




# 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
<b>JBP1.1.1 Maintain High Quality Waste &amp; Recycling Services</b>	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.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	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	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	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	★
<b>JBP1.1.4 Reduce our Carbon Footprint and Protect the Natural Environment</b>	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.	★
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	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
<b>JBP1.1.6 Maintain the District as a Low Crime Area</b>	Cllr K Cooper Cllr A McHugh	Ellis, Richard Kane, Graeme Riley, Nicola	<p>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.</p> <p>Continued roll out of the Blue Butterfly scheme with a talk to organisations including schools and the WI in the SNC area.</p> <p>Environmental Health: Annual programme of inspections completed.</p>	<p>Three meetings scheduled with TVP.</p> <p>Environmental Health: - To continue to complete inspections as per programme.</p>	★	<p>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.</p> <p>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.</p> <p>Environmental Health: - We will continue to undertake routine food/health and safety inspections as per the programme.</p>	★
<b>JBP1.1.7 Protect the Built Heritage</b>	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
<b>JBP2.1.1 Provide &amp; Support Health &amp; Wellbeing</b>	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.	★
<b>JBP2.1.2 Provide enhanced leisure facilities</b>	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><b>JBP2.1.3 Provide support to the voluntary sector</b></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>★</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>★</p>
<p><b>JBP2.1.4 Enhance community resilience as part of emergency planning</b></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>★</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>★</p>

**Joint Business Plan Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.5 Prevent homelessness</b>	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 &amp; 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>	★
<b>JBP2.1.6 Safeguard the vulnerable</b>	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"> <li>▪ develop a business case</li> <li>▪ identify funding approval of proposal</li> <li>▪ recruit to role</li> </ul> <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><b>JBP2.1.7 Deliver affordable housing and work with private sector landlords</b></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><b>JBP2.1.8 Deliver the welfare reform agenda</b></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
<b>JBP3.1.1 Deliver innovative and effective housing schemes</b>	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 &amp; CDC and both Councils can provide loans towards helping return empty homes to use, those at SNC require nomination rights as a condition.</p>	★
<b>JBP3.1.2 Increase Tourism</b>	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 were possible 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
<b>JBP3.1.3 Deliver the masterplans for the key economic centres</b>	Cllr C Clarke Cllr R Clarke	Newman, Steven Ward, Greg	Contribution towards all Masterplans (Towcester, Brackley, Silverstone, Banbury, Bicester and Kidlington) to ensure that efficient and effective staged delivery of projects.	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>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>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><b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b></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.  Promotion of the job club and job match service.  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.  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.  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
<b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b>	Cllr C Clarke Cllr R Clarke	Bowe, Andrew Darcy, Andy Peckford, David	<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 - Partial Review submitted for Examination.</p>	<p>CDC and SNC continue to progress Local Plan delivery with Highways England through regular engagement, liaison and consultation.</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>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>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
<b>JBP1.2.1C % Waste Recycled &amp; Composted</b>	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%	★
<b>JBP1.2.1S % Waste Recycled &amp; Composted</b>	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
<b>JBP2.2.1C Number of households living in Temporary Accommodation (TA)</b>	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	★
<b>JBP2.2.1S Number of households living in Temporary Accommodation (TA)</b>	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	★
<b>JBP2.2.2C Average time taken to process Housing Benefit new claims</b>	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	▲
<b>JBP2.2.2S Average time taken to process Housing Benefit new claims</b>	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	★
<b>JBP2.2.3C Average time taken to process Housing Benefit change events</b>	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	★
<b>JBP2.2.3S Average time taken process Housing Benefit change events</b>	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
<b>JBP2.2.5C Number of visits/usage of District Leisure Centres</b>	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	★
<b>JBP2.2.5S Number of Visits/Usage of District Leisure Centres</b>	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
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	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	
<b>Leadership</b>	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
<b>Operational</b>	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 are 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

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L04	<b>CDC &amp; SNC Local Plans</b> - 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	<b>Business Continuity</b> - 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	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	<b>Partnering</b> - 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	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	<b>Emergency Planning (EP)</b> 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 on 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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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