

## **Cherwell District Council**

### **Executive**

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

This report is public

#### **Purpose of report**

This report summarises the Council's Performance, 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 four appendices to this report:
- Appendix 1 - Monthly Performance Report
  - Appendix 2 – Leadership Risk Register
  - Appendix 3 – 2018/19 Business Plan
  - Appendix 4 – Capital Programme

### 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:

- **Weather impacts on recycling performance** – The percentage of waste recycled and composted fell in June, an expected seasonal trend further affected by the hot and dry weather experienced during the month. Performance for June is reporting 1.44% short of the monthly profiled target and only 0.28% short of the YTD target. The continued heat wave throughout July is expected to see this performance trend continue next month.
- **Hardwick neighbourhood blitz campaign** saw 160 working hours dedicated to tackling litter, graffiti and fly-tipping on the busy Banbury estate. Five workers collected nearly 15 tonnes of waste using mechanical street sweepers, and gathered over two tonnes by hand, weighing the same as four elephants.
- **Annual Air Quality Status Report for 2018 submitted** - The report which provides an overview of air quality in the district during 2017 has been submitted to DEFRA (Department for Environment, Food & Rural Affairs). Overall the general trend in nitrogen dioxide concentrations across the district is downwards, except in the Hennef Way, Horsefair and Kidlington 'Air Quality Management Areas' (AQMAs). The monitoring supports the retention of the four AQMAs in CDC (Hennef Way, Horsefair, Kidlington and Bicester).
  - **Protecting the built heritage** - The Heritage at Risk strategy is progressing and the owners of the last identified c.50 buildings/sites have been recently contacted to undertake surveys. Following these surveys, we will have a complete record of Listed Buildings at Risk at SNC and will take steps to address the problems with these buildings and structures.  
The Conservation Team continues to support Development Management led major projects work at the former RAF Bicester site, including the proposed hotel, new technical site, and master planning appraisal work. Conservation advice and input continues at the former RAF Nether Heyford site.

### 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:

- **The Social Prescribing (SP) scheme** is developing well, working in partnership with Citizens Advice North Oxfordshire and Oxfordshire Clinical Commissioning Group (OCCG). Department of Health funding has now been secured for a four year project in partnership with West and OCCG (Oxfordshire Clinical Commissioning Group) across the north locality, to be launched this autumn.

- **Providing enhanced leisure facilities** has seen the Launch of Summer Holiday Activities at Bicester, Banbury and Bloxham. Activities to commence on Thursday 26th July to Friday 31st August. An Athletics event hosted at North Oxfordshire Academy Athletics Track in partnership with Banbury Harriers as part of fixtures for the 2018 season was held during June. Opening hours at Woodgreen Open Air 50m Swimming Pool were extended during the Half term.
- **Housing benefit performance continues to improve** - The average time taken to process new benefit claims for June 2018 is excellent, reducing to 9 days against a local target of 15 days. This is an improvement from May 2018 when the average time taken to process new claims was 11.31 days. The national target is 22 days.
- **Housing benefit change events processing time** has fallen in June to 10.50 days against a target of 8 days, however is Green for the YTD performing at 6.75 days against the target of 8 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:

- **Increasing employment at strategic employment sites, promoting investments and business growth has seen** - The Economic Growth team are contributing to the Oxfordshire Industrial Strategy and Joint Strategic Spatial Plan workshop to ensure that the needs of the economy are recognised and planned for. The OxLEP Market Place event was held on 8 June where local businesses were able to exhibit and gain information and advice about how to expand.
- **Delivery of innovative and effective housing schemes** – The Build! Team has delivered 28 units of supported housing in Banbury. 8 of these have been let to people from the single homeless pathway with 20 to be let. Further units will be brought forward in Bicester in the next few months.
- **Unemployment rate hasn't changed this month, but remains significantly below regional and national figures** – in May 2018 unemployment rate was 0.9% (825 people) for Cherwell, no percentage change in the figures since last month. The rate for England is 2.2% and Cherwell is performing well in relation to other districts. (Note: % is the number of claimants as a proportion of resident population of area aged 16-64 and gender).
- **The Partial Review of the Local Plan** - 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 hearings, but the process of Examination is on-going. The programme for examination is overseen by the Planning Inspectorate not the Council. The programme for the next Local

Plan is under review having regard to forthcoming revised National Planning Policy Framework and the on-going scoping for the countywide Joint Statutory Spatial Plan.

### Summary of Performance

- 3.10 The Council reports on performance against 20 joint business plan measures and 13 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>June</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	29	88%	30	91%
Amber	Slightly off target	3	9%	3	9%
Red	Off target	1	3%	0	0%

### 3.11 **Spotlight On: “Keeping the District Clean”**

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.

This month we are focusing on the Street Cleansing service. The overall Street Cleansing Services strategy to ‘Keep the District Clean’ is by having a balance between the following key priorities:-

- **Quality of service** - An efficient & responsive Street Cleansing service
- **Educating residents** to dispose of their waste responsibly whilst making it easy for people to dispose of their waste.
- **Enforcement action** - action against those who commit environmental crime.

The joint Street Cleansing service is led by the Street Cleansing Manger with two supervisors and 28 staff at CDC and one supervisor and 9 staff at SNC.

The service covers many activities including litter picking, emptying bins, mechanical sweeping, Neighbourhood blitz events, clearing up after public events, graffiti & gum removal, removing dead animals from the highway, removing fly tipping, cleaning open spaces for Town & Parish Councils and offering support to Oxfordshire & Northamptonshire Highways in adverse weather events. The service is seven days/week and often we have staff in the urban centres from 06.00 -18.00.

The work of the team is influenced by the following themes:

- The growing district;
- Seasonal weather challenges;
- The balance between education and enforcement.

The service aims to deliver high customer satisfaction with the cleanliness of the district and to provide good value for money for our residents. In 2017/18 (last year’s annual satisfaction survey) over 70% of CDC residents were satisfied or really satisfied with the service, an increase of 6% from the previous year. The overall cost per property for waste collection is £17 per property, per year. The

regular neighbourhood blitzes are very well received by residents who participate in making Cherwell a cleaner, greener place to live.

A key part of the service strategy is education and the service works with residents and local schools in raising awareness about getting rid of waste responsibly by running successful 'Neighbourhood blitz' events, proactive social media campaigns working closely with our Communications team and carrying out 'Spring Clean' events.

Where residents fly tip, allow their dogs to foul the pavements or litter areas our enforcement team investigate and where sufficient evidence exists takes enforcement action including issuing fixed penalty notices and prosecutions.

As part of keeping the district clean strategy the service will also be concentrating on the following themes:-

- ✓ The growing district
- ✓ Seasonal challenges
- ✓ Education v enforcement balance

## 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	↔	Mitigating actions and comments updated
L06 Partnering	12 Medium risk	↔	Comments updated
L07 Emergency Planning	12 Medium risk	↔	Mitigating actions and comments updated.

<b>L08</b> Health & Safety	12 Medium risk	↔	No change.
<b>L09</b> Cyber Security	15 Medium risk	↔	Mitigating actions updated
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	Mitigating actions updated
<b>L11</b> Income generation through council owned companies	8 Low risk	↔	No change
<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	↔	No change
<b>L13b</b> Local Government Reorganisation (SNC)	15 Medium risk	↔	No change
<b>L14</b> Corporate Governance	9 Low risk	↔	No change

## Finance Update

- 3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

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 is providing 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.

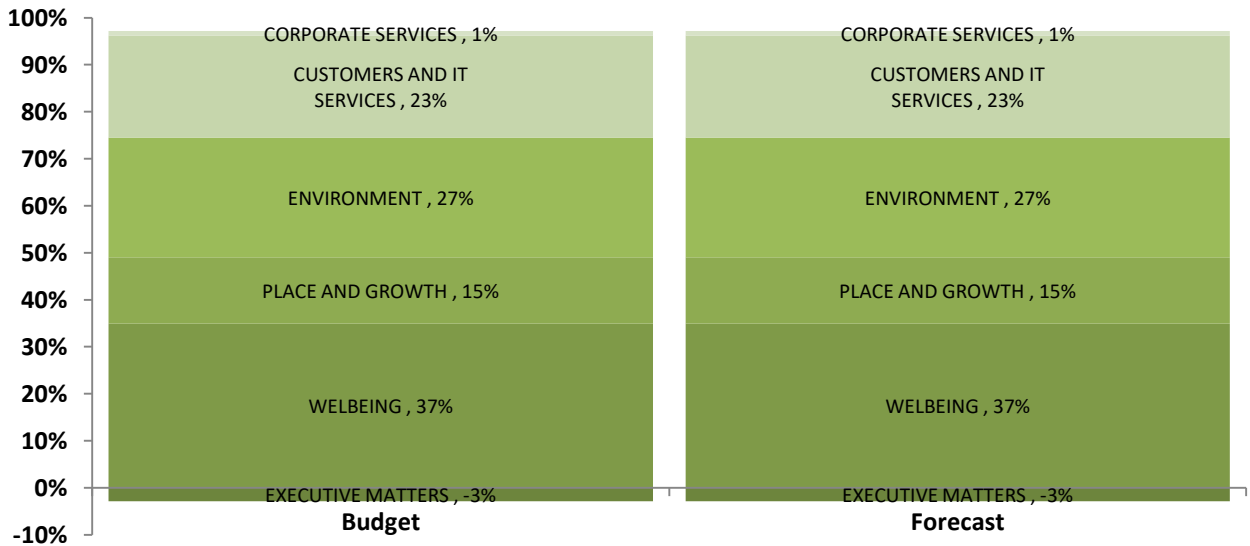
The risk based monitoring undertaken to date has highlighted two areas of risk at this stage. One relates to Finance and Procurement where additional interim staff and resource has been required to manage staff changes and support the Council in meeting financial reporting deadlines for the production of the Statement of Accounts and support financial management improvements. The second risk highlighted is £10k additional spend required within HR for additional professional advice that was required to support the service. At the moment all other areas are forecasting a balanced position although there will be small variances at the detail level with no overall impact on their bottom line. Further risk to this position will be highlighted and detailed in future reports.

### 3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000's	Forecast £000's	Variance (Under) / Over £000's
Corporate Services	250	250	-
<b>CORPORATE SERVICES TOTAL</b>	<b>250</b>	<b>250</b>	<b>-</b>
Communities	2,532	2,532	-
Leisure & Sport	2,651	2,651	-
Housing	2,036	2,036	-
<b>WELLBEING TOTAL</b>	<b>7,219</b>	<b>7,219</b>	<b>-</b>
Planning Policy & Development	1,444	1,444	-
Economy & Regeneration	1,482	1,482	-
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,926</b>	<b>2,926</b>	<b>-</b>
Environmental Services	5,217	5,217	-
Environmental Health & Licensing	(55)	(55)	-
<b>ENVIRONMENT TOTAL</b>	<b>5,162</b>	<b>5,162</b>	<b>-</b>
Law & Governance	1,198	1,198	-
Finance & Procurement	1,751	1,871	120
Property Investment & Contract Management	(3,017)	(3,017)	-
<b>FINANCE &amp; GOVERNANCE TOTAL</b>	<b>(68)</b>	<b>52</b>	<b>120</b>
<i>Finance &amp; Procurement £120k forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.</i>			
Customers & IT services	2,764	2,764	-
Strategic Marketing & Communications	326	326	-
HR, OD & Payroll	678	678	-
Performance & Transformation	594	594	-
<b>CUSTOMERS &amp; SERVICE DEVELOPMENT TOTAL</b>	<b>4,362</b>	<b>4,362</b>	<b>-</b>
<b>TOTAL DIRECTORATES</b>	<b>19,851</b>	<b>19,971</b>	<b>120</b>
Revenue Monitoring	Budget £000's	Forecast £000's	Variance (Under) / Over £000's
Use of Reserves	4,118	4,118	-
Interest on Investments	2,074	2,074	-
Non Distributed Costs	(2,935)	(2,935)	-
Capital Charges	(4,002)	(4,002)	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>(488)</b>	<b>(488)</b>	<b>-</b>
<b>COST OF SERVICES</b>	<b>19,363</b>	<b>19,483</b>	<b>120</b>



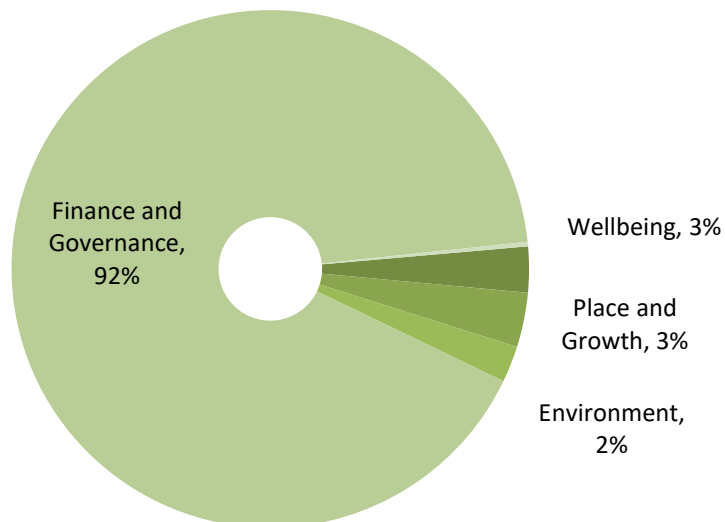


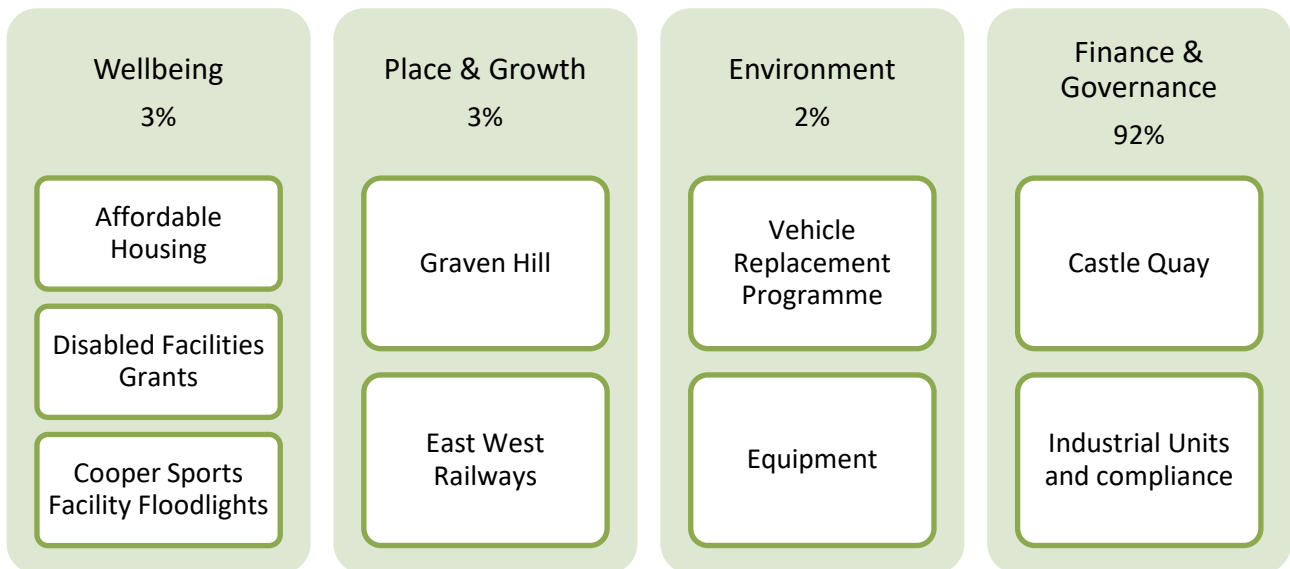
The Council is forecasting to spend in line with its overall expectations. The graph above shows that the forecast overspend for Finance and Governance will not impact upon the overall profile of spends for the Council.

### 3.17 Capital Programme

A summary of the capital programme forecast is set out in the table below. The detailed Capital programme is shown in the appendices to this report.

Directorate	Budget £000's	Forecast £000's	Re-Profiled into 2019/20 £000's	Variance £000's
Wellbeing	2,309	2,309	0	-
Place and Growth	2,749	2,749	0	-
Environment	1,830	1,830	0	-
Finance & Governance	73,625	73,625	0	-
Customers & Service Development	227	227	0	-
<b>Total</b>	<b>80,740</b>	<b>80,740</b>	<b>0</b>	<b>-</b>





Re-profiled forecast expenditure from 2017/18 has now been incorporated into the 2018/19 capital programme.

Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target; however, a detailed capital programme review has started. This review is being undertaken across the organisation to identify updates to the capital programme sooner. The outcome of this review along with the updated capital programme will be presented in future reports.

A capital programme working group has been set up to improve the governance surrounding the capital programme. This group has now met twice with future meetings arranged monthly 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.

## 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:

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0300 003 0103

### **Legal Implications**

- 7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance  
[James.doble@cherwellandsouthnorthants.gov.uk](mailto:James.doble@cherwellandsouthnorthants.gov.uk)  
0300 003 0207

### **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  
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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
Appendix 4	Capital Programme
Background Papers	
None	
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# Appendix 1 – Monthly Performance Report

## June 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%.
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**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		Expecting low garden waste tonnages in July due to continuing hot weather. Backlog in bulky waste will be cleared in July so people can typically book bulky waste collections within about a week.	★	Garden waste tonnage has reduced due to the high temperatures. Plans being developed for increasing bulky waste capacity in anticipation of the service allowing online booking.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Croghan, Caroline Kane, Graeme Potter, Ed	Hardwick Neighbourhood blitz successfully delivered in June. Preparation for Formula 1 event at Silverstone took place during June.	Planning a 'summer clean' in July with a view to possibly considering a Neighbourhood blitz event in the future. New vehicles joining the fleet during July.	★	CDC- Hardwick neighbourhood blitz campaign saw 160 man hours dedicated to tackling litter, graffiti and fly-tipping on the busy Banbury estate. Five workers collected nearly 15 tonnes of waste using mechanical street sweepers, and gathered over two tonnes by hand.  SNC - Preparation for the Silverstone Formulae 1 event took place.	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed		Development of plans for fly tipping reduction during July	★	Still investigating trends regarding fly tipping looking for any common themes	★
<b>JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	Report ready to Submit to CDC Executive 2/7/18	Inform partners of the new Community Nature plan in Cherwell and begin work to scope an action plan for South Northants Council.	★	The Annual Status Reports for 2018, which provide an overview of air quality in the districts during 2017, have been submitted to Defra. Overall the general trend in nitrogen dioxide concentrations across the two districts is downwards, except in the Hennef Way, Horsefair and Kidlington 'Air Quality Management Areas' (AQMAS) in CDC. The monitoring supports the retention of the four AQMAS in CDC (Hennef Way, Horsefair, Kidlington and Bicester), and the AQMA in SNC (Towcester).  The CDC Air Quality Action Plan, outlining measures aimed at improving air quality, was considered by Overview and Scrutiny Committee on the 10 July 2018. In fulfilling its duty under the Natural Environment and Rural Communities Act 2006, local authorities should establish a policy framework in line with other planning policy and produce an annual report in response.	★
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Feehily, Paul Newton, Jim	Discussion over Chipping Warden Relief Road (CWRR) scheme design with contractors FusionJV ahead of submission of Schedule 17 approval.	CWRR - Schedule 17 approval of details submission anticipated in July.	★	The Chipping Warden Relief Road (CWRR) scheme is being provided as part of the HS2 Enabling Works to facilitate, and mitigate impacts from, the construction of the railway. Construction is anticipated to commence late summer/autumn 2018 (following approval of details required by schedules to the HS2 Act).  No HS2 qualifying applications were determined during June.	★

**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	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	To continue to deliver safeguarding awareness to all new taxi license applicants. 'Licensing Week' took place w/c 18 <sup>th</sup> of June at both CDC and SNC, we put out a mobile unit on 4 separate days (Banbury, Bicester, Brackley and Towcester) that promoted our joint working with a number of other regulatory agencies. This was supported by press releases and social media coverage. All 4 days were well attended and seen as positive promotion of our regulatory services.	To ensure all new taxi license applicants continue to receive safeguarding training.	★	<p>Safeguarding Awareness training has been well received by the taxi trade and has been recognised as a key driver in enhancing public safety at both CDC and SNC. We have seen a slight fall off in new license applications and this may be attributable to the high standards we have set.</p> <p>Crime has increased in both District areas in comparison to the last 12 months; this is in line with national trends. Violent crime against the person has increased during the hotter periods in CDC and this is an expected trend nationally. Rural crime issues continue to be the main issue in SNC particularly around serious acquisitive crime (Burglary, theft of vehicle etc...)</p> <p>Domestic Abuse is showing an increase in both areas, this may be partially due to a number of awareness raising events/campaigns. Over the next few months repeat domestic abuse rates will be monitored to ensure relevant services are having a success. Additionally the Co-Commissioned Domestic Abuse Service (Oxfordshire County Council leads) was delayed due to contract issues, although this delay is not expected to have impacted the current increase. The new service is now operating.</p> <p>There was a murder in Brackley which is very unusual, as a result the Community Safety Team have set up two days engagement to respond to any community tensions that may arise.</p> <p>Revised Community Safety Action Plans are being developed to reflect new work streams and current demand.</p>	★
<b>JBP1.1.7 Protect the Built Heritage</b>	Cllr C Clarke Cllr R Clarke	Feehily, Paul Mitchell, Clare Newton, Jim	The Heritage at Risk strategy is on-going and owners of the last identified c.50 buildings/sites have been recently contacted to undertake surveys. The Conservation Team continues to support Development Management led major projects work at the former RAF Bicester site, including the proposed hotel, new technical site, master planning appraisal work. Conservation advice and input continues at the former RAF Nether Heyford site.	<p>We anticipate that:- 2 x Conservation Reviews will be undertaken in September 2018 at SNC (Piddington and Helmdon)</p> <p>3 x Conservation Area Appraisals will be undertaken in November 2018 at CDC (Stratton Audley, Somerton &amp; Duns Tew)</p>	★	<p>Research and writing of Conservation Area Appraisals and Reviews is currently being undertaken. We anticipate that the first of this year's documents will be delivered in September and November this year. We anticipate that the Heritage at Risk survey work for the remaining identified buildings and structures will be completed by November / December this year. Work continues to achieve appropriate conservation and/or re-use of historic buildings and structures currently identified as at risk. Work continues in providing heritage advice to HS2 developments.</p>	★

**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 T Ilott	Carr, Jane Colwell, Adrian Riley, Nicola Rowe, Rosie	CDC - Considered the roll out of Social Prescribing (SP) across both districts which is a Citizens Advice led project. Department of Health funding has now been secured for a four year project in partnership with West and OCCG (Oxfordshire Clinical Commissioning Group) across the north locality, to be launched this autumn.	CDC - Partnership meeting to discuss scaling healthy place making across the districts and further development of the programme at Bicester.	★	CDC - Work on going to develop Social Prescribing (SP) scheme in partnership with Citizens Advice North Oxfordshire and Oxfordshire Clinical Commissioning Group.  Successful launch of 'Little Lunch' pack to support social connections and develop community cohesion with ongoing liaison with residential associations to support its implementation.  SNC - New insight led physical activity delivery in partnership with Nsport is being rolled out as part of the new Northamptonshire Physical Activity Framework. Evidence based focus delivery at Kings Sutton and Blisworth with a focus on long term limiting illness and disabilities.	★
			SNC - Northants County Council Public Health are developing a county wide SP framework.	SNC - The county wide Social Prescribing (SP) framework funding be secured.		Holiday programme bookings started on 23 June with 450 bookings in first two weeks in SNC. New Adult 50+ programme rolled out across South Northants. Youth Activator programme had 759 attendances in June with a mixture of targeted school sessions and community provision.	
			Successful Health & Wellbeing (H&W) Forum held, included representation from the Major Projects team to discuss progress towards planning and infrastructure objectives of the H&W blueprint.			Across both districts we are currently developing online 'Wellbeing Maps' which will be a visual directory of affordable group activities available that promote wellbeing.	
			Northants Armed Forces Community Covenant re-signed on 29 June.				



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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.2 Provide enhanced leisure facilities</b>	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Carr, Jane	Work has continued to the new Swimming Pool at Brackley Leisure Centre.	Opening of Brackley Swimming Pool in September 2018.	★	<p>Launch of Summer Holiday Activities at Brackley, Towcester, Bicester, Banbury and Bloxham. Activities to commence on Thursday 26th July to Friday 31st August.</p> <p>Athletics event hosted at North Oxfordshire Academy Athletics Track in partnership with Banbury Harriers as part of fixtures for the 2018 season.</p> <p>Woodgreen Open Air Pool extended opening hours during the May Half term.</p> <p>Quotations now received and under review for the upgrade to LED lighting at Cooper Sports Facility as part of the Capital Programme.</p> <p>Works to commence on the replacement of the Performance Hall Floor and Seating refurbishment on Friday 20th July for a period of up to 6 weeks at Cooper Sports Facility - forms part of overall programme of works including a new roof which was completed last summer.</p>	★
<b>JBP2.1.3 Provide support to the voluntary sector</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	<p>Successful first Bicester Festival was held and planning now underway for next year's community led event.</p> <p>Little lunches launched on 9<sup>th</sup> June.</p> <p>Banbury Age Friendly event held.</p> <p>Kingsmere Community Centre asset transfer underway.</p>	<p>A focus on securing additional drivers for Towcester Area Door to Door (TADD) volunteer driver service.</p> <p>Successful delivery of grant aid following the early July Grants panel at SNC.</p> <p>Completion of the play day's initiative.</p>	★	<p>Good progress being made on a number of projects across both authorities in line with service plan objectives.</p> <p>We have secured assistance from South Northants Volunteer Bureaux to help TADD recruit new drivers.</p>	★
<b>JBP2.1.4 Enhance community resilience as part of emergency planning</b>	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Parish Forums held in both authority areas with a focus on local planning, GDPR (General Data Protection Regulation) and grant programmes.	<p>Identifying learning from the Silverstone F1 and prepare for the Silverstone Moto GP in August.</p> <p>Continue to ensure both authorities are represented at multi-agency meetings and exercises, and share advice to members of the public.</p>	★	<p>Silverstone is the main focus for emergency planning in June which includes liaising with the campsites and local community to manage and reduce risks.</p> <p>We are also supporting key messages in relation to wild fires and drought throughout the dry weather.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.5 Prevent homelessness</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	Homelessness Strategies and Reviews finalised and are now ready for adoption by Cabinet / Executive.	Recruitment to new Accommodation Officer post is underway at CDC and we have an agency Housing Officer at SNC to backfill acting up arrangement. This ensures we maintain capacity to respond to our increased responsibilities under the Homelessness Reduction Act 2017.	★	Self-assessment of compliance with the Homelessness Reduction Act is planned as part of the Strategy implementation.	★
<b>JBP2.1.6 Safeguard the vulnerable</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	The 'Blue Butterfly' scheme rolled out through Staff Briefings with 100+ staff volunteering. Community Safety Partnership meetings held in both authorities and initiatives to identify exploitation added to the agenda for discussion in September	Comprehensive mapping of diversionary activities for young people to aid in the disruption of exploitation.	★	The safeguarding agenda continues to grow and change in response to updated crime data and patterns of behaviour. Training is key to both authorities providing the necessary support to partnership agencies and residents. Members can be assured that robust training requirements are being adhered to.  The average time taken to assess new claims for Housing Benefit and Council Tax Reduction continues to be good, helping to ensure that we continue to safeguard the more vulnerable residents across the districts. We are also continuing to support residents affected by the wider welfare reform agenda.	★
<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	Carr, Jane Douglas, Gillian	CDC: 1 Landlords Home Improvement Grants concluded, with associated nomination rights. 2 more grants were approved. SNC: No Flexible Home Improvement Loan applications received. SNC June fig: Strategic Housing Market Assessment target for new annual Affordable Housing delivery is 173-182 units = 12 completions, 10 affordable rent & 2 shared ownership. CDC June fig: SHMA target for new Affordable Housing delivery is 400 units per annum = 111 completions, 95 affordable rent and 16 shared ownership.	In July we expect the following units to be completed:  SNC - 46 units in total comprising of 27 Affordable Rent (AR) and 19 Shared Ownership (SO)  CDC - 68 units in total comprising of 33 AR and 35 SO.	★	SNC - Pipeline delivery of Affordable Housing schedule for 18/19 currently shows a minimum of 189 units in total for the year; there are a couple of schemes where the pipeline schedule is still to be firmed up and therefore delivery could be higher than 189 units. 41 new units have been delivered in the 1 quarter in total and we are therefore just on target to meet the annual SHMA target. The tenure split is 29 affordable rent & 12 shared ownership.  CDC – Pipeline delivery of Affordable Housing schedule for 2018/19 is 535 units in total for the year; 353 affordable rented and 182 shared ownership. 174 new units have been delivered in the 1st quarter in total and we are therefore just on target to meet the annual SHMA target. The tenure split is 147 affordable rent and 27 shared ownership. The Home improvement grants and loans are essentially reactive in nature and applications are unpredictable despite on-going promotion.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<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	As part of the wider Welfare Reform Universal Credit full digital service is now bedded in across the Cherwell District. The Council continues to support residents with assisted digital support and personal budgeting support.  South Northants will go live with the full digital service from December.	South Northants will go live with Universal Credit full digital service in December 2018.  A new project will be launched in September 2018.	★	In the Cherwell district the introduction of the full digital service (and all new claims directed to UC) is having an impact on the Housing Benefit caseload but the reduction it is much slower than expected with a reduction of around 400 claims since November 2017. South Northants will go live with the full digital service in December 2018 and a project team will be established to support the Council, residents and partners through this change.  The Debt and Money Advice team will continue to support residents through the introduction of Universal Credit. The team currently have 91 actives cases and acquired financial gains of £59k in June with a cumulative gain of £2,879,109. Performance on the average time taken to assess new claims for Housing Benefit continues to be good and the team continue to consider applications for Discretionary Housing payments and make awards as appropriate.	★

**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	Carr, Jane Colwell, Adrian Douglas, Gillian	<p>SNC - Disabled Facilities Grants approved = 3, Value - £19,572</p> <p>CDC - Discretionary Disabled Facilities Grant (DDFG) -1, DFG - 1 Essential Repairs Grant (ERG)- 5</p> <p>Build! has delivered 28 units of supported housing in Banbury. 8 of these have now been let to people from the single homeless pathway with 20 to be let. The SNC local development company (LDC) submitted a pre-planning application for the first site in the LDC's development programme to SNC as planning authority for comment.</p>	<p>SNC local development company to receive comments from the planning authority via the pre- planning application process and then complete a detailed financial viability appraisal for the site in July /August.</p> <p>Build! will let the remaining 20 units of supported accommodation in Banbury in July, 16 units to adults with learning disabilities and 4 through Homechoice (housing register).</p>	★	<p>Build! has significant activity underway to help meet the need for affordable and supported move on accommodation of vulnerable and low income households. Further units will be brought forward in Bicester in the next few months.</p> <p>The pre-planning application for the first site in SNC's local development company development programme has been submitted to the planning authority. Comments are expected back by the end of July and these will inform the next stages of the project.</p> <p>Processing of grants in relation to disabled facilities at both CDC and SNC is proceeding as expected at this point in the year. At CDC delivery of assistance to disabled residents has been revised to include a range of discretionary grants in addition to mandatory disabled facilities grants to take best advantage of the increased DFG budget from the Better Care Fund. These revised arrangements appear to be working well but remain under close review.</p>	★
<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	<p>SNC - Event &amp; Promotional programme - delivered. Projects - Funding bid (Expression of Interest) to Growth Programme - Approval received.</p> <p>CDC - Projects - Bicester Town Centre Discovery Walk, HLF Dovecote &amp; develop new Cherwell Visitor Guide. Contract management of Banbury and Bicester visitor Information centres. Event promotion.</p>	<p>SNC - Event &amp; promotional programme support. Town Centre Tourism Board refresh.</p> <p>CDC - Produce new Cherwell Visitor Guide. Economic impact assessment - tourism for Cherwell. Continue Event support &amp; promotion.</p>	★	<p>SNC - Supported the Towcester Food Festival (9 June) - including promotion of District Tourism Guides. New District Food and Drink Guide launched online and print copies promoted at Towcester Food Festival.</p> <p>CDC - Promoted and assisted the Bicester festival (16- 17 June).</p>	★

**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	Silverstone - support and attendance at 2 Events. Brackley - Business Support provided to local businesses. Towcester - Promotion of new units in Moat Lane Banbury - supported the Canal side consultation. Bicester - New Masterplan is being developed. Kidlington - ensure engagement in the wider Green Belt review to ensure that future needs of businesses.	Silverstone - Completion of Events. Brackley - Delivery of Event & business support. Towcester - Marketing of Vacant Units. Banbury - Develop projects that complement BID. Bicester - Progress on activity & develop action plan. Kidlington - Continue with local businesses.	★	Silverstone - Preparation for the Motorsport Industry Association (MIA) Business Conference and MIA Business. Delivery of SNC Inward Investment Guide.  <b>Brackley</b> -Football Club - Partnership working including delivery of Event in August. Buckingham Road Industrial Estate- Business continuity response to the recent fire at site. Responses to planning enquiries related to the Town Centre.  <b>Towcester</b> -Support and promotion of the employment sites Moat Lane -new units.  <b>Banbury</b> - Engagement with the Castle Quay redevelopment plans - ensure that the needs of businesses are understood. Induction support to the new manager of the Business Improvement District. Banbury Chamber of Commerce meeting ensure issues are understood and opportunities are taken.  <b>Bicester</b> - Attended the Town Centre conference on 7 June  <b>Kidlington</b> - Major Job Fair held on 2 June to help 25 employers to recruit. Around 100 job seekers attended, excellent feedback received.	★
<b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b>	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	SNC - Job Club/Job Match and Enterprise Clubs - weekly sessions delivered. Business Support - 121 sessions delivered. Business Incubator Feasibility study - Project Management. Business Investment and Development Guide - 2nd edition commissioned. CDC - Job Clubs - weekly sessions delivered and new service developed. Renew business database to provide foundation for local business intelligence. Review the existing Cherwell Investment Partnership website.	SNC- Job Club/Job Match and Enterprise Clubs - weekly sessions to continue. Continue Business Support.  CDC- Job Clubs - new 5 day a week signposting service introduced. Business & investment support provided. Ensure that the review of small employment sites is comprehensive. Launch new Invest North Oxfordshire website in Sept.	★	<b>SNC:</b> The SNC Job Club & Job Match Service directly supported 7 jobseekers back into work. A redundancy support package was delivered to Direct Legal Collections in Brackley. 27 Business support visits were undertaken. The SNC Inward Investment leaflet has been completed and distributed. A second edition of the South Northants Business Investment and Development Guide currently in the design and planning stage Project management on the Business Incubator Feasibility Study ongoing - Final DRAFT anticipated by the end of July.  <b>CDC:</b> Contribution to the Oxfordshire Industrial Strategy and Joint Strategic Spatial Plan workshop. Promotion to local businesses and attendance at the OxLEP. Presentation to Bicester School students on pathways to work and careers.  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.	★

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b>	Cllr C Clarke Cllr R Clarke	Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David	SNC - Work on the preparation of the Regulation 19 local Plan is on-going. Anticipated that this will be submitted to the July PPRS Committee with recommendation to approve for public consultation, 6 weeks in September. Consultation was undertaken on nominated local green spaces in May 2018. This generated approximately 278 responses. The results of this are also being analysed and will be fed into the revised draft of the Plan. Work has commenced on the review of the Part 1 Local Plan with our partner authorities within West Northamptonshire (Northampton/ Daventry and Northamptonshire County Council).	SNC - Subject to a successful public consultation period it will then be intended to submit the Plan for examination around the end of 2018. The programme for examination is overseen by the Planning Inspectorate not the Council.	★	<p>A programme of infrastructure projects is being prepared as part of the Oxfordshire Housing and Growth Deal focussing on improvements to the A44 and A4260 corridors. An announcement on the preferred corridor route of the Oxford to Cambridge is expected in July 2018. The East West Rail Transport and Works Act Order for Phase 2 between Bicester and Bedford is expected to be submitted in July 2018. A draft of the A43 Growth Corridor Study has been prepared. Further transport modelling is being undertaken to inform the proposals at Upper Heyford in CDC.</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 hearings, but the process of Examination is ongoing. The programme for examination is overseen by the Planning Inspectorate not the Council. The programme for the next Local Plan is under review having regard to forthcoming revised National Planning Policy Framework and the on-going scoping for the countywide Joint Statutory Spatial Plan.</p>	★

**Joint KPIs - Protected, Green and Clean**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP1.2.1C % Waste Recycled &amp; Composted</b>	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	60.44%	61.88%	●	Total Waste has grown in the first quarter by over 800+ tonnes (Organics +536 tonnes, Residual +394 tonnes & Dry recycling -96) compared to last year this is mainly due to the high levels of Garden waste in May due to the excellent growing conditions.	59.50%	59.78%	●
<b>JBP1.2.1S % Waste Recycled &amp; Composted</b>	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	67.19%	67.36%	●	Recycling performance for June 2018 is very slightly lower than expected. However the performance for the first quarter of 2018 is on track and we have collected around 400 tonnes more waste for composting compared to the first quarter of last year.	66.28%	65.72%	★

**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	Carr, Jane Douglas, Gillian	31.00	43.00	★	CDC continues to focus on prevention and relief of homelessness as well as close management of placements, ensuring our numbers remain well within target.	31.00	43.00	★
<b>JBP2.2.1S Number of households living in Temporary Accommodation (TA)</b>	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	20.00	25.00	★	There has been a run of new build properties which take longer to turn around so clients in temporary accommodation that have been nominated to properties have seen delays in the properties being ready. This has resulted in slower move on times and a slight rise in the number of households in temporary accommodation.	20.00	25.00	★
<b>JBP2.2.2C Average time taken to process Housing Benefit new claims</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9	15	★	<p>The average time taken to process new claims for June 2018 is excellent. It has reduced to 9.29 days against our target of 15 days. This is an improvement from May where the average time taken was 11.31 days. The national average for processing new claims is 22 days.</p> <p>We continue to monitor the time taken to process new claims on a daily basis to help us to ensure we remain below our target of 15 days. We have three new officers who are in training and are currently working on new claims; their work is being closely monitored for accuracy and the time taken to process new claims.</p>	13	15	★
<b>JBP2.2.2S Average time taken to process Housing Benefit new claims</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.94	15.00	★	<p>The average time taken to process new claims for June 2018 continues to be excellent, reducing to 5.94 days against our target of 15 days. This has improved from May 2018 when the average time taken to process new claims was 7.65 days. The national average time to process new claims is 22 days.</p> <p>We continue to monitor the time taken to process new claims on a daily basis to help us to ensure we remain below our target of 15 days.</p>	8.64	15.00	★



**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council		Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP2.2.3C Average time taken to process Housing Benefit change events  ⊕	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	10.50	8.00	▲	The average time taken to process change in circumstances for June 2018 is slightly higher than the target of 8 calendar days at 10.50 calendar days. This is an increase on the figure reported for May 2018 at 7.15 days. This is due, in part, to increasing workloads from Universal Credit and government data matches which have resulted in a pressure on resources. Resources have also been directed to system testing to support the successful move to the new data center. A plan is in place to improve the position on change in circumstances during July 2018. This may result in an above target figure being reported for July 2018 as the team work to assess the older claims. Measures are also being put in place to automate some of the government data matches so reducing the level of resource required in this area. Performance times will be closely monitored each day.	6.75	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.19	8.00	★	The average time taken to process change in circumstances for June 2018 remains good at 5.19 days against a target of 8 days. We continue to monitor the time taken to process change in circumstances daily to help us to remain below our target of 8 days.	4.34	8.00	★
JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	137,688	127,285	★	In comparison to the same month last year, the following observations apply. Bicester Leisure Centre has shown a decrease of circa 6,000 users, Spiceball Leisure Centre is down by circa 6,500 users. Kidlington Leisure Centre and North Oxfordshire Academy were consistent with the same period last year - Kidlington very marginally up and NOA marginally down. Both Woodgreen Leisure Centre and Cooper Sports Facility demonstrated an increase of 3,700 and 1,800 users respectively. Overall this gives a net loss of circa 7,000 visitors. For this year however the Stratfield Brake and Whiteland's Sports Ground usage is to be taken into account and with these additions overall participation is marginally up. Further interrogation of the figures is required to fully understand the trends.	420,599	381,855	★
JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	64,689	60,404	★	Performance at both Brackley Leisure Centre and Brackley Swimming Pool were consistent with the same period last year. Brackley Swimming Pool circa 500 down and Brackley Leisure a similar amount up. Towcester Leisure Centre continues to show strong performance with an increase of over 4,000 on the previous year. On that basis overall usage across all 3 Leisure Centres has increased by circa 4,000.	198,619	181,212	★

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.6C % of Council Tax collected, increasing Council Tax base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.89%	9.50%	●	Performance is slightly under target this month, we have seen an increase in the debit (amount to be collected) raised throughout the month through new build properties coming into the valuation list. In addition to this, the outstanding work has increased and we are not achieving the agreed SLA. We can attribute this to the fact that we have had some staff out working with IT on the server migration, this project is now complete and the focus to bring the outstanding work back within the agreed SLA is underway.	29.33%	30.00%	●
<b>JBP2.2.6S % of Council Tax collected, increasing Council Tax Base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.47%	10.00%	●	The monthly target is slightly under target; however that year to date is on target with the increased payments made in March 2018. We are confident that we are on track to achieve the end of year target	30.96%	30.00%	★
<b>JBP2.2.7C % of Business Rates collected, increasing NNDR base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.04%	9.75%	●	The amount outstanding work has increased and we are not achieving the agreed SLA. We can attribute this to the fact that we have had some staff out working with IT on the server migration. This project is now complete and the focus to bring the outstanding work back within the agreed SLA is underway.	30.78%	31.00%	●
<b>JBP2.2.7S % of Business Rates collected, increasing NNDR base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.00%	10.00%	▲	The amount outstanding work has increased and we are not achieving the agreed SLA. We can attribute this to the fact that we have had some staff out working with IT on the server migration. This project is now complete and the focus to bring the outstanding work back within the agreed SLA is underway.	29.78%	30.00%	●

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

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	10 out of the 10 Major Planning Applications determined during June, were determined within the target period or agreed timeframe.	100%	60%	★
⊕ JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	2 out of the 2 Major Planning Applications determined during June, were determined within the target period or agreed timeframe.	100%	60%	★
⊕ JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Non-Major Planning Appeals were allowed by the Planning Inspectorate during June.	0%	10%	★
⊕ JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	3%	10%	★	3 Non-Major Appeals were allowed by the Planning Inspectorate out of a total of 108 Non Major Applications.	3%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No enforcement notice appeals determined or allowed by the Planning Inspectorate during June.	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	1%	10%	★	1 Enforcement appeal determined during June 1 enforcement appeal has been allowed by the Planning Inspectorate during June, therefore the target of achieving less than 10% of appeals allowed have been met this period.	1%	10%	★
⊕ JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	90%	70%	★	113 out of the 125 Non-Major planning applications determined during June were within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	90%	70%	★
⊕ JBP3.2.4S % of non-major applications processed within 8 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	86%	70%	★	93 out of the 108 Non-Major planning applications determined during June were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	86%	70%	★
JBP3.2.5C Maintaining 5 year land supply	CDC	Cllr C Clarke	Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David	5.40	5.00	★	<p>The 2017 Annual Monitoring Report demonstrated that Cherwell had a 5.5 year supply for the period 2017-2022 and a 5.7 year supply for 2018-2023. An update to these figures has been endorsed by the Lead Member for Planning in relation to an on- going planning appeal (Launton). The published figures are now 5.2 and 5.4 years for the two periods respectively.</p> <p>A high level number of housing completions have been recorded for 2017/18 - 1387 homes (compared to the annualised local plan requirement of 1142).</p> <p>Q1 2018/19 provisional housing completions are also high at 388 assisted by a large volume of building across the district generally and a high Q1 delivery at South West Bicester. Provisional figures are verified after the year end.</p>	5.40	5.00	★

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

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP3.2.5S Maintaining 5 year land supply</b>	SNC	Cllr R Clarke	Darcy, Andy Newton, Jim	10.10	5.00	★	The latest published information gives the 5 year housing position at 10.1 years	10.10	5.00	★
⊕ <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 June.	0.00	10.00	★
⊕ <b>JBP3.2.6S Major planning appeal decisions allowed</b>	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were allowed by the Planning Inspectorate during June.	0.00	10.00	★

Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 16/07/2018

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>Fully</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 and Procurement 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> <p>Internal Audits being undertaken for core financial activity and capital.</p>		04/07/18 - 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>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> - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	<p>Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed.</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>Use of interims / fixed term and project roles to support senior capacity as required.</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>Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working.</p> <p>Project planning for separation to be completed by September 2018.</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>	16/07/18 - Risk fundamentally reviewed in the context of local government reorganisation. Managerial restructure now complete.

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  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	Councillor Dermot Bambridge  Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated  Corporate BC Plan 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  Draft Business Continuity Strategy and Policy completed to report and sign off at future senior officer meetings	There has been some delay in updating the business continuity plans owing to the departure of the Emergency Planning Officer. Additional resource has been identified and a plan has been developed to work with service teams to update their business continuity plans. The Leadership Team have recently agreed this plan and timescales are now being developed.	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/Jane Carr	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.  This risk will be reviewed over the next month as some of its parts fit better with	Risk reviewed 03/07/18 - 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	↔	Director for Environment is reviewing the Emergency Planning 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 was completed in 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 Local Resilience Forum	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. Options are being explored to fill the vacant Emergency Planning post.	Risk reviewed 03/07/18 - Mitigating actions updated. No change in score.



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			Probability	Impact	Rating						Probability	Impact	Rating				
L08	<b>Health and safety</b> - 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	<b>Cyber Security</b> - 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  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 held with Internal Audit and review booked for August..  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. The Councils' annual return has now been submitted.	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 29/06/18 - Mitigating Actions Updated
L10	<b>Safeguarding the vulnerable (adults and children)</b> - 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	Jane Carr	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 Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	06/07/18 - Risk reviewed - No change
L11	<b>Income Generation through council owned companies</b>	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 04/07/18 - No further changes



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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.	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 04/07/18 - No further changes
		Business continuity planning				Partially											
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.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents.	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 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 July with a plan to deliver the end of the joint working arrangements prepared by the end of September 2018.	Risk reviewed 29/06/18 - Comments updated
		Planning for the impact of separation of joint working arrangements between CDC and SNC is underway.				Partially											
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.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents.	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 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 has been 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 29/06/18 - Comments updated
		Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC.				Partially	Additional communications resources have been put into place to support the agenda.										
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.	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	Risk added to register following senior management discussion.	12/06/18 - No change
		Integrated budget, performance and risk reporting framework.				Partially	Implementation of corporate programme office - May 2018										
		Corporate programme office and project management framework. Includes project and programme governance.	Partially	Full review of HR policy to be undertaken during 2018/19													
		Internal audit programme aligned to leadership risk register.	Partially	Monitoring Officer to attend management team meetings													
		Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially														
		HR policy framework.	Partially														
		Annual governance statements	Partially														

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



***“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”***

Provide and support health and wellbeing

Promote inward investment & business growth

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

Deliver welfare reform agenda

Safeguard the vulnerable

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

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Deliver the Local Plans for CDC & SNC

Prevent homelessness

Provide support to voluntary sector

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

Increase tourism

Increase employment at strategic employment sites

## 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”***

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix D

DESCRIPTION	£000's				OUTTURN NARRATIVE
	BUDGET	YTD ACTUAL	Forecast	VARIANCE	
Community Centre Refurbishments	84		84	-	To be used to fit out The Hill upon its completion
<b>Wellbeing - Communities</b>	<b>84</b>	<b>0</b>	<b>84</b>	<b>-</b>	
Biomass Heating Bicester Leisure Centre	14		14	-	Under review
Whitelands Farm Sports ground	25	18	7	-	
Solar Photovoltaics at Sports Centre	80		80	-	This is a contingency budget to cover solar PV component replacement which may not be called upon in 18/19
Football Development Plan in Banbury	20		20	-	
North Oxfordshire Academy Astroturf	207	12	195	-	
Stratfield Brake Repair Works	12	12	0	-	
Sports Centre Modernisation Programme	36		36	-	Under review
WGLC Dryside Refurbishment	0	(52)	0	52	
Bicester Leisure Centre Extension	122	0	122	-	
Spiceball Leisure Centre Bridge Resurfacing	30	0	30	-	On hold pending the completion of a new bridge as part of the CQ2 development
Corporate Booking System	60		60	-	
Woodgreen - Condition Survey Works	2		2	-	Under review
S106 Capital costs - various schemes	0	81	0	(81)	
Bicester Leisure Centre - Access Road Improvements	33	20	13	-	
Cooper School Performance Hall - Roof, Floor & Seating	38	20	18	-	
North Oxfordshire Academy - Replacement Floodlights	20	14	6	-	
North Oxfordshire Academy - Sports Pavilion Improvements	6		6	-	
Cooper sports Facility Floodlights	65	0	65	-	Project will complete in Q4.
<b>Wellbeing - Leisure and Sport</b>	<b>770</b>	<b>125</b>	<b>674</b>	<b>(29)</b>	
Empty Homes Work-in-Default Recoverable	100		100	-	Contingency budget, will only be called upon if required and will be rolled forward.
Disabled Facilities Grants	983	200	783	-	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix D

DESCRIPTION	£000's				OUTTURN NARRATIVE
	BUDGET	YTD ACTUAL	Forecast	VARIANCE	
Discretionary Grants Domestic Properties	339	85	254	-	
Abritas Upgrade	33	0	33	-	
<b>Wellbeing - Housing</b>	<b>1,455</b>	<b>285</b>	<b>1,170</b>	<b>-</b>	
<b>Wellbeing Total</b>	<b>2,309</b>	<b>410</b>	<b>1,928</b>	<b>(29)</b>	
East West Railways	1,160	0	1,160	-	There is a 5yr schedule of capital contributions to 2019/20, which have not yet been requested so likely to be re-profiled again.
Bicester Community Building	0	1	0	(1)	Under review
Graven Hill - Loans and Equity	600	600	0	-	
NW Bicester Eco Business Centre	2,236	857	1,379	-	
Build Programme Phase 1	1,182	207	975	-	
Build Programme Phase 1b	1,875	0	1,875	-	
Build Programme Phase 2	6,500	0	6,500	-	
The Hill Youth Community Centre	989	0	989	-	Currently in procurement phase, plan to start in Q3 2018 / 19
<b>Place &amp; Growth - Economy &amp; Regeneration</b>	<b>14,542</b>	<b>1,665</b>	<b>12,878</b>	<b>(1)</b>	
<b>Place &amp; Growth Total</b>	<b>14,542</b>	<b>1,665</b>	<b>12,878</b>	<b>(1)</b>	
Car Park Refurbishments	467	0	467	-	This is a contingency budget for replacement parking equipment which may not be called upon and will therefore be reprofiled to 2019/20.
Energy Efficiency Projects	28	10	18	-	
Glass Bank Recycling Scheme	8	8	0	-	
Public Conveniences	50	0	50	-	Under review
Off Road Parking Facilities	18	0	18	-	
Vehicle Replacement Programme	879	(1)	880	-	
Wheeled Bin Replacement Scheme	125	18	107	-	
Urban Centre Electricity Installations	15	0	15	-	
Bicester Cattle Market Car Park Phase 2	90	0	90	-	
Vehicle Lifting Equipment	30	27	3	-	
Container Bin Replacement	20	0	20	-	
Banbury Market Improvements	20	0	20	-	
<b>Environment - Environment</b>	<b>1,750</b>	<b>62</b>	<b>1,688</b>	<b>-</b>	
<b>Environment Total</b>	<b>1,750</b>	<b>62</b>	<b>1,688</b>	<b>-</b>	
Financial System Upgrade	0	6	0	(6)	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix D

DESCRIPTION	£000's				OUTTURN NARRATIVE
	BUDGET	YTD ACTUAL	Forecast	VARIANCE	
Academy Harmonisation	119	15	104	-	
<b>Finance &amp; Governance - Finance &amp; Procurement</b>	<b>119</b>	<b>21</b>	<b>104</b>	<b>(6)</b>	
Condition Survey Works	77	20	57	-	
Bradley Arcade Roof Repairs	85	0	85	-	
Orchard Way Shopping Arcade Front Serv	20	16	4	-	
Old Bodicote House	0	(1)	0	1	
Bicester Town Centre Redevelopment	0	20	0	(20)	
Banbury Museum - Refurbishment Programme		(4)	0	4	
Community Buildings - Remedial Works	150	0	150	-	
Car Parks Resurfacing		(4)	0	4	
Spiceball Riverbank Reinstatement	50		50	-	On hold pending the completion of a new bridge as part of the CQ2 development
Banbury - Antelope Garage	0	11	0	(11)	The spend relates to the letting consultant, overspend to be covered by reserves
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	0	270	-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	0	64	-	
Castle Quay 2	62,000	257	61,743	-	
Castle Quay 1	0	0	0	-	
Franklins House - Travelodge	783	454	329	-	
Bicester - Pioneer Square	135	27	108	-	
Cherwell Community Fund	100	0	100	-	
Housing & IT Asset System joint CDC/SNC	50	0	50	-	
Orchard Way - external decorations	95	0	95	-	
Retained Land	180	0	180	-	
Thorpe Place Industrial Units	175	0	175	-	
Thorpe Way Industrial Units	145	0	145	-	
Horsefair Banbury	100	0	100	-	
Thorpe Lane Depot - Tarmac / drainage	110	0	110	-	
EPC certification & compliance works	40	0	40	-	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix D

DESCRIPTION	£000's				OUTTURN NARRATIVE
	BUDGET	YTD ACTUAL	Forecast	VARIANCE	
<b>Finance &amp; Governance - Property, Investment &amp; Contract Management</b>	<b>64,629</b>	<b>796</b>	<b>63,855</b>	<b>(22)</b>	
<b>Finance &amp; Governance Total</b>	<b>64,748</b>	<b>817</b>	<b>63,959</b>	<b>28</b>	
Customer Self-Service Portal CRM Solutn	80	6	74	-	
IT Strategy Review	139		139	-	
Microsoft Licensing Agreement	110	0	110	110	Budget no longer required. To be removed from capital programme.
Land & Property Harmonisation	83	8	75	-	
5 Year Rolling HW / SW Replacement Prog	50	0	50	-	
Business Systems Harmonisation Programme	69		69	-	
Website Redevelopment	0	31	0	(31)	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	23	92	-	
Land and Property Harmonisation	167	0	167	-	
Customer Excellence & Digital Transfer	85	0	85	-	
Unified Communications	125	0	125	-	
<b>Customers Service Devt - Customers &amp; IT Services</b>	<b>1,023</b>	<b>68</b>	<b>986</b>	<b>79</b>	
HR / Payroll System replacement	0	48	0	(48)	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
<b>Customers &amp; Service Devt - HR, OD &amp; Payroll</b>	<b>0</b>	<b>48</b>	<b>0</b>	<b>(48)</b>	
<b>Customers &amp; Service Development Total</b>	<b>1,023</b>	<b>116</b>	<b>986</b>	<b>31</b>	
<b>Capital Total</b>	<b>84,372</b>	<b>3,070</b>	<b>81,439</b>	<b>(27)</b>	<b>27 - Over Spend</b>