwell continues through a Service Level Agreement with Experience Oxfordshire. Visitor information services have been arranged via Bicester Village and Banbury Museum.</p> <p>Local business ambassador sponsorship of an 'Insight' conference (26 April) to ensure that local businesses were involved and are aware of market trends, customer needs and practical support to develop their businesses.</p> <p>Contact has been established with the new USAF Community Liaison Officer at Croughton with a view to engage on Tourism related activities for existing and the planned growth of personnel at the site of personnel at the site.</p>	★

Joint Business Plan Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.3 Deliver the masterplans for the key economic centres</p> <p align="center">Page 67</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Newman, Steven Ward, Greg</p>	<p>Contribution towards all Masterplans (Towcester, Brackley, Silverstone, Banbury, Bicester and Kidlington) to ensure that efficient and effective staged delivery of projects.</p>	<p>Provide support and facilitate the delivery of discrete projects that come from the Masterplans to ensure they are delivered on time and to maximise the economic benefit to the Districts.</p>	<p>★</p>	<p>Banbury: Supporting the Canalside consultation to ensure that businesses likely to be affected by regeneration activity are offered assistance to continue to operate at a time of uncertainty whilst also being involved at an early stage to prepare for local relocation where appropriate. Further business engagement has been enabled through the creation and support of the Banbury Business Improvement District.</p>	<p>★</p>
						<p>Bicester: New Masterplan is being developed as a more ambition forward looking plan for the town that brings together EcoBicester, Local Plan led growth, Garden Town and Healthy New Town.</p> <p>Kidlington: Liaison with local business groups Kidlington Voice, Begbroke Science Park, etc. to ensure engagement in the wider Green Belt review to ensure that the future needs of businesses are raised.</p> <p>Silverstone: Collaboration with MEPC to help develop the offer and through the Silverstone technology Cluster (STC) of which SNC are a founding member. Recent activity has included sponsoring and exhibiting at a Cluster Event (Computer Aided Engineering), advertorial in the STC Newsletter and discussions around potential site visits for a range of partners during 2018.</p> <p>Brackley: The Economic Growth Team have worked closely with SNC Development Management on planning consultations for Network 401 and the Apex site including Planning consultation responses and the Local Labour Strategy (LLS) consultations. The team are liaising with Brackley Town Hall to ensure that the maximum benefits of the Refurbishment of the Town Hall are realised and that they are able to function in delivery elements of the Masterplan projects in the Town.</p> <p>Towcester: The Economic Growth Team have worked closely with SNC Development Management on planning consultations for Towcester Racecourse and strategic sites at Tove/Old Tiffield Road for the development of the last remaining areas of employment land available.</p>	

Joint Business Plan Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Newman, Steven Ward, Greg</p>	<p>The team continues to work closely with a portfolio of businesses in the district to provide Business Support and advice. This enables them to grow through a planned programme of Business Support Meetings, direct delivery of the Employment and Skills Initiatives and the initial planning of a suite of Inward Investment literature.</p>	<p>Continue to provide Business Support and Advice to Businesses in the District.</p> <p>Promotion of the job club and job match service.</p> <p>Develop the suite of Inward Investment publications to ensure the district is promoted to maximised inward investment.</p>	<p>★</p>	<p>The new South Northants Business Accommodation Guide has been distributed to all local businesses within the 66 Business parks in the district as well as in public locations within and outside the district to ensure we promote available units to let.</p> <p>The latest unemployment rate based on the measure of Universal Credit in March 2018 was 0.6% and 0.7% for South Northamptonshire and Cherwell respectively. 65 Businesses across both districts were given support and advice during April. To attract new businesses, new Inward Investment leaflets are being developed containing key statistics and information. These will complement the other services available to ensure that available opportunities in the district are promoted locally and nationally.</p> <p>A Business Incubator Feasibility Study is assessing the options for the provision of a facility that would encourage and support the number of Business Start Ups and Entrepreneurial activity in South Northants. Active support is being given to the Oxfordshire Business Enterprise Service within Cherwell and to the new Perch business centre in Bicester.</p>	<p>★</p>

Joint Business Plan Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Darcy, Andy Peckford, David</p>	<p>SNC - Work has been completed on the assessment of nominated local green spaces and these will be considered by the Council in May 2018. This will be followed by a 4 week period of consultation.</p>	<p>CDC and SNC continue to progress Local Plan delivery with Highways England through regular engagement, liaison and consultation.</p>		<p>Highways England is engaged in the delivery of the Local Plans for CDC and SNC. It is supporting the delivery of the Towcester Relief Road within the first Road Investment Strategy period which ends in March 2020.</p>	
			<p>CDC - Partial Review submitted for Examination.</p>	<p>SNC has commissioned a study of the A43 which has involved input from Highways England and will include an Action Plan.</p> <p>Highways England has been involved in the preparation of the Cherwell Local Plan Partial Review.</p>	●	<p>SNC - The next draft of the Local Plan Part 2 is expected to be considered by members in July 2018 and will be followed by a period of consultation with a view to submit the final plan at the end of the year. Hearing dates to be confirmed by the Inspector.</p> <p>CDC - Partial Review submitted for examination on 5 March 2018. Hearing dates awaited. Programme for examination is overseen by the Planning Inspectorate not the Council. Programme for separate Local Plan Part 2 to be reviewed having regard to the revised National Planning Policy Framework and the on-going scoping for the countywide Joint Statutory Spatial Plan.</p>	●

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	58.32%	57.91%	★	Performance for April is slightly above target for the month	58.32%	57.91%	★
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	63.72%	63.95%	★	Performance for April is slightly lower than expected because the weather in April 2018 was colder than normal which means that there was less garden waste collected from the green bins.	63.72%	63.95%	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Barrett, Jo Douglas, Gillian Ellis, Richard	30.00	43.00	★	Figures within target but likely to increase due to increased demand for service.	30.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Barrett, Jo Douglas, Gillian Ellis, Richard	18.00	43.00	★	April's performance compares well with 2017/18, when average over the year was 18 days. The total number of households is influenced by factors we do not control such as demand and availability of permanent accommodation, and effective management which we do control.	18.00	43.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	17.43	15.00	▲	<p>The target for the average time taken to assess new claims is now more challenging from April 2018, reducing from 22 days to 15 days. The national average is around 22 days.</p> <p>The average time taken to process new claims for April 2018 is slightly higher than the target of 15 days at 17.43 days. This was due in part to our system close down for annual billing and actual year end. The performance is very encouraging and an improvement on the figures reported for March 2018 when the average processing time of new claims was 24.87 days.</p> <p>New claims will continue to be monitored daily to further improve our performance times. Challenges to this include the recruitment and training of three new officers from May 2018 and the increasing workloads from Universal Credit and government data matches.</p>	17.43	15.00	▲
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	12.32	15.00	★	The target for the average time to assess new Housing Benefit claims is 15 days. We are performing well at an average processing time of 12.32 days. The national average is around 22 days.	12.32	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	5.01	8.00	★	This performance is excellent and is well below the target time of 8 days. We will continue to monitor the incoming work and the performance to support future improvement on the time taken to process changes. The average time taken to process change in circumstances is really good at 5.01 days against a target of 8 days.	5.01	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	4.09	8.00	★	The average time taken to assess change in circumstances is excellent at 4.09 days against a target of 8 days.	4.09	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Bolton, Sharon Ellis, Richard	144,265	127,285	★	Against the same month last year there has been an overall increase of circa 1,400 in Leisure Facility throughputs benchmarked against the exact same facilities. These are made up in general terms of Spiceball (circa 4,000 down), Bicester (circa 3,000 up), and Kidlington (circa 3,000 up). Woodgreen Leisure Centre marginally down with Cooper and North Oxfordshire Academy both marginally up. The overall figure is showing an increase of (circa 15,000 up). This is due to the inclusion of usage figures at Stratfield Brake Sports Grounds and Whiteland's Farm Sports Grounds being included for the first time on Halo.	144,265	127,285	★
JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Bolton, Sharon Ellis, Richard	67,617	60,404	★	Leisure Centre usage figures have shown an increase compared to the same month in the previous year. These are generally made up from a small increase at each Centre. Towcester Centre for Leisure (circa 2,000 up), Brackley Leisure Centre (circa 1,500 up). Brackley Swimming Pool (circa 1,500 up)	67,617	60,404	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Colwell, Adrian Seckington, Paul	100%	60%	★	From a total of 6 Major planning applications the team processed all 6 within the target timeframe of 13 weeks.	100%	60%	★
⊕ JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Colwell, Adrian Seckington, Paul	100%	60%	★	From a total of 4 Major planning applications determined the team processed all 4 of them within the 13 weeks target	100%	60%	★
⊕ JBP3.2.2C % Non-Major planning appeal decisions allowed	CDC	Cllr C Clarke	Charlett, Jeremy Colwell, Adrian Seckington, Paul	1%	10%	★	From Non Major planning application decision appeals received 1 was allowed.	1%	10%	★
⊕ JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Colwell, Adrian Seckington, Paul	0%	10%	★	There were no appeals allowed for Non major planning applications decisions.	0%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Seckington, Paul	0%	10%	★	No appeals were allowed for Planning enforcement decisions.	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Colwell, Adrian Seckington, Paul	0%	10%	★	No appeals were allowed for Planning enforcement decisions.	0%	10%	★
⊕ JBP3.2.4C % of Non-Major applications processed within 8 weeks	CDC	Cllr C Clarke	Colwell, Adrian Seckington, Paul	88%	70%	★	From a total of 98 Non-Major applications determined, 86 of them were processed within the 8 weeks target timeframe.	88%	70%	★
⊕ JBP3.2.4S % of Non-Major applications processed within 8 weeks	SNC	Cllr R Clarke	Colwell, Adrian Seckington, Paul	93%	70%	★	From a total of 85 Non-Major applications determined, 79 of them were processed within the 8 weeks target timeframe.	93%	70%	★
⊕ JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Seckington, Paul	0.00	10.00	★	No appeals were allowed for Major Planning decisions.	0.00	10.00	★
⊕ JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Charlett, Jeremy Seckington, Paul	0.00	10.00	★	No appeals were allowed for Major Planning decisions.	0.00	10.00	★

Appendix 2

Monthly Finance Report (Unavailable for April 2018)

Please see committee report for details.

Appendix 3 – Cherwell District and South Northants Councils – Leadership Risk Register as at 23/05/2018

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Residual	5 - Catastrophic					
	4 - Major		L04, L11		L05, L07	
	3 - Moderate			L01, L02, L03 L10, L12, L14	L06, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

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

Ref	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)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Programme management approach being taken Treasury management policies in place Investment strategies in place 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 and increased income in the future	Fully Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Investment strategy for both authorities to be approved in 18/19 budget cycle. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being established. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Investment strategy for both authorities to be further reviewed during 18/19. Further develop robust review and challenge for investment put forward.	Reviewed - Owner updated	Risk reviewed 08/05/18 - no change
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy/legislation Financial penalties Reduced service to customers	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 Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director/PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service risk registers being reviewed as part of service planning. Internal Audit Plan being aligned to Leadership Risk Register and to be agreed at Audit Committees in March.	Risk reviewed 03/05/18
L03	Lack of Management Capacity - Delays to completing the management restructure reduces capacity at management level	Financial impact due to use of agency staff Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	3	4	12	Rigorous and aggressive assessment and recruitment timetable for senior management roles Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR/Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication	Fully Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Discussions with Penna to ensure rapid response should interim resource be required AD HR/OD briefed and leading the process Communications to be delivered by CEO	All Director positions filled on either permanent or interim (pending permanent) basis. Induction and support for interims Risk escalated slightly due to retirement of Operations director and awaiting new ED Environment. Interim management arrangements in place. AD roles currently being recruited to. Regular comms being provided by CEX	Risk reviewed 03/5/18

Ref	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)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including QC support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Work is advancing to Reg 19 stage On South Northants Local Plan part 2 on issues for reps, policies and development control policies. Statements of Community Involvement are in place.	Fully Partially Partially Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Adrian Colwell	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required Need to review resources at CDC to speed up Local Plan part 2. Submission of the CDC partial review took place on 05/03/18.	• CDC –Dates are currently awaited for the Examination of the Partial Review. Preparation work continues to prepare for the Examination with Topic Papers. Initial work on Oxfordshire Joint Spatial Plan has commenced with workshop held in Didcot on 25th April 2018 to review key issues. • SNC – Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Next stage of Local Plan part 2 will be focused technical consultation on Local Green Space designations from Council meeting in May 2018, followed by Reg 19 full draft Local Plan consultation due to commence in July 2018. Aim remains to submit in December 2018.	Risk reviewed 27/4/18
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of an incident	Inability to deliver key services to customers/residents Financial loss	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans	Partially Partially Partially Partially Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Claire Taylor	4	4	16	↔	All individual service BC plans recently updated Corporate BC to be reviewed Testing to be programmed BC solutions between both councils to be further developed Corporate ownership and governance to sit at senior officer level Place & growth directorate audit of existing business continuity plans to ensure 100% coverage in new directorates. Draft Business Continuity Strategy and Policy completed to report and sign off at future senior officer meetings	Slippage likely as result of Emergency Planning Officer leaving ; recruitment will progress following HR job evaluation and handover in progress ; some service BCP and BIA still outstanding	Risk reviewed 03/5/18
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Impact on the future viability of the organisation causing uncertainty for service delivery. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Stakeholder Map, allocating responsibility for key relationships at Director/PPH level Regular review and sharing of partnership activity/engagement at senior officer meetings Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Richard Ellis	4	3	12	↔	Develop stakeholder Map Standard agenda item at senior officer meetings Develop governance guidelines for all key third party relationships Review existing arrangements/ contracts to ensure appropriate governance Continue Institute of Directors training for Officers and Members	Review of Third party governance underway. CLR appointments to Council Companies to be agreed post AGM.	Risk reviewed & updated 01/05/18
L07	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency 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	4	4	16	Emergency plan reviewed quarterly and on activation Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Public Protection Team as officers with appropriate skill Senior management regularly attend Civil Emergency training Twice yearly mock emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators Full participation in LRF activities	Partially Partially Fully Partially Partially Not effective	Councillor Ian Corkin Councillor Phil Bignell	Graeme Kane	Graeme Kane	4	4	16	↔	To be updated when new management structure is in place New call out arrangements are being established New annual training regime for GS&B officers to be set up Training monitoring to be developed through new HR/Payroll system Member training for disaster recovery and comms to be arranged.	Slippage in projects/programme likely due to departure of Emergency Planning Officer; temporary cover arrangements has been put in place to cover on call tactical response to emergencies/Silverstone and some participation in LRF activities; recruitment for new officer to commence in May/June.	Risk reviewed 14/5/18 - Owner, control assessment, mitigating actions & comments updated.

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L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	Robust Health & Safety policies and Corporate H&S arrangements in place as part of an Integrated H&S Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Not effective Fully Partially Fully Partially Fully Fully Partially	Councillor Kieron Mallon Councillor Dermot Bambridge	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy to be developed & implemented across the organisation to ensure that roles & responsibilities at all levels are discharged effectively. Policy to be developed following restructure, this will clearly identify accountability and responsibility for Health and Safety at all levels throughout the organisation. Update key Corporate H&S arrangements which are out- of-date. Directorate H&S Improvement Plans to be produced. Action plan for Environmental Services has been drafted and is with the management team for review. Expand scope of internal audits to cover all elements of the H&S Management System Management of H&S training programme to be developed and rolled out. Robust training already in place in Environmental Services Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	OHSAS 18001 Health & Safety Management System accreditation achieved through Exova BM Trada. Annual surveillance visits undertaken to supplement main accreditation visits. Senior Officer Meeting receives quarterly updates from Corporate H&S Manager. Relevant updates taken to appropriate committee.	Risk reviewed 04/05/18 Owner to Adele Taylor Controls & mitigating actions updated.
L09	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 council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password 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 Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Partially Partially Fully Partially Partially Fully Partially Partially	Councillor Mike Kerford-Byrnes Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	We are working with a security company to review our cyber security status and achieve the cyber essentials + accreditation. A pre-audit report has been undertaken and we are addressing findings ahead of full review. The IT service are addressing the areas identified and will be ready for full audit in May 2018. Cyber-security was reviewed by Internal Audit in May 2017 and will be reviewed again in May 2018. HR also have actions to complete regarding recruitment and processes identified by Internal Audit. The IT Transformation Programme includes migrating server rooms to external an data centre which will increase physical security. As part of this work improved monitoring solutions will also be implemented. The data centre has successfully completed provisioning phase. The Councils have completed the annual independent IT security health check as planned. We've received the formal reports. The high level finding is in-line with our expectations and the IT service will now follow through on actions..	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018.	Risk reviewed 30/04/18 - Mitigating Actions Updated
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our 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	3	4	12	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 Staff training - new whole staff shared approach being launched last year and madatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Richard Ellis	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed and updated 01/05/18
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Resources in place	Risk reviewed 08/05/18 - comments updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.				Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings planned with suppliers to review higher risk areas. Risk recently escalated due to external environment whereby suppliers have financial difficulties which could result in loss of service. Meeting held with supplier of main Revs & Bens and other systems (Capita) to review recent share issue and potential financial mitigate their financial risks concerns. Reassurance given by suppliers about the proactive action being taken. Awaiting detailed letter with actions Capita taken to mitigate their financial risks Current work investigating impact across other contracts.	Risk reviewed 18/05/18 - Comments updated. No change to overall rating	
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty impacts on staff morale and productivity, resulting in lower quality of services delivered. Resources diverted away from the delivery of services in order to develop and implement proposals. Increased budget gap following separation impacts on Councils ability to deliver services.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Communication campaigns for residents, members and staff to reduce uncertainty. Allocate dedicated and additional resources to development and implementation of any proposals. Regular review and briefings on emerging proposals and partnership activity/engagement with Leader briefed on progress.	Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↑	Standing item at senior officer meetings - regular review of risk and control measures. Risk to be reflected in operational service plans. CEX ensuring communications with staff as new information emerges PwC appointed to consider options for Cherwell post separation.	Risk separated to reflect the position of both Councils. Risk scores have increased to reflect the increased probability of Local Government Reorganisation and the impact on the Council.	Risk separated and updated 23/05/18
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty impacts on staff morale and productivity, resulting in lower quality of services delivered. Resources diverted away from the delivery of services in order to develop and implement proposals. Reduced service delivery at the county level impacts on residents, creating increased customer demand.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Advocating and influencing the outcome of regional proposals to secure best outcome for residents and communities. Co-ordinating with other districts and public sector partners to look at options to ensure minimal impact on service delivery. Communication campaigns for residents, members and staff to reduce uncertainty. Allocate dedicated and additional resources to development and implementation of any proposals. Regular review and briefing on emerging proposals and partnership activity/engagement with Leader and Cabinet Member for Local Government Reorganisation briefed on progress.	Partially Partially Partially Partially Partially	Councillor Ian McCord	Yvonne Rees	Claire Taylor	5	3	15	↑	Standing item at senior officer meetings - regular review of risk and control measures. Risk to be reflected in operational service plans. Comms AD working alongside Northamptonshire partners, leaders and CEX to agree key communications messages CEX ensuring communications with staff as new information emerges PwC appointed to develop proposals for submission to Secretary of State. Programme Director appointed across the Northamptonshire local authorities to co-ordinate activities. Internal SNC lead appointed to work with Programme Director and PwC.	Risk separated to reflect the position of both Councils. Risk scores have increased to reflect the increased probability of Local Government Reorganisation and the impact on the Council.	Risk separated and updated 23/05/18
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. 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 statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Adele Taylor	James Doble	3	3	9	↔	Standing item at senior officer meetings - regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office - May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	Risk added to register following senior management discussion.	Risk added 19/4/18

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Cherwell District Council

Executive

4 June 2018

Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2018/2019
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Report of Assistant Director: Law and Governance

This report is public

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2018/2019.

1.0 Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2018/2019 as set out in Appendix 1 to this report.
- 1.2 To delegate authority to the Assistant Director: Law and Governance, in consultation with the Leader, to appoint Members to outstanding vacancies and make changes to appointments as may be required for the 2018/2019 Municipal Year.

2.0 Introduction

- 2.1 Appointments to outside bodies and partnerships and Member Champion appointments have been made by a Lead Member decision in previous municipal years, however, to enable appointments to be made in a timely manner, Executive is requested to consider and agree appointments for 2018/2019 and delegate authority to the Assistant Director: Law and Governance, in consultation with the Leader, to appoint to any vacancies and make changes as required during the municipal year.

3.0 Report Details

Representatives on Outside Bodies and Partnerships

- 3.1 The business of local government includes considerable partnership working and work in the community. The Council's and a Councillors' representational role is enhanced and strengthened by participating in outside bodies.

- 3.2 Members are appointed annually to serve as representatives on outside bodies and partnerships.

Member Champions

- 3.3 The Terms of Reference for Member Champions include the following with regards to their role and appointment:
1. Member Champions will only be appointed in support of agreed Council policies and objectives and shall be elected members of Cherwell District Council.
 2. Member Champions may be created by Council, the Executive or the Leader of the Council. Member Champions will remain in their role until the expiration of their term of office as a Councillor, when the relevance of the appointment will be reviewed. The appointing body or office holder may decide at any point to review and terminate the appointment of a member Champion for good reason.
 3. Member Champions shall have no Executive or decision making powers and may not instruct officers. Champions shall not duplicate the work of Committee Chairmen and Executive members and shall ensure they liaise with and advise them appropriately. Member Champions may not commit the Council to any course of action or any Council resources.
 4. Member Champions shall not attract a Special Responsibility Allowance, but shall be able to re-claim travelling and subsistence expenses in line with the agreed scheme and may attend appropriate events, seminars, training and conferences, subject to budget availability.
 5. Each Member Champion will have a link officer assigned from within the relevant or most appropriate service area. Officers will bring issues, initiatives and areas of work to the attention of Member Champions.
- 3.4 Within their Terms of Reference, Member Champions may carry out the following functions with regard to the issue for which they have been appointed Member Champion:
- Ambassador - to raise the profile of an issue, provide a visible focus and raise the profile of an issue both internally and externally to the Council;
 - Adviser to the Council in relation to the issue to provide a source expertise;
 - Bringing issues to the Council's attention;
 - Liaising with and providing a bridge between the Council and external groups, bodies and communities; and
 - May be appointed by Council to outside bodies by virtue of office.
- 3.5 In line with the term of office of Member Champions expiring when their term of office as a councillor expires, the terms of office of four Member Champions expired in May 2018, and two remain vacant, it is therefore necessary to appoint to these roles. New appointments and existing Champions are set out at Appendix 1 (to follow).

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions as set out at Appendix 1 (to follow) to ensure that the Council is represented and maintains links with partnerships and outside bodies.
- 4.3 Delegation to the Assistant Director – Law and Governance in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to the outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these the outside bodies and could miss valuable information and opportunities.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report and travel for members to attend meetings is included within agreed budgets.

Comments checked by:

Kelly Watson, Assistant Director: Finance and Procurement, 0300 003 0206

kelly.watson@cherwellandsouthnorthants.gov.uk,

Legal Implications

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

Chris Mace, Solicitor, 01327 322125,

christopher.mace@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 Through providing support for representatives and indemnity insurance the council has mitigated the risks posed through appointing members to partnerships and outside bodies.

Comments checked by:
Hedd Vaughan-Evans, Assistant Director: Performance and Transformation, 0300
003 0111, Hedd.vaughanevans@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
1	Appointments to Outside Bodies, Partnerships and Member Champions 2018/2019 – to follow
Background Papers	
None	
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