

**Cherwell District Council**

**Executive**

**2 July 2018**

**Monthly Performance, Risk and Finance  
Monitoring Report – May 2018**

**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, Risk and Finance monitoring position as at the end of each month.

**1.0 Recommendations**

The meeting is recommended:

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

**2.0 Introduction**

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
  - Performance Update
  - Leadership Risk Register Update

- Finance Update

2.6 There are three appendices to this report:

- Appendix 1 - Monthly Performance Report
- Appendix 2 – Leadership Risk Register
- Appendix 3 – 2018/19 Business Plan

Additional detailed appendices relating to finance will be presented from July 2018 onwards covering the year to date position.

### 3.0 Report Details




#### Performance Update

3.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2018-19 business plan set out three strategic priorities:

- Protected, Green and Clean;
- Thriving Communities and Wellbeing;
- District of Opportunity and Growth.

3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

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	Delivering to target or ahead of it.

#### Priority: Protected, Green and Clean

3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

### 3.5 Overview of our performance against this strategic priority:

- **Recycling rates improve in May – 61.43%** of waste was recycled and composted this month. This was an improvement on the previous month and above the target for May and an increase of 5% (56.6%) compared to this time last year (2017). Performance for the year to date is strong at 59.04% an increase of 1% compared to the YTD position this time last year (2017).  
Maintaining high quality waste and recycling services is a key part of our commitment to keeping the district green and clean. This month saw a number of successful free compost giveaway events. The events allow residents to take home a share of compost made from their own brown bin contents, while providing an opportunity for the Council to promote our recycling and waste services.
- **Strong commitment to reducing our carbon footprint and protecting the natural environment** – A Natural Environment and Community Nature Plan is being developed and will be presented to Executive in July. The Air Quality Action Plan has been updated and a review of the biodiversity action plan has taken place.
- **Maintaining the district as a low crime area** – Nationally crime figures have increased over the past few years. The Council is working with partners through the Community Safety Partnership to understand the picture across the County and the district and to identify where the focus of our work should be.
- **Conservation area reviews continue** – Research work has started on this year's conservation area appraisals and reviews. These document the character and importance of the area, including a management plan to help preserve and/or enhance the conservation area. All appraisals undergo public consultation so we can incorporate the views of people living and working in these areas; the appraisals are an important part of the planning process. We anticipate that two Conservation Reviews will be undertaken in September 2018, reports are expected to be submitted by November 2018. This is part of the Council's commitment to protecting the built heritage of the district.

#### Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

### 3.7 Overview of our performance against this strategic priority:

- **Building on the success of our 'Healthy Placemaking' approach in Bicester** – This approach puts health and wellbeing at the centre of everything we do and has been in place as part of the Bicester Health New Town programme. The Council is committed to building on this best practice and incorporating this approach into our business planning process. This month we have also consulted with partners on the Health and Wellbeing action plan for 2018-19, looking at how we can enhance health and wellbeing within our communities through a wide range of prevention activities and interventions. The action plan

includes closer working with clinical commissioning groups, public health and primary care authorities engaging in a wide range of work to support improved outcomes for residents and businesses.

- **Supporting thriving communities** - the Countywide co-commissioned Domestic Abuse services contract has begun in Oxfordshire supporting the vulnerable in our district. Safeguarding training is being rolled out to all staff and Members ensuring levels of compliance across the organisation.
- **Housing benefit performance continues to improve** - The average time taken to process new benefit claims in CDC for May 2018 is excellent, reducing to 11.31 days against a target of 15 days. This is an improvement from April 2018 when the average time taken to process new claims was 17.43 days.

#### Priority: District of Opportunity and Growth

3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.

3.9 Overview of our performance against this strategic priority:

- **Working with local organisations to promote the district and increase tourism** – The Economic Growth Team work closely with local visitor attractions, accommodation, retailers and other organisations involved in promoting visitor economy in Cherwell. This month the Council has been promoting the first ever ‘Bicester Festival’ and the Town Centre Discovery Walks. To mark the 70th birthday of the National Health Service, Healthy Bicester is launching two new short Discovery Walks in the town centre. The Discovery Walks are designed to be accessible for all but it is hoped they will be used in particular by people who struggle to get the 10-30 minutes of exercise a day needed to keep healthy. New maps and market signs for Banbury are in development to enhance the market place in Banbury town centre.
- **Supporting improvements to private rented housing sector** - two landlord home improvement grants were concluded in May, with associated nomination rights for the Council.
- **Unemployment rate increases, but remains significantly below regional and national figures** – unemployment rose by 0.1% from April 2018 to 0.9%.
- **Council sponsors Cherwell Business Awards** – over 256 local business representatives attended the award ceremony to celebrate local success, share best practice and encourage innovation and growth.
- **£500k invested in superfast broadband** - 96.35% of residential and businesses premises now have access to superfast broadband following significant investment from the Council over the last two years.
- **The Partial Review of the Local Plan** was submitted to the Planning Inspectorate (Pins) for Examination on 5<sup>th</sup> March 2018. We are still awaiting the

dates for the public hearing, but the process of Examination has now formally commenced.

### Summary of Performance

- 3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 1.

<b>Business Plan Measures and Key Performance Indicators</b>					
<b>Status</b>	<b>Description</b>	<b>May</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	31	97%	30	94%
Amber	Slightly off target	1	3%	2	6%
Red	Off target	0	0%	0	0%

### 3.11 **Spotlight On: Financial sustainability**

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.

As a Council, we recognise the importance of considering our financial sustainability going forwards. Our central government funding continues to reduce so it is important that we look at ways to both maximise the income that we have coming into the council through our fees, charges, council tax and business rates as well as look to find other innovative ways in which to raise potential other sources of income whilst acknowledging and balancing the risks of doing different things. Financial sustainability is a key theme that we need to consider when setting our future years budgets and this snapshot gives an initial view on our current performance as well as areas we are exploring to improve our sustainability moving forwards.

#### Council Tax

In 2017-2018, 97.87% of Council Tax was collected against a target of 98.25%. Although this is slightly below the target, it is a fantastic achievement given the challenges faced by the service area during the past 12 months. Performance for May 2018 is strong at 20.44% against a target of 20.50%

#### Business Rates Collection

In addition to Council Tax, we are also the billing authority responsible for Business rates collection and our performance in this area for 2017-2018 and following a very challenging 12 months was 92.31% against a target of 98.5%. Collection rates for May 2018 are excellent at 21.74% against a target of 21.25%.

#### Generating additional income

Alongside our consideration of how we maximise our income collection through Council tax, Business rates and other fees and charges, we are considering new ways of generating income. One of the most important aspects of this is to consider our investments. Alongside managing our cashflows, balancing our borrowing and

our financial investments, we are also considering spreading how and what we invest our money in. An investment strategy working group which considers opportunity to invest in property for commercial purposes (and subject to criteria already agreed at Council) will be meeting throughout 2018/19 to consider opportunities that arise. All of these would be subject to full due diligence to understand the balance between the opportunity and risks for each individual investment.

We have already made some significant investments with the purchase of Castle Quay 1 (a shopping centre at the heart of Banbury) and the plans around Castle Quay 2 (a new development with a mix of retail, leisure and food outlets) that complement what already exists in Castle Quay 1. The purchase of the site was principally as an investment although this also means that the Council can provide strong leadership in ensuring that this exciting development delivers improvements in the area. A full financial appraisal was undertaken but the investment of circa £60m will generate significant revenues in excess of £5m pa that will fund the costs of development as well as contribute to the wider costs of our services for all of our residents, businesses and visitors. This means that an investment of this type satisfies both our need to consider our financial sustainability going forward as well as contributes to our overall corporate priorities too.

## Risk Update

- 3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 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	
	3 - Moderate			L01, L02, L03 L10, L12, L14	L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

- 3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	9 Low risk	↔	Mitigation actions updated
L02 Statutory functions	9 Low risk	↔	Comments updated
L03 Lack of management Capacity	9 Low risk	↔	Comments updated
L04 CDC & SNC Local Plans	8 Low risk	↔	No change
L05 Business Continuity	16 High risk	↔	Comments updated
L06 Partnering	12 Medium risk	↔	Comments updated

<b>L07</b> Emergency Planning	12 Medium risk	↓	Residual risk score reduced from 16, controls and mitigation actions updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Mitigating Actions & Comments updated
<b>L09</b> Cyber Security	15 Medium risk	↔	Mitigating Actions Updated
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	No change
<b>L11</b> Income generation through council owned companies	8 Low risk	↔	Mitigating actions updated
<b>L12</b> Financial sustainability of third party third party suppliers	8 Low risk	↔	No change
<b>L13a</b> Local Government Reorganisation (CDC)	15 Medium risk	↔	Comments updated
<b>L13b</b> Local Government Reorganisation (SNC)	15 Medium risk	↔	Comments updated
<b>L14</b> Corporate Governance	9 Low risk	↔	No change

**L07 Emergency Planning** – The Residual risk score has been reduced from 16 (High Risk) to 12 (Medium Risk). Both authorities have active plans in place to ensure they are prepared for an emergency. These have recently been activated successfully. Further improvements are being made as a result of a review of these plans.

### **Finance Update**

- 3.15 In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting regularity will provide budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

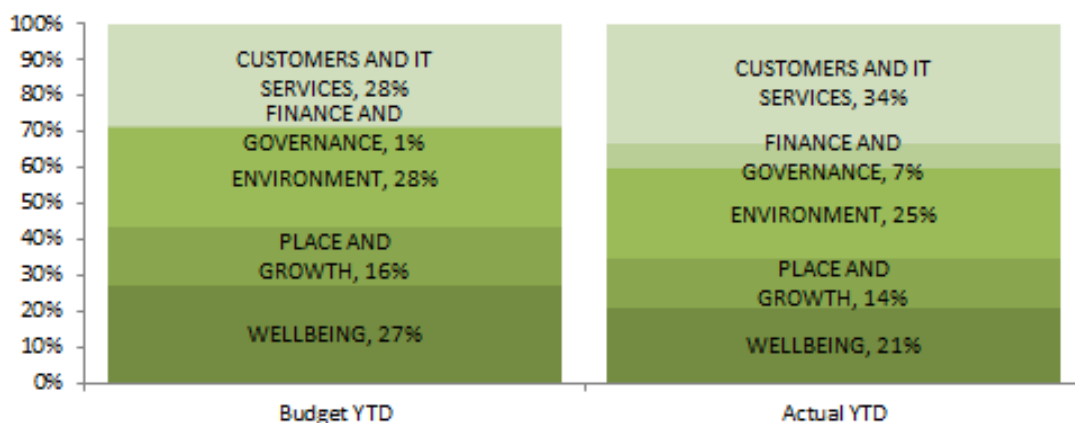
It should be noted that due to the early position in the financial year limited financial reporting takes place at many organisations and the focus is on risk areas for budget monitoring. This is due to the relatively small amount of actual data available against planned budgets. From June onwards we will have more detailed monitoring at service level once a greater amount of actual data is available.

### 3.16 **Revenue Position**

The 2018/19 revenue budget was approved in February 2018. The detailed 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.

The risk based monitoring undertaken to date has not highlighted any areas of risk at this stage. The Council is currently forecasting to manage within its existing resources. Any variance and risk to this position will be highlighted and detailed in future reports.

The graph below sets out how the Council planned to spend during Apr and May compared to how it did spend during the first two months of the year. There is some variance regarding profile of spend compared to budget but this is not unusual. The main variances relates to Finance and Governance and Wellbeing. These are largely due to the Business Rates bill for Council offices being paid in one amount but the budget has been profiled across the whole year and for Wellbeing grants being received in advance of spend and therefore expenditure is lower at present.



### 3.17 Capital Programme

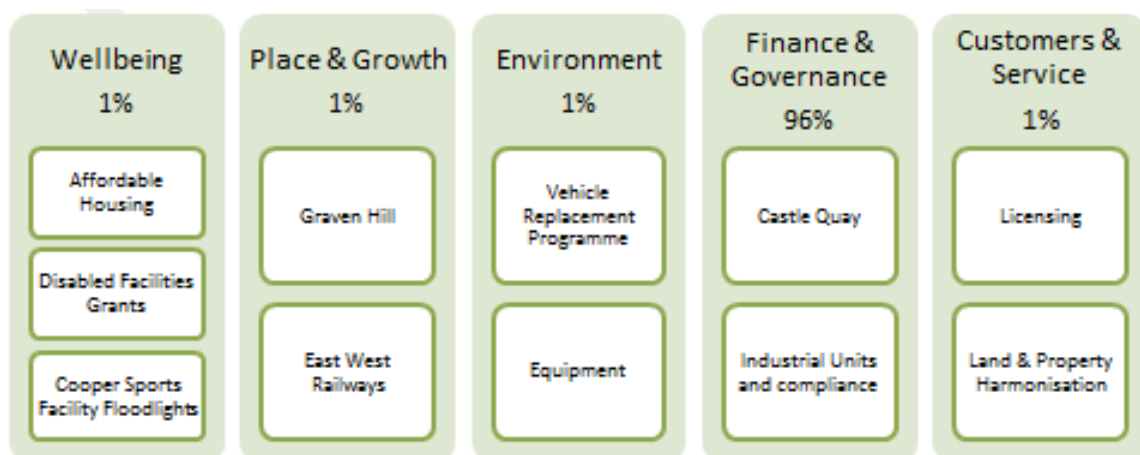
The 2018/19 capital programme was approved in February 2018. The capital programme monitoring information will be provided in future reports and will identify key variances across the organisation and highlight areas of financial risk and opportunity.

A capital programme working group has been set up to improve the governance surrounding the capital programme. This group has already met once with future meetings arranged to develop the oversight this group can provide. This group is made up of officers from across the organisation and the remit is to more closely monitor the projects within the capital programme, provide consistency of approach and better understanding of the whole programme. The output of this group will be reported via these monthly reports and will identify all areas of risk.

The group closely links to other boards and groups to ensure the financial risks and issues associated with all capital spend is consistently reported.

The graph below sets out how the Council plans to spend capital during the year and the major items of expenditure. Variances to this budget will be detailed in future reports.





## 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 performance, risk and budgetary 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 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim), 0300 003 0103, [Adele.taylor@cherwellandsouthnorthants.gov.uk](mailto: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](mailto: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 Insight Team, 01295 221786  
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## 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 Finance and Governance

## Document Information

Appendix No	Title
Appendix 1	Monthly Performance Report
Appendix 2	Leadership Risk Register
Appendix 3	2018/19 Business Plan
Background Papers	
None	
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# Appendix 1 – Monthly Performance Report

## May 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 Programme 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	Compost giveaways successfully carried out during May.	Development of a new waste strategy during the summer for autumn.	★	The services continue to operate well with high recycling rates and levels of satisfaction. Recycling rates increase at this time of year owing to an increase in garden waste. The teams continue to plan ahead for housing growth in both areas, and particularly in Cherwell.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Croghan, Caroline Kane, Graeme Potter, Ed	New staff integrating well into the team during May with standards appearing to improve.	Neighbourhood blitz events commencing from late June.	★	The overall cleanliness levels are good in all urban areas. Currently the grass is very high along some major roads probably more so in Cherwell, which prevents litter picks until grass cuts have taken place. Once grass cuts have taken place it is then often the case litter is uncovered. Liaison with County Council Highways when grass cutting can be variable, liaison with the Highways agency contractors are good in Cherwell and not so good in SNC	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Developing plans to tackle the growth in fly tipping	Completion and then implementation of the fly tipping plan.	★	Fly tipping still running higher than 2016/17 but levels are the same as 2017/18 and, in comparison to many areas, the general levels are not high.	★
<b>JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment</b>	Cllr D Bambridge Cllr D Pickford	Riley, Nicola Webb, Richard	Biodiversity Action plan review undertaken	To present a Natural Environment and Community Nature plan to the 2nd July Executive meeting	★	The Air Quality Action Plan (AQAP) for CDC was recently updated and a report will be going to Scrutiny. The timetable for reviewing the Towcester AQAP is the end of the year. The focus of work in May has been to review the biodiversity action plan and consider the policy context for the Natural Environment and Community Nature plan that will supersede it.	★
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Feehily, Paul Newton, Jim	Project discussion on main works designs and implementation of early works	Submission of applications for Schedule consents for early works for Chipping Warden Relief Road	★	Both HS2 early and main works contractors are working to develop the designs for railway works ahead of submission of applications required for approval under Schedules to the Act. Early works projects will include the Chipping Warden Relief Road. Main works projects will include evolving designs for the Lower Thorpe and Edgcote viaducts.	★

**Joint Programme 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 A McHugh Cllr K Cooper	Kane, Graeme Riley, Nicola Webb, Richard	Training 85% of current drivers which was achieved	To continue to train all new applicants ahead of a licence being used	★	<p>Oxfordshire County Council Commissioned the Community Safety Strategic Intelligence Assessment (SIA) which has been produced in draft form in May 2018. This does show an increase in crime over the last 12 months. Nationally crime has increased over the last few years and the data for Cherwell is in line with this national trend.</p> <p>Specifically for Cherwell, the District area remains a safe place in comparison to similar Districts, some of the increase in reported crime is down to a change in reporting and an increase in proactive partnership working where some crimes would have not previously been recorded.</p> <p>Work will be conducted to use this high level data from the SIA to provide a better picture and comparison of how the data represents Cherwell District and where our focus should be. The Community Safety Partnership will be leading this piece of work.</p> <p>Whilst South Northants is comparable with its most similar group, there has been a 6% increase in comparison to the previous Year to Date (YTD). Much of this increase has been seen within the more populated areas, showing a positive impact in the partnership work that has taken place in the rural areas. The increase is largely down to an increase in violent crime which also reflects the national landscape. However this data set also includes Domestic Abuse in its recording definition.</p> <p>There has been a lot of work in the last 6 months through the community safety lead and partners on raising awareness of Domestic Abuse (DA) and supporting victims in coming forward to report it. It is likely that some of this increase is due to this positive proactive work. We will continue to monitor this data. Additionally work around DA has been focused on the roll out of the Domestic Abuse awareness campaign to run in conjunction with the FIFA World Cup and into the Autumn. A winter campaign is currently being developed. Safeguarding training continues to be delivered to all new taxi driver applicants ahead of licence issue. Of current licence holders only 9 remain suspended at Cherwell and these are expected to let their licences lapse. At SNC 30 drivers remain suspended. They will have their licences returned on completion of the training.</p>	★
<b>JBP1.1.7 Protect the Built Heritage</b>	Cllr C Clarke Cllr R Clarke	Feehily, Paul Mitchell, Clare Newton, Jim	Delivering to plan. Work has started on the research for this year's Conservation Area Appraisals and Conservation Reviews.	We anticipate that: 2 X Conservation Reviews will be undertaken in September 2018 at SNC X Conservation Area Appraisals will be undertaken in November 2018 at CDC	★	We are delivering to plan in this area. Research has started on the Conservation Area Appraisals and Reviews. We anticipate that the first of this year's document will be delivered in September and November this year.	★

**Joint Programme 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 A McHugh Cllr C Clarke Cllr K Cooper Cllr S Clarke Cllr T Ilott	Colwell, Adrian Ellis, Richard Riley, Nicola Rowe, Rosie	Healthy Place-making approach being adopted as a cornerstone of the place-making work being undertaken by both authorities. Health and wellbeing action plan for Cherwell 18/19 consulted on with partners and the South Northants Health and Wellbeing Blueprint actions updated by partners.	To consider the roll out of social prescribing across both districts albeit with differing levels of partnership working and resourcing.	★	The health and wellbeing of communities can be improved and enhanced through a wide range of prevention activities and interventions. Working with colleagues in clinical commissioning groups, public health and primary care both authorities are engaging in a wide range of work to support improved outcomes for residents and businesses.	★
<b>JBP2.1.2 Provide enhanced leisure facilities</b>	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Ellis, Richard	Woodgreen outdoor 50m swimming pool opened in Banbury on 26th May to the public. The annual Banbury Triathlon was also held at Woodgreen and well attended.	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 is currently waiting on the National Governing Body to respond. This process will drive forward both Districts Leisure provision in for the next 10 years.	★	Works continue to the new Brackley Swimming Pool as part of the Leisure Centre development project. The new 110 station gym opened on Saturday 12th May. LED lighting upgrade to the Artificial Turf Pitch at North Oxfordshire Academy (NOA) during December 2017. During March 2018 we upgraded to new metal halide type floodlight (alternative to LED floodlights) on the athletics track at North Oxfordshire Academy. NOA also hosted the England Mixed Hockey trials during May.	★
<b>JBP2.1.3 Provide support to the voluntary sector</b>	Cllr A McHugh Cllr K Cooper	Ellis, Richard Riley, Nicola		Ensure the delivery of the first Bicester Festival. Take ownership of the new Community Centre on Kingsmere estate, Bicester. Continue to work with partners to develop Age Friendly Banbury. Launch the 'little lunch' concept at Bicester's BIG lunch. Re-sign the armed forces community covenant in both counties.	★	There continues to be good progress made on individual projects and programmes of work. Successful Brighter Futures in Banbury reference conference held. Place-making at Upper Heyford progressed. Three talented performer grants given to young sportsmen and women from South Northants Successful Funding fair held at Towcester racecourse in partnership with SNVB and DDC. Successful Playdays held in Brackley and Towcester.	★

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.4 Enhance community resilience as part of emergency planning</b>	Cllr A McHugh Cllr D Bambridge	Kane, Graeme Riley, Nicola Webb, Richard	Both authorities are prepared for emergency planning eventualities such as flooding; CDC recently responded, with partners, to a flooding event in Kidlington.	Emergency Planning focuses on Silverstone at this time of year to ensure all partners are fully prepared for this major event.	★	The councils enable contact with parish councils, schools, community groups to promote messages around PREVENT duties and emergency responses to incidents and accidents and to encourage local neighbourhood solutions to communal cohesion and response.	★
<b>JBP2.1.5 Prevent homelessness</b>	Cllr J Donaldson Cllr K Cooper	Douglas, Gillian Ellis, Richard	Homelessness Reviews, evidence base for homelessness strategies, have been completed for both CDC and SNC.	New Homelessness Strategies focused on preventing and relieving homelessness for both CDC and SNC are currently being drafted and will be completed by mid-June.	★	The Homelessness Act 2002 requires local authorities to formulate a homelessness strategy based on the results of a homelessness review in the district. Homelessness reviews have been completed for South Northants and Cherwell districts. The reviews are comprehensive documents. The Councils' Housing Team has had regard to the Government's Homelessness Code of Guidance and National Practitioner Support Service Homelessness Strategy Toolkit when preparing the homelessness reviews. Both of these guidance documents provide detailed information on what a review has to cover. The reviews are the key evidence base to inform the formulation of the new homelessness strategies.	★
<b>JBP2.1.6 Safeguard the vulnerable</b>	Cllr A McHugh Cllr D Bambridge Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr S Clarke Cllr T Ilott	Riley, Nicola Taylor, Adele	Staff and Member safeguarding training was reported on with significant levels of compliance across the organisation. SIRC continues to be a good mechanism for reporting concerns. In South Northants The Blue Butterfly programme is being rolled out in primary schools and the Keep Safe programme launched. The Countywide co-commissioned Domestic Abuse services contract has begun in Oxfordshire.	Roll out of the 'Blue butterfly' scheme to key staff at CDC and SNC.	★	For our residents who may be at risk through financial vulnerability, we monitor our performance on average time taken to assess new claims for Housing Benefit and Council Tax reduction which are at 7.65 days (SNC) and 11.31 days (CDC) against a target of 15 days. The Debt and Money advice service continues to grow in levels of demand for the service - we have helped over 1677 households secure financial gains of £2.8m up to May 2018. We have 77 open active cases in May with gains expected of £78k across Personal Independence Payments, Disability Living Allowance, Attendance allowance and Housing Benefits and Council Tax reduction.	★



**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.7 Deliver affordable housing and work with private sector landlords</b>	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Douglas, Gillian Ellis, Richard	Landlords Forum held 29/5/18		★	Landlords Forum held 29/5/18 Private Sector Housing Team: CDC - 2 Landlords Home Improvement Grants were concluded in May, with associated nomination rights. CDC - 1 Flexible Home Improvement Loan approved. SNC - No Flexible Home Improvement Loan applications yet received. At SNC delivery of affordable housing in the month of May 2018 was a total of 16 new units: 9 affordable rent; 7 shared ownership. These have been provided on sites in Middleton Cheney and Brackley. At CDC delivery of affordable housing in the month of May 2018 was a total of 39 new units: 36 affordable rent; 3 shared ownership. These have been provided across several sites in Banbury.	★
<b>JBP2.1.8 Deliver the welfare reform agenda</b>	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	We continue to monitor and to support residents through the roll-out of the full Universal Credit service in the Cherwell District including offering assisted digital support and Personal Budgeting Support through our partnership with Citizens Advice. In South Northants the learning we are gaining from roll-out of Universal Credit in Cherwell will support us to ensure we provide a good service to our residents once this goes live in both areas. We continue to ensure that we support residents of both councils to claim their correct entitlements wherever possible.	The Councils continue to support those affected by the wider Welfare Reform agenda.	★	We continue to consider and award Discretionary Housing Payments to those households who are affected by the welfare reform agenda including spare room subsidy and the benefit cap often working with colleagues in Housing to identify households who may benefit from an award and therefore helping to secure their tenancies. The Debt and Money Advice service continues to grow in levels of demand for the service. Since the service was introduced the team have helped 1677 households securing total financial gains of £2,819,760 (as at May 2018). The team currently have 77 open active cases and for the month May 2018 reported financial gains of £77,981 33% in the form of Personal Independence Payments, Disability Living Allowance and Attendance Allowance (so supporting some of our most vulnerable residents) and 36% was Housing Benefit/Universal Credit and Council Tax Reduction.	★

**Joint Programme 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	Colwell, Adrian Douglas, Gillian Ellis, Richard		Submission of pre-planning application for the first sites in the development programme for the SNC Local Development Company by end of June/early July 2018.	★	Private Sector Housing Team: CDC - 2 Landlords Home Improvement Grants were concluded in May, with associated nomination rights. CDC - 1 Flexible Home Improvement Loan approved. SNC - No Flexible Home Improvement Loan applications yet received. Site due diligence in relation to the first sites in the development programme for the SNC Local Development Company is continuing.	★
<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	The Economic Growth Team have been working closely with local visitor attractions, accommodation, retailers and other organisations involved in promoting the visitor economy across both districts during May 2018.	Work with local businesses and visitor attractions to support and promote events and venues held in South Northamptonshire for the 2018/19 season which includes a comprehensive event programme that the SNC facing Economic Growth Team provide direct support for, actively promote and attend as exhibitors. The visitor information services in Banbury and Bicester are supported by the Council and Experience Oxfordshire is commissioned to promote Cherwell nationally and internationally.	★	During May 2018, the Economic Growth Team have delivered on the following projects: <ul style="list-style-type: none"> <li>• Town Centre banner project for both Towcester and Brackley</li> <li>• A43 and A5 layby tourist board project research</li> <li>• Submission of an Expression of Interest to the Rural payments Agency for Tourism Infrastructure to increase the number of visitors and the dwell time to The Water meadows</li> <li>• Refurbishment of Town Centre Tourism</li> <li>• Support and advice for Salcey Forest Management regarding the closure of the treetops walkway</li> <li>• Site visits to Visitor attractions to provide support to Management teams</li> <li>• Engagement with colleagues in Planning policy to provide Business Planning advice for Castle Ashby</li> <li>• Practical support and advice for the Heritage Lottery Funded Dovecote in Bicester.</li> <li>• Promotion of Bicester Festival and the Town Centre Discovery Walk.</li> <li>• Design and preparation of new maps and markets signs in Banbury.</li> <li>• Liaison with Experience Oxfordshire to ensure support to businesses across Cherwell.</li> </ul>	★

**Joint Programme 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, especially those related to skills and business development.	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><b>Silverstone:</b> Recent activity has included the setting up and development of a Linked In group for the STC by the SNC facing Economic Growth Team, attendance at the recent SEMLEP High Performance Technology and Motorsport 6 LEPS Meeting, preparations for the Conference at Force India (SNC will be exhibiting with AVDC, CDC and Silverstone) as part of the British Grand Prix F1 Business week and the inclusion of a new Inward Investment flyer in the MIA's event programme as well as a 2 page SNC advertisement.</p> <p><b>Brackley:</b> continuing its liaison and dialogue with Brackley Town Hall. Business Support has also been made available to Brackley Town Football Club to ensure the Club's Board are able to capitalise on their recent success in their win at Wembley and the benefits this will have for the Town.</p> <p><b>Towcester:</b> The Economic Growth Team held its annual Business Club meeting at The Forum during May 2018 and presented the ongoing work of the South Northamptonshire Team and discussed a number of projects related to the Master plan including Moat Lane, new development, the relief road and other related issues.</p> <p><b>Banbury:</b> 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 enabled through the creation and support of the Banbury Business Improvement District, including attendance at its Board meeting.</p> <p><b>Bicester:</b> New Masterplan is being developed as a more ambitious forward looking plan for the town that brings together Eco Bicester; Local Plan led growth, Garden Town and Healthy New Town.</p> <p><b>Kidlington:</b> Liaison with local business groups Kidlington Voice, Begbroke Science Park, etc. to ensure engagement in the wider Green Belt review to ensure that future needs of businesses are raised. Meanwhile, the team attending Kidlington Voice business group meeting and arranged a major job fair event.</p>	★
JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	The Economic Growth Team continues to work closely with a portfolio of businesses across both districts to provide support and advice. This enables start-ups and growth through a programme of meetings, direct delivery of the employment and skills initiatives and the development of a suite of Inward Investment literature.	The economic growth team enables the provision of: Business support, information and advice to businesses across both districts. Job Clubs, Job Fairs and Job Match Services to meet the needs of local businesses and workers. The SNC Enterprise Club and Oxfordshire Business Enterprises to provide practical support to residents starting a business. Services and a suite of Inward Investment information to ensure the districts are promoted to maximise local business growth and job opportunities.	★	<p>The latest unemployment rates based on the measure of Universal Credit in April 2018 was 0.7% (380 people) for South Northamptonshire and 0.9% (845 people) for Cherwell, representing a 0.1% increase on the previous month and on the year-on-year figures, although the yearly trend tracks at similar levels as for 2017. The rate for England is 2.2% so both districts are performing relatively well in relation to other districts.</p> <p>(Note: % is the number of claimants as a proportion of resident population of area aged 16-64 and gender) <b>During May, a range of support was provided and projects implemented with highlights including by district:</b></p> <p><b>South Northamptonshire:</b></p> <p>Since the new South Northants Business Accommodation Guide was distributed to all local businesses within the 66 Business parks in the district last month the SNC facing Business Support Adviser has been visiting companies on site to provide business support and advice.</p> <p>The SNC Job Club and SNC Job Match Service 50% over target on Jobseekers directly supported back to work: A total of 6 jobseekers were supported back into work locally during May 2018 and a redundancy support package has been delivered to Direct Legal Collections in Brackley who are vacating their site. 20 Business support visits were undertaken by the SNC facing Business Support Adviser.</p>	★

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
						<p>The SNC Inward Investment leaflet has been produced and a new website for inward Investment has been set up through the existing SNC website at: <a href="http://www.investinsouthnorthants.com">www.investinsouthnorthants.com</a></p> <p>The South Northamptonshire Business Incubator Feasibility Study is now into the middle phase of research with telephone interviews being undertaken with a range of stakeholders.</p> <p>Silverstone Circuit has been confirmed as the venue for the South Northants 'Open for Business Event' to be held in September 2018 at The Wing and preparations are underway to create a legacy event with 200 businesses as the target audience for the event.</p> <p><b>Cherwell:</b></p> <p>The Cherwell Business Awards Ceremony attracted 256 business people to celebrate local success and encourage further best practice, innovation and growth. The Council was headline sponsor and worked throughout the year with ten category sponsors to achieve this grand finale leading to excellent feedback and publicity.</p> <p>Contribution to the Banbury Business Club meeting and the Chamber events at local businesses to ensure that the Council is represented and any issues arising can be addressed to support jobs and business growth.</p> <p>Promotion of the district to a wide business audience at the Annual Business in Oxfordshire conference and exhibition. Joint representation on the stand of Bicester Vision.</p> <p>Review of Business Support from SEMLEP during 2017-18: Velocity Growth Hub supported 77 Cherwell businesses through advice, grants and business development workshops. Further advice and support has been available through OxLEP.</p> <p>The Council has invested over £550,000 over two years in extending Superfast Broadband across the District and the national target (95%) has now been exceeded. In May 2018, 96.35% of residential and business premises in the District could subscribe to Broadband services offering download speeds over 24mbps. The high take-up means that the contractual reward funding will allow the programme to continue throughout 2018.</p>	

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b></p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC and SNC continue to engage with Highways England on strategic transport projects and have inputted into the process to identify the preferred corridor for the Oxford - Cambridge Expressway. An options appraisal report has been completed for a new motorway junction to serve new development in and around Bicester.</p>	<p>Work continues to progress an action plan for the A43 in South Northamptonshire. A Study of the A43 is being prepared and a Final Draft is expected to be completed in June 2018. It will be reported to the Planning Policy and Regeneration Strategy meeting. Officers are liaising with Highways England and its agents on a scheme to repair and maintain the A5 (Watling Street) in Towcester. Highways England has carried out an economic appraisal of the proposed Towcester Relief Road and is awaiting further clarification on the funding of the scheme.</p>	<p>★</p>	<p>CDC - The Partial Review Local Plan was submitted to PINs (Planning Inspectorate) for Examination on 5 March 2018. We are still awaiting the dates for the public hearing, but the process of Examination has now formally commenced. 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 forthcoming revised National Planning Policy Framework and the on-going scoping for the countywide Joint Statutory Spatial Plan.</p> <p>SNC Local Plan is on track for the Reg 19 Submission Local Plan part 2 to be released for consultation following the Planning Policy Committee on 25 July, followed by submission in December 2018, as per the dates published for us to hit.</p>	<p>★</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	61.43%	60.27%	★	All on track. Garden waste tonnages looking to be strong	59.04%	58.69%	★
<b>JBP1.2.1S % Waste Recycled &amp; Composted</b>	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	67.93%	65.86%	★	The amount of garden waste collected from the green bins in May 2018 was the highest ever amount recorded. Performance is higher than expected because of this.	65.83%	64.91%	★

**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	Douglas, Gillian Ellis, Richard	32.00	43.00	★	CDC Housing Options Team continues to focus on homeless prevention and keep number in Temporary Accommodation to a minimum. Numbers have risen in the last month but well within target.	32.00	43.00	★
<b>JBP2.2.1S Number of households living in Temporary Accommodation (TA)</b>	SNC	Cllr K Cooper	Douglas, Gillian Ellis, Richard	18.00	25.00	★	The number of households is the same as last month and we continue to focus on homelessness prevention to minimise use of temporary accommodation.	18.00	25.00	★
<b>JBP2.2.2C Average time taken to process Housing Benefit new claims</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	11	15	★	The average time taken to process new claims for May 2018 is excellent, reducing to 11.31 days against a target of 15 days. This is an improvement from April 2018 when the average time taken to process new claims was 17.43 days. We will continue to closely monitor our performance times on a daily basis to help us to remain below our target of 15 days. Challenges we face include a change in duties for members of the team along with training of three new officers and increasing workloads.	14	15	★
<b>JBP2.2.2S Average time taken to process Housing Benefit new claims</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	7.65	15.00	★	The performance on the average time taken to process new claims continues to be excellent. For May 2018 the average time taken to process new claims is 7.65 days against a target of 15 days. This is an improvement on the figures reported for April 2018 when the average time to process new claims was 12.32 days.	9.99	15.00	★
<b>JBP2.2.3C Average time taken to process Housing Benefit change events</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	7.15	8.00	★	The average time taken to process change in circumstances for May 2018 remains good at 7.15 days against a target of 8 days. We closely monitor our performance daily to help us to continue to process change in circumstances below our target of 8 days.	5.81	8.00	★
<b>JBP2.2.3S Average time taken process Housing Benefit change events</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	4.06	8.00	★	The average time taken to process change in circumstances remains very good at 4.06 days against a target of 8 days. This is an improvement on the figures reported in April when the average time taken to process change in circumstances was 4.09 days.	4.08	8.00	★
<b>JBP2.2.5C Number of visits/usage of District Leisure Centres</b>	CDC	Cllr G Reynolds	Bolton, Sharon Ellis, Richard	138,646	127,285	★	Throughput figures across Cherwell are circa 8,000 down on the same period last year when comparing facilities on a like for like basis. The decreases for May 18 are due to lower usage figures at Spiceball Leisure Centre (circa 5,000 down) and Bicester Leisure Centre (circa 3,000 down). All other facilities are fairly consistent. Due to the addition of both Whitelands Farm Sports Ground and Stratfield Brake to the reporting process the number of throughputs does appear to be up by (circa 3,000) however this is due to no previous reporting for these two sites. Any participation increase should be caveated with the opening sentence.	282,911	254,570	★

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.5S Number of Visits/Usage of District Leisure Centres</b>	SNC	Cllr K Cooper	Bolton, Sharon Ellis, Richard	66,313	60,404	★	Overall throughputs show an increase of circa 3,000 on the same month last year. This was made up primarily from an increase of circa 4,000 for the month of May at Towcester Centre for Leisure. Brackley Leisure Centre was down by circa 400 however there was a partial closure of the Gym in May while the equipment was moved in and the decrease can be attributed to this. Brackley Swimming Pool showed a decrease of circa 500 against last May	133,930	120,808	★
<b>JBP2.2.6C % of Council Tax collected, increasing Council Tax base</b>	CDC	Cllr T Ilott	Green, Belinda	20.44%	20.50%	●	Whilst this is 0.06% short of target this is an improvement on last year. The net collectable debit has increased by more than £6m from 2017/18 to 2018/19. All reminders and final notices have been issued for the first major court on 5.6.2018 allowing for recovery action to take place	31.49%	31.50%	●
<b>JBP2.2.6S % of Council Tax collected, increasing Council Tax Base</b>	SNC	Cllr P Rawlinson	Green, Belinda	21.49%	20.00%	★	We have exceeded target again this month. All reminders and finals have been issued and formal recovery proceedings for unpaid accounts have commenced.	33.27%	30.00%	★
<b>JBP2.2.7C % of Business Rates collected, increasing NNDR base</b>	CDC	Cllr T Ilott	Green, Belinda	21.74%	21.25%	★	Cherwell exceeded target this month. The net collectable debit has increased by more than £13m from 2017/18 to 2018/19. Reminder notices have been issued to increase collection.	32.79%	33.00%	●
<b>JBP2.2.7S % of Business Rates collected, increasing NNDR base</b>	SNC	Cllr P Rawlinson	Green, Belinda	20.78%	20.00%	★	We have exceeded target for the collection of NNDR. All reminder notices have been issued and the first court took place in June to allow for further recovery action to take place.	31.77%	30.00%	★



**Joint KPIs - District of Opportunity & Growth**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP3.2.1C % Major planning applications processed within 13 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	70%	60%	★	10 Major Planning Applications were determined during May, of which 7 were determined within the target of 13 weeks or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	70%	60%	★
<b>JBP3.2.1S % Major planning applications processed within 13 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	6 Major Planning Applications were determined during May, of which 6 were determined within the target of 13 weeks or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	100%	60%	★
<b>JBP3.2.2C % Non Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul Charlett, Jeremy	0%	10%	★	No Non-Major Appeals were allowed by the Planning Inspectorate during May. Therefore we are achieving our target of less than 10% of Major Planning Appeals allowed.	0%	10%	★
<b>JBP3.2.2S Non major planning appeal decision allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Non-Major Appeals were allowed by the Planning Inspectorate during May. Therefore we are achieving our target of less than 10% of Major Planning Appeals allowed.	0%	10%	★
<b>JBP3.2.3C % Planning enforcement appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	1%	10%	★	1 Enf Appeal determined during May, 1 Enf Appeal has been allowed by the Planning Inspectorate during May, therefore the target of achieving less than 10% of Appeals allowed has not been met this period.	1%	10%	★
<b>JBP3.2.3S % Planning enforcement appeal decisions allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	1%	10%	★	4 Enf Appeal determined during May, 1 Enf Appeal has been allowed by the Planning Inspectorate during May, therefore the target of achieving less than 10% of Appeals allowed has not been met this period	1%	10%	★
<b>JBP3.2.4C % of non-major applications processed within 8 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	84%	70%	★	90 out of the 107 Non-Major planning applications determined during May were within the target period of 8 weeks, or agreed time frame. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	84%	70%	★
<b>JBP3.2.4S % of non-major applications processed within 8 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	86%	70%	★	69 out of the 80 Non-Major planning applications determined during May were determined within the target period of 8 weeks, or agreed time frame. Therefore the target of determining more than 70% within time has been met.	86%	70%	★
<b>JBP3.2.6C Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	0.00	10.00	★	No Major Planning Appeals were allowed by the Planning Inspectorate during May.	0.00	10.00	★
<b>JBP3.2.6S Major planning appeal decisions allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim	0.00	10.00	★	No Major Planning Appeals were allowed during May.	0.00	10.00	★

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Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 15/06/2018

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	
	3 - Moderate			L01, L02, L03 L10, L12, L14	L06, L07, 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	<b>Financial resilience</b> – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	<p>Reduced medium and long term financial viability</p> <p>Reduction in services to customers</p> <p>Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making</p> <p>Reduced financial returns (or losses) on investments/assets</p> <p>Inability to deliver financial efficiencies</p> <p>Inability to deliver commercial objectives (increased income)</p> <p>Poor customer service and satisfaction</p> <p>Increased complexity in governance arrangements</p> <p>Lack of officer capacity to meet service demand</p>	4	4	16	<p>Medium Term Revenue Plan reported regularly to members.</p> <p>Efficiency plan in place and balanced medium term</p> <p>Highly professional, competent, qualified staff</p> <p>Good networks established locally, regionally and nationally</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Members aware and are briefed regularly</p> <p>Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams</p> <p>Programme management approach being taken</p> <p>Treasury management policies in place</p> <p>Investment strategies in place</p> <p>Regular financial and performance monitoring in place</p> <p>Independent third party advisers in place</p> <p>Regular bulletins and advice received from advisers</p> <p>Property portfolio income monitored through financial management arrangements on a regular basis</p> <p>Asset Management Strategy in place and embedded.</p> <p>Transformation Programme in place to deliver efficiencies and increased income in the future</p>	<p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p>	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	<p>AD Finance and Performance recruited. Overall Finance resource being reviewed.</p> <p>Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.</p> <p>Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing.</p> <p>Asset Management Strategy to be reviewed and refreshed in the new year.</p> <p>Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme.</p> <p>Finance support and engagement with programme management processes being established.</p> <p>Integration and development of Performance, Finance and Risk reporting during 18/19.</p> <p>Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums.</p> <p>Regular member meetings, training and support in place and regularly reviewed.</p> <p>Financial support and capacity being developed during 18/19 through development programme.</p> <p>Regular utilisation of advisors.</p>		05/06/18 - Mitigation actions updated
L02	<b>Statutory functions</b> – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	<p>Legal challenge</p> <p>Loss of opportunity to influence national policy/legislation</p> <p>Financial penalties</p> <p>Reduced service to customers</p>	3	4	12	<p>Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors</p> <p>Clear accountability for responding to consultations with defined process to ensure Member engagement</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed</p> <p>Clear accountability for horizon scanning, risk identification/categorisation/escalation and policy interpretation in place</p> <p>Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit</p> <p>Internal Audit Plan risk based to provide necessary assurances</p> <p>Strong networks established locally, regionally and nationally to ensure influence on policy issues</p> <p>Senior Members aware and briefed regularly in 1:1s by Directors</p>	<p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	<p>Establish corporate repository and accountability for policy/legislative changes</p> <p>Review Directorate/Service risk registers</p> <p>Ensure Committee forward plans are reviewed regularly by senior officers</p> <p>Ensure Internal Audit plan focusses on key leadership risks</p> <p>Develop stakeholder map, with Director responsibility allocated for managing key relationships</p> <p>Standardise agendas for Director/PFH 1:1s</p> <p>New NPPF published 05/03/18 will guide revised approach to planning policy and development management.</p> <p>Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR</p>	<p>Service risk registers being reviewed as part of service planning.</p> <p>Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.</p>	Risk reviewed 08/06/18 - Comments updated
L03	<b>Lack of Management Capacity</b> - Delays to completing the management restructure reduces capacity at management level	<p>Financial impact due to use of agency staff</p> <p>Inability to deliver council's plans</p> <p>Inability to realise commercial opportunities or efficiencies</p> <p>Reduced resilience and business continuity</p> <p>Reduced staff morale and uncertainty may lead to loss of good people</p>	3	4	12	<p>Rigorous and aggressive assessment and recruitment timetable for senior management roles</p> <p>Arrangements in place to source appropriate interim resource if needed</p> <p>Delegations to Chief Exec agreed to ensure timely decisions</p> <p>HR/Specialist resource in place to support recruitment process and manage implications</p> <p>Ongoing programme of internal communication</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	<p>Discussions with Penna to ensure rapid response should interim resource be required</p> <p>AD HR/OD briefed and leading the process</p> <p>Communications to be delivered by CEO</p>	<p>All Director positions filled on either permanent or interim (pending permanent) basis. Induction and support for interims</p> <p>Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work.</p> <p>Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 9 for a second month.</p> <p>Regular comms being provided by CEX</p>	Risk reviewed 08/06/18 - Comments updated

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	<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 09/06/18 - No change
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 Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	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. There will be some delay in updating the business continuity plans owing to the departure of the Emergency Planning Officer. Additional resource is being used to ensure the work continues.	Risk reviewed 05/06/18 - comments updated & Risk owner & manager updated
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/PFH 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	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed.	Risk reviewed 01/06/18 - Comments updated
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	Key contact lists updated monthly.  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 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	Fully Partially Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↓	New Director had responsibility for Emergency Planning. He reviewing the arrangements and forming relationships with key partners. Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements are being established Training for senior officers is planned for June Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans are in place for Silverstone.  Both authorities are represented at the LRF.	Both authorities have active plans in place to ensure they are prepared for an emergency. These have recently been activated successfully. Further improvements are being made as a result of a review of these plans.	Risk reviewed 05/06/18 - Controls, Control assessments, residual risk score reduced, 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 Lynn Pratt Councillor Peter Rawlinson	Adele Taylor Mark Willis	4	3	12	↔	Corporate H&S Policy being developed & finalised, which will then be implemented across the organisation to ensure that roles & responsibilities at all levels are discharged effectively. Policy developed following restructure, this will clearly identify accountability and responsibility for Health and Safety at all levels throughout the organisation. Update Corporate H&S arrangements which are out-of-date. Directorate H&S Improvement Plans to be produced. Recently approved Internal Audit plan for 18/19 includes an audit of our overall H&S management system and will commence in Quarter 1 with a follow up planned prior to the end of 18/19. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. 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. Senior Officer Meeting receives quarterly updates from Corporate H&S Manager. Relevant updates taken to appropriate committee.	05/06/18 Mitigating Actions & Comments 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 Fully Partially	Councillor Ian Corkin 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 July 2018. This is a slight delay but should not cause concern. Cyber-security was reviewed by Internal Audit in May 2017 and will be reviewed again during the current quarter. Meeting arranged later this month with Internal Audit to discuss. 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 and good progress is being made with applications migration. 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. We are expecting to submit the Councils' annual return by the end of next week.	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 08/06/18 - 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 mandatory 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.	10/06/18 - Risk reviewed - No change	
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. Relevant training being provided. 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. Relevant training being provided to support resource provision.	Risk reviewed 05/06/18 - mitigating actions 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.	3	4	12	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 05/06/18 - No further changes
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 will be fundamentally reviewed as part of the preparation to end the partnership with SNC. This work will take place in June and July with a plan to deliver the end of the joint working arrangements.	Risk reviewed 08/06/18 - Comments updated
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. A detailed LGR risk register considering the impact on SNC will be developed and reviewed as part of the preparation for the unitary proposals. This register will be owned and updated by the project team.	Risk reviewed 08/06/18 - Comments updated
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.	12/06/18 - No change

# Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



**South Northamptonshire Council**

***“Protected, Green & Clean”***

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

***“Great places to live, work, visit & invest”***

***“Thriving Communities & Wellbeing”***

Provide and support health and wellbeing

Deliver welfare reform agenda

Safeguard the vulnerable

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:  
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

Deliver innovative & effective housing schemes

Deliver the Local Plans for CDC & SNC

Increase tourism

Increase employment at strategic employment sites

***“District of Opportunity & Growth”***

Promote inward investment & business growth

## Shared Organisational Plan

### Operational Excellence

Rigorous Financial Management  
Income optimisation  
Commercial & Procurement excellence  
Effective Governance  
Alternative Delivery Vehicles

### Public Value

24/7 access to services  
Right first time, every time  
Service at point of need  
Efficient & effective services  
Customer Service Excellence

### Best Council to work for

Sustainable relationships with key partners  
Culture of Innovation & Creativity  
Effective People service  
Employer of choice  
Enabled through digitisation  
Corporate Social responsibility

***“Here to Serve”***