

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”




Appendix 2 – Monthly Performance Report

March 2019

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

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

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Generally, all has gone well - bulky waste on line booking has gone well. Some adjustments needed in the back office so there is the flexibility to deal with demand changes.	Garden waste is expected to grow during April and with Easter being late there is likely to be a surge in tonnage after the Easter weekend - but of course this depends on the weather conditions.	★	Waste Collection services have run well throughout the year. The recycling rates are slightly behind where they were hoped to be. However, this is largely due to lower garden waste tonnages during the summer following fine weather and continual change in the make up of the dry recycling waste (less paper present). Customer satisfaction is still high. Cost of collection has been higher largely due to world commodity prices being lower.	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	All gone well. Some last minute government funding to spend on high streets was announced late in March with little notice. However, a lot of activity took place including Spring cleans/ Community litter picks & a Neighbourhood blitz in Bicester town centre	Increasing the cleanliness of the High St areas in the five urban centres will be a priority with plans for some expensive activities such as gum removal likely to take place in late April or early May	★	Street Cleansing service has run well. In SNC the challenge has always been keeping the A43 clean and in CDC keeping the A34 clean. The nature of the two highways with many trucks parked overnight in laybys and the difficulty in accessing the verges without lane closures can make keeping both Highways clean quite challenging.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Steady progress. Many investigations progressing well. A strange series of green waste fly tips in SNC but after signage deployed they ceased.	Implementation of awareness of disposing of waste sensibly, promotion of the bulky waste services to take place in early 2019/20.	★	Still pressure on fly tipping. Nationally it has shown an increase - with some rise in CDC but largely unchanged in SNC. A lot of investigation work has taken place and case files have been built up.	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	CDC - Meeting held with County Highways on the 8th March 2019. For both CDC and SNC all monitoring data for 2018 has now been received from the laboratory that analyse the diffusion tubes and Defra have also published their bias adjustments factors which need to be applied to the measured data. The 2018 data can now be included in the 2019 Annual Status Reports to be submitted to Defra by the end of June.	Work is progressing on the Annual Status Reports for both SNC and CDC. The reports will provide a review of the air quality monitoring undertaken in 2018 and also a review of the actions in the Air Quality Action Plans. The deadline for submission to Defra is the end of June 2019.	★	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC. Actions in the Air Quality Action Plan for which the County have responsibility were discussed as well as other proposals/plans the County are considering that might help improve air quality in the district. The Air Quality Action Plan will be updated once written confirmation has been received from County Highways. The proposal to put out messages through Social Media about the actions individuals can take to reduce air pollution has been put on hold. Following discussions with OCC it was decided to align this with work they are doing during 'Walk to School Week' at the end of May.	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Carr, Jane Feehily, Paul Newton, Jim	Works to existing highway junctions - still to be completed.	Hs2 Project update meeting late April (tba).	★	Programme to deliver the Chipping Warden Relief Road may be affected by appointment of Administrators for appointed sub-contractor DAWNUS.	★
JBP1.1.6 Maintain the District as a Low Crime Area	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>The CDC Community Wardens focused on the public parks, providing a visible presence in order to deter anti-social behavior and help improve confidence in the parks as safe places.</p> <p>The partnership tendering process for the CCTV maintenance contract concluded with the award of a new contract expected in April 2019.</p> <p>Mobile CCTV units were installed in their first locations in March 2019.</p>	<p>The Community Wardens in Cherwell will continue to focus on the public parks during the Easter school breaks. This includes working with the Police to prevent the use of the parks by off- road motorcyclists.</p> <p>The Licensing Team continue to ensure that all new applicants for taxi licenses at CDC and SNC undergo the mandatory safeguarding awareness training before being issued with a license.</p>	★	<p>The Community Safety teams in both councils continue to work with partners to identify and tackle community safety problems and trends in the districts. A new community Safety team Facebook page has been established and is now operational providing a means for the team to highlight local initiatives and safety messages. This will be promoted further during the next few months to increase follower numbers. The Community Wardens in Cherwell provide a local resource for work on ASB and town Centre crime and disorder matters.</p> <p>The Licensing Team maintains a focus on ensuring community safety as a key licensing outcome. The team continue to assess and review the mandatory safeguarding awareness training for taxi licence applicants to ensure that it is still fit for purpose. All new applicants for taxi licences are required to undertake the training ahead of being issued with a licence.</p> <p>The Cherwell Community Safety Partnership meet in March and agreed to review its strategy. A refreshed strategy will be presented to the Partnership in June 2019. A Rural Crime Plan was discussed at the South Northants Community Safety Partnership in March.</p>	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	SNC: Committee agreed not to designate Shutlanger and Helmdon as conservation areas in March 2019. CDC: Conservation Area Appraisals complete in draft for Duns Tew and Balscote. Total number of Conservation Area appraisals for this year is 5 - Stratton Audley, Somerton, Ardley, Balscote and Duns Tew.	SNC: Research on the suitability (or not) for the possible designation of Preston Deanery, Wappenham, Sytresham, Horton and Whittlebury as conservation areas is underway. CDC: Review of conservation area appraisal programme to determine priorities moving forward now all conservation area appraisals have an appraisal and management plan.	★	SNC: All conservation area appraisals well received by Committee. Other villages to be considered are: Whittlebury, Syresham, Horton, Preston Deanery and Wappenham CDC: All 60 conservation areas in the district now have an appraisal and management plan.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	Diabetes programme has 457 people signed up and the FAST Programme operating in Banbury has 172 families signed up. The Social prescribing scheme - Community connect is progressing as planned with several surgeries across the district signed up.	CDC social prescribing complete the sign up of GP surgeries to the scheme and begin monitoring the number of service users being signposted by community navigators. SNC complete the annual review of the health and wellbeing plan.	★	Encouraging residents to participate in active and healthy lifestyles - focus continues for both Councils and progress is being made in both project work and capital plans to make this easier. Individuals signed up to the FAST and Diabetes programme to receive information and offers to encourage them to participate in sports and activity together. At SNC the health and wellbeing forum received presentations from partners and a working group has met to decide which to take forward to application for the funding available from Northamptonshire public health by 24th April.	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam Kane, Graeme Riley, Nicola	Works to the replacement of the Floodlights at Cooper Sports Facility to LED lighting will commence on Monday 8th April. The new LED lights will improve the lux levels to the playing area.	The scope of works for the refurbishment of Towcester Centre for Leisure are being drawn up. Discussions ongoing on how best to deliver the project. Works to commence on the refurbishment works to Spiceball Swimming Pool and ancillary facilities - scheduled to start in early May for a period of up to 3 months.	★	Both Cherwell District and South Northants Councils continue to invest in improvements of Leisure facilities to enable residents to lead healthy and active lifestyles.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Spring Community link publication distributed to the Voluntary sector - March 2019. The first Grimsbury Network Brighter Futures partnership held on March 20. Play Bin handed over to Grimsbury Community centre. The Hill consultation with young people in preparation for new centre and photographic project continues to capture the build. Age Friendly Pop up consultation event - March 8. Community Café for Hanwell Fields launched in March 2019.</p> <p>Northamptonshire Cultural Education Partnership, to be launched on 30 March. Heseltine Gallery: Interviewing for freelance Project Manager 22 March to start 18-months p/t job after Easter 2019.</p>	<p>Children Young People Play & Wellbeing partnership - April 2.</p> <p>Brackley Play Day event - April 10.</p> <p>Water Meadows - Towcester Wild Day event - April 16.</p> <p>Graven Hill Connecting Community event - May 18th.</p> <p>Easter holiday Play: Full initiative - Addressing holiday hunger in Brighter Future awards.</p> <p>Grimsbury Network meeting - May 1 at Banbury Mosque.</p> <p>Banbury Volunteer Fair - June 7 Banbury Town Hall.</p>	<p>★</p>	<p>Spring Community link edition includes themes around funding opportunities for the voluntary sector with opportunities for Big Lottery one to one advice, free training opportunities which include recruitment and retention of volunteers, managing volunteers and researching and prioritising fundraisers and good news stories from local partners.</p> <p>Grimsbury Network is a partnership of key stakeholders who represent voluntary groups and organisations in Grimsbury a Brighter Futures ward. The networks aim is to work together on projects that address local issues. The 4 themes currently being focused on are, events to bring the community together, one newsletter for all groups, community safety in parks and litter.</p> <p>The Hill new development is underway and its key to keep the community involved in the process and engage them through consultation to allow them to help shape future programmes. A photographic project continues, working with the community to capture the build in pictures and allows young people to help take photos which capture milestones of the build.</p> <p>Water Meadows event on 16th April to celebrate conservation and the community – working with Wildlife partners in a similar way to Wild Towcester event Easter 2018.</p> <p>Pocket Park funding secured for Deddington & Stratton Audley to deliver Parish projects - Funding from Ministry of housing, communities and local government.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.4 Enhance community resilience as part of emergency planning	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Focused on preparing for EU Exit and any arising issues. Engage with partners through the local resilience forums, understand the potential impacts of Brexit and to plan for these. Business Continuity audit report taken to the senior management teams for consideration.	Both Councils to finalise separate emergency plans. The current overarching emergency plan is a joint document. The key task for the month remains planning for, and responding to, any impacts arising from Brexit. SNC will be focusing on the planning for the new season of events at Silverstone. CDC will continue to develop its partnership arrangements with OCC with enhanced training being arranged for staff involved in any emergency plan activation. Thames Valley Local Resilience Forum is coordinating a business continuity review against an established model which Cherwell will be contributing to.	★	<p>The new business continuity framework, which sets out how the councils manage business continuity, were approved along with an improvement plan addressing the outcomes of a recent audit.</p> <p>Business Continuity arrangements include service level business continuity plans based on impact assessments which identify the critical functions provided by teams and the minimum resources required for continuation of functions. Plans should ensure that critical services will continue to function in the event of a disruption, ensuring all services recover promptly.</p> <p>A number of arrangements are in place to ensure robust emergency plans, including relationships with key partners, including facilitating the Inter Agency Group which plans for events at Silverstone in 2019, engaging with Parish Councils together with Oxfordshire County Council. Attending and supporting regional and national exercises, conferences and training with key partners.</p> <p>This has included learning from those agencies involved in major terrorist and weather-related incidents in recent years including Manchester, Salisbury, Lancaster and London. Working with the local resilience forums to assess risks and plan for foreseeable events and circumstances which could adversely impact on our communities.</p> <p>A new partnership is in place with Oxfordshire County Council which involves them in providing expert advice and resource to oversee CDC's Emergency Plans.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.5 Prevent homelessness	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	<p>The review of the self-help materials has started, we are consolidating the information into one page on the website and ensuring it is accessible and easy to use.</p> <p>Shelter have advised they will issue the Health Check report by the end of April.</p>	<p>SNC: The Shelter Health Check report is due for completion later this month. An action plan will be drafted and implemented.</p> <p>LEAN team to be established to evaluate the end-to-end homelessness journey to ensure efficient and effective work processes. The project scope will be defined to ensure clarity of purpose. The findings of the health check will inform the future state process.</p> <p>CDC: Cherwell commissioned a mystery shopping and case review exercise from Shelter. The learning points will be fed back in April 2019 and action taken to improve customer access and response.</p>	★	<p>Open homelessness cases at Cherwell are at a level of 160.</p> <p>At Cherwell District Council prevention and relief rates for homelessness have remained at around 30%. This means we are able to sustain housing or rehouse people before they progress to a full homelessness duty. Homechoice (the housing register) is the main route to rehousing for homeless households and other households in housing need with 754 properties being let in the year to 31st March 2019.</p> <p>Approaches to the service have remained consistent with 542 throughout 2017 and 559 in 2018. The main prevention measure continues to be the Housing Register with 89 households rehoused during for the first 9 months of the Homelessness Reduction Act 2017 (April - December 2018). The private sector is also a useful source of alternative accommodation and we have a successful Deposit Bond Scheme in place. We currently have 26 households in privately rented accommodation as result of this scheme.</p>	★
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola	<p>All staff and Members reminded to complete their necessary training in line with the approved training plan. Refresher training for staff will shortly be due as it will be 2 years since training. Pass rates remain very high and over 80% of staff have all training completed.</p>	<p>The safeguarding policies will be reviewed to ensure that all the latest legislation is captured in the policy as well as learning from serious case reviews. Policy review to be complete by the end of June 2019.</p>	★	<p>Both Councils continue to take their responsibilities for Safeguarding very seriously and have excellent processes in place to assure safeguarding Boards in both Counties of that.</p> <p>In 2019 there will be a focus on training Domestic Abuse champions as well as Mental Health First Aiders.</p> <p>Community Safety Partnerships in both district areas continue to work on robust plans to reduce the impact of criminals on residents especially the more vulnerable, children and young people.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.7 Deliver affordable housing and work with private sector landlords	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian Kane, Graeme	Cherwell's March only figures =67 completions, comprising 53 affordable rent and 14 shared ownership made up as follows 53 x affordable rent. 24 x 1 bed flats, 22 x 2 bed houses, 7 x 3 bed houses, 14 x shared ownership, 11 x 2 bed houses, 3 x 3 bed houses. One Landlords Home Improvement Grant completed in March, making 8 for the year.	The completion figure is a little below that projected earlier in the year, due to several units slipping, these will now be completed in 2019-20, including 37 units at Graven Hill. However, the total of 510 units completed in year is still 28% above the SHMA target figure. The overall delivery of new affordable homes in 2018/19 was just below the annual target of 173. It is anticipated that the target of 173 new affordable homes will be met in 2019/20 with 30 new affordable homes due to be completed in April 2019.	★	CDC: The total number of new affordable homes completed in 2018/19 was 171. This was 2 properties short of the annual target of 173. The delivery of 171 new affordable homes is the largest number of new affordable properties that has been delivered in 12 months over recent years. Total CHEEP (energy efficiency) grants, so the total for the year remains at 11. Cherwell delivered its affordable housing target for Growth Deal for 2018/19: 58 units of affordable housing through Build! and Waterloo Housing. SNC: We have completed work to raise the awareness of local private sector landlords of the new Houses in Multiple Occupation legislation. This has included running social media campaigns and contacting landlords to inform them of the new HMO licensing requirements.	★
JBP2.1.8 Deliver the welfare reform agenda	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Iltott	Douglas, Gillian Green, Belinda Hunkin, Andrew Taylor, Adele	SNC: South Northants average time taken to assess new claims was 8.88 days against a local target of 15 days and a national average of 22 days. CDC: average time was 13.63 days against a target of 15 days. This is a big improvement on the figures for 17- 18 which were 24.8 days. Changes were assessed in an average time of 5.01 days against a target of 8 days for South Northants. Changes were assessed for Cherwell in 7.82 days against a target of 8 days.	The next milestone will be agreeing the terms of reference and the objectives for the Universal Credit project team.	★	Internal and external partners invited to attend a new Universal Credit working group with the aim of supporting residents, landlords and the councils through this huge change. The first meeting is due to be held in May 19. Performance on the average time taken to assess new claims and change events for Housing Benefit is excellent as at the end of 18-19. This is all delivering as planned.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	We continue to work with a community led housing group to support development of a village site.	SNC: Housing team working with local health sector partners to establish a housing options outreach service in Northampton General Hospital. Health sector colleagues have secured funding for a post for 12 months. CDC: We are working with Graven Hill to find a registered provider to develop extra care housing at the site	★	SNC is one of a small group of housing organisations working with Mayday Trust to pilot a person centred, strength-based approach to housing and support services called Personal Transitions Service (PTS). The PTS service is offered to people with 'complex needs'. In 2018/19: 28 people have met with and/or worked with a housing coach since April 2018 20 people working with the Housing Options Service were referred to the PTS for accommodation and support from a housing coach In 2018-19, a total of 7 people have been accommodated by Mayday Trust, of these: 1 had sustained their accommodation for 12 months; 1 had sustained their accommodation for 6 months; 2 had a planned move into alternative (non-Mayday) accommodation. Work to establish a pilot for a housing options outreach service in Northampton General Hospital is progressing well. Health sector colleagues have secured sufficient money to fund a post for 12 months. There is support from other local housing authorities in the county to work with the pilot post once established. The aim of the pilot is to reduce the number of cases and time that people remain in hospital when they are ready to be discharged as a result of housing issues. CDC: A meeting has been arranged in early May between health, South Northamptonshire Council, Daventry District Council and Northampton Borough Council to agree final arrangements of how the pilot will operate. CDC is also working with Graven Hill and Growth Deal to organize a workshop to look at use of modular construction in the district and countywide.	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC: Contributed to Mill Arts Centre preparations for dance events in Banbury, to attract visitors in July 2019. SNC: The updated SNC Walking guides covering the District have been uploaded to the Council's website.	CDC: Finalise new Service Level Agreements with Visitor Information Centres. SNC: Awaiting decision following the submission of the Rural Development Programme for England funding bid for the Watermeadows Project.	★	CDC: Contract management of Banbury and Bicester Visitor Information Centres. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination. SNC: Completed submission of the funding bid for the Watermeadows full application to the Rural Development Programme for England. Distribution of tourism guides to local sites continues and requests for the guides have increased following the insertion of the Residents Guide in the Council Tax bill. Work is progressing in preparing a new SNC Country Pursuits Guide.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.3 Deliver the masterplans for the key economic centres	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	<p>CDC: Banbury Job Fair held 8th March at Banbury Town Hall. Banbury Driving Test Centre: Prepared for future relocation and retention of the service locally.</p> <p>SNC: Job Club supported Screwfix with a recruitment event held at The Forum to promote vacancies at the new store which will be opening in Towcester in April 2019. Business Support given to 1 Business Start Up and 6 contacts made/follow ups with established businesses.</p>	<p>CDC: Cherwell Industrial Strategy: Preparation for consultation events in each of the three urban centres. Planning staff 'Ideas Exchange' event and a workshop for Members.</p> <p>SNC: Working with Screwfix to promote the opening of their new store in Towcester. Working with the 'Paisley Pear' owners supporting their recruitment needs for the opening of a new pub in Brackley.</p>	★	<p>CDC: Banbury Job Fair attracted 26 employers and support agencies serving 175 visitors. 100% satisfaction from respondents to feedback survey. Cherwell Industrial Strategy: Analysis of background research and staff workshop outcomes. Consideration of potential funding pots and activities for town centre development. Young Enterprise Area Final: Supported this showcase event demonstrating the development of young people's work readiness skills. 9 teams entered, representing 8 schools from Banbury, Bicester and Kidlington. Winner and Runner up going forward to the County finals on May 2.</p> <p>SNC: Economic Growth Team were invited to attend the launch of Silverstone Park's new agile workspace WRaP. 15 letters of support for the Watermeadows funding bid received from local businesses. Continued support to pre-start and existing business with a variety service and visits/meetings.</p>	★
JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth	Cllr L Pratt Cllr S Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	<p>CDC: 15 detailed Business Enquiries from inward and indigenous investors: responded promptly to all. Liaison with the Department for International Trade in support of several significant local employers.</p> <p>SNC: Attended Sponne School's Business Brunch event and CV writing workshop event to provide support to 6th form students with CV and career advice. Attended Towcester Business Club to promote the Job Club/Job Match services to local businesses.</p>	<p>CDC: Business Enquiries: Respond promptly to all. Planning applications: Respond to key employment-related proposals. Investment website: Create website to promote commercial investment and job creation.</p> <p>SNC: 5 SNC Job Club members were interviewed for Screwfix vacancies. Local businesses continue to use the job club as a way of promoting their vacancies, most recently Screwfix, Specsavers, Towcester Mill Brewery and Crosby Composites.</p>	★	<p>SNC: Working on the launch event of the 2019 SME Northamptonshire Business Awards. SNC have sponsored the 'South Northamptonshire Business of the Year' award. Launch of the awards will take place in April at The Forum.</p> <p>CDC: Oxfordshire Housing and Growth Deal: Continued work on Productivity work stream.</p> <p>Broadband: Availability of Superfast Broadband (greater than 24mbps) across Cherwell is 96.3%. Options to further enhance coverage are being considered.</p> <p>Significant investor announced: Andretti Formula E locating in Banbury.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.5 Delivery against Local Plans for CDC & SNC	Cllr C Clarke Cllr R Clarke	Bowe, Andrew Carr, Jane Darcy, Andy Feehily, Paul Newton, Jim Peckford, David	<p>SNC: The Council has successfully appointed a programme officer to work with the Council and Planning Inspectorate on the examination of the Plan. The Council has responded to preliminary matters raised by the Inspector.</p> <p>CDC: The public hearings for the Partial Review of the Local Plan proceeded as expected in February 2019.</p>	<p>SNC: The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.</p> <p>CDC: The next milestone for the Partial Review of the Local Plan will be the receipt of the Inspector's initial observations. The timescale for this is determined by the Inspector.</p>	★	<p>SNC: The Council is preparing background documents for inform the Examination scheduled to begin during the week commencing June 10 2019. Due to staff leaving the Council the number of planning officers remaining in the team will reduce from a base of 6 officers to 3 from May 13 2019</p> <p>CDC: The public hearings for the Partial Review of the Local Plan took place in February 2019. Officers are now awaiting the Planning Inspector's initial observations including his advice on points of principle, whether further work is required by the Council and whether the Inspector will proceed to writing his full report. Prior to providing his observations, the Inspector is inviting comments from representors on information submitted by the Council during and following the hearings.</p> <p>The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.</p>	★

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	53.90%	51.80%	★	Recycling % is lower than 2017/18 due to reduced garden waste in the summer of 2018.	53.90%	55.36%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	30.00	43.00	★	At the end of March 2019, the numbers of households in TA have remained low. Throughout the year the team have successfully prevented and relieved homelessness keeping the need for TA to a minimum as housing is sustained or households rehoused quickly. Joined up policies and procedures and partnership working are ensuring effective management of TA placements and the time any household spends in TA is minimized.	30.00	43.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	5.56	15.00	★	The average time taken to process new claims for the month of March 2019 is 5.56 days. This is an improvement on the month of February 2019 when it was 7.26 days. The year to date processing time for new claims is excellent at 13.63 days against the national average time of 22 days. The new way of working that has been introduced is continuing to show an ongoing improvement in our new claim processing days. Resources available to us to obtain information are used to help to speed up the time taken, and we continue to monitor new claims on a daily basis.	13.49	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	6.36	8.00	★	The end of year processing time for change in details is 7.82 which is excellent against our target of 8 days. The average processing time for changes for March 2019 was 6.36 days. We continue to review our work process' to ensure we deal with the changes received as quickly as possible with the resources available and the growing number of changes received.	7.92	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Didcock, Liam Kane, Graeme	165,768	134,053	★	Usage figures as an overall against March 2018 showed a significant increase from 148,413 to 165,768. Spiceball Leisure Centre and Bicester Leisure Centre both showed an increase of circa 2,000 users per month. Significant increase was also noted at Whiteland's Farm Sports Ground and Stratfield Brake with a cumulative increase on the previous year of 8,500 users. Increase were also seen at North Oxfordshire Academy, Woodgreen Leisure Centre and Cooper Sports Facility with only Kidlington Leisure Centre recording a small decrease.	1,728,0...	1,527,4...	★
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	2.16%	1.00%	★	We have achieved an in month collection of 2.16% however the cumulative collection rates for 2018/19 was 98.27%. We have therefore met our overall annual collection rate target too. Also, the amount of Council Tax we collected throughout 2018/19 increased by more than £2m due to the growth of the tax base. This is a fantastic achievement by the team.	98.83%	98.25%	★
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	3.20%	2.50%	★	We have achieved an in month collection of 3.2% however the cumulative collection rates for 2018/19 was 98.45%. This is a fantastic achievement as we have also been collecting the outstanding balance from 2017/18 and have reduced the arrears for 2017/18 by more than £5m.	99.62%	98.50%	★

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	Feehily, Paul Seckington, Paul	67%	60%	★	9 Major Planning Applications were determined during March 2019. 6 were determined within the target period or agreed time frame. As such our target of determining more than 60% of Major Applications within the target timeframe has been met.	85%	60%	★
⊕ JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	90%	70%	★	90 Non-Major planning applications were determined during March 2019 and 81 were determined within the target period or agreed timeframe. Therefore, the target of determining more than 70% of Non-Major Applications within the target timeframe has been met.	91%	70%	★
⊕ JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Non-Major Planning Appeals were determined during 2019.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	3 Planning Enforcement Notices were issued during March 2019 and none were determined at Appeal.	0%	10%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during March 2019.	2.08	10.00	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 11/04/2019

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major		L04, L10, L12	L07, L11	L15	
	3 - Moderate			L01, L02, L05, L14	L03, L06, L08	L13
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Partially Fully Fully Partially Fully	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments now 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. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. Financial support and capacity developed during 18/19 through development programme. Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Review underway Integrated reporting being embedded and working well. Focus on future financial implications from Dec 2018 national consultation exercises. Being built into the finance and business planning approach for 2020/21. Regular training has been undertaken and a plan for 19/20 already drafted Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 08/04/19 - updated a number of mitigating actions to reflect current position as well as control assessment
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 11/04/19. No changes.
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	4	4	16	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams now live with Executive support arrangements in place. Risk to be kept under review as management team transition to new working arrangements. Impact of separation and associated workload to be kept under review. Joint CEDR meetings to take place monthly. Separation Project Board to meet fortnightly. Regular comms being provided by the Chief Executives	Risk reviewed 11/04/19. No changes.

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				
L 04	Non-compliance - Failure to ensure sound local plans are submitted on time.	Inappropriate development in inappropriate places	3	5	15	The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.	Fully effective Partially effective Not effective				2	4	8	↔	Regular review meetings on progress and critical path review.	A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. We await the Inspector's findings. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Authority Monitoring Report and updated Local Development Scheme were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.	Risk reviewed, commentary updated 09/04/2019
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Fully							↔	Regular Lead Member briefings and political review	Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ends on 12 April.	
		Negative impact on each council's ability to deliver its strategic objectives Without a local plan, a lack of community engagement on development locations				For issues which are solely within the control of CDC policies, plans and resources are in place Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Partially							↔	Local Development Scheme updated as required Regular Lead Member briefings and political review		
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making. The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2050	Fully							↔	SCI updated as required (last updated 2016) Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.		
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy in place	Fully				3	3	9	↔	All individual service Impact Assessments and BC Plans have been updated. BC Improvement Plan agreed with CEDR	The plan to update all the service business continuity plans is progressing and is now at the stage that Assistant Directors are signing off their service level plans. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit was undertaken in December and January to quality assure our plans and the final report was taken to CEDR in March along with an improvement plan. The BC statement of intent and framework have been approved. OCC BC leads are holding 1 to 1 meetings with BCP authors to familiarise themselves with our arrangements and comment on the plans.	Risk reviewed 05/04/19 - Comments updated.
		Financial loss				Services prioritised and recovery plans reflect the requirements of critical services	Fully							↔	ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss		
		Loss of important data				ICT disaster recovery arrangements in place	Fully							↔	Corporate ownership and governance sits at senior officer level		
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Strategy	Partially							↔	Business Continuity Statement of Intent and Framework agreed by CEDR		
		Loss of reputation				All services undertake annual business impact assessments and update plans	Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb				↔	Progress report was provided to CEDR in March		
						Business Continuity Plans tested	Fully							↔			
							Partially							↔			
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery	4	4	16	Robust governance/contract management framework in place for key third party relationships	Partially				4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance		08/04/19 - Risk reviewed, no changes.
		Inability to deliver council's plans and outcomes for communities				Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially	Councillor Barry Wood	Graeme Kane	Nicola Riley				↔	Standard agenda item at senior officer meetings		
		Legal challenge				Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially							↔	Continue Institute of Directors training for Officers and Members		
		Financial loss				Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially							↔			
		Inability to partner in the future												↔			
		Reduced opportunity for inward investment in the future												↔	Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services		

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			Probability	Impact	Rating						Probability	Impact	Rating				
L07	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a responsible category one	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. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Active involvement in Brexit contingency planning being led by TV LRF Emergency plan being updated monthly to ensure contacts remain correct Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created. OCC now providing expert advice and support. Emergency Planning update provided to Overview and Scrutiny March 19.	Risk reviewed - 08/04/19 - Comments updated.
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 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 Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	Joint Corporate H&S Policy was finalised in 2018 and communicated to all levels of managers and staff will now require review and separation reflecting the new structures. Both CDC and SNC have drafted separate corporate H&S Policies. These are in the process of being ratified. All Assistant Directors were asked to complete a H&S Checklist to provide a status of H&S Management in their service areas. These were initially meant to have been completed by 03/06/18. Given the changes ahead and the separation of the Corporate H&S Policy for both SNC and CDC this will need to be revisited by the AD's. Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct audits 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 will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. 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.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019 Internal Audit Schedule rolling 3 year programme has now been developed and is underway. Rolling 3 year audit schedule will require review. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required.	Risk reviewed 05/04/19 - Risk Manager, mitigating actions and comments updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
L09	Cyber security - 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 Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Complete the implementation of the intrusion prevention and detection system by the end of March 2019. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	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.	Risk reviewed - 30/03/19 - Mitigating Actions Updated.
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. 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 Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. 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 Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	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 groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	08/04/19 - Risk reviewed, no changes.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning for the companies as an entity assessed Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illat	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers 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.	Staff changes earlier in the financial year have meant that additional senior management oversight has been necessary. Knowledge and experience building take place with training and support as required. Further oversight processes for CEDR currently being developed including a dashboard of key information for each company. This will be ready for use for 19/20.	Risk reviewed 08/04/19 - comments updated to reflect this.

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				
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Financial company insight being gained through use of monitoring tools and financial advice.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed - 08/04/19 No changes.
L13	Separation - Separation from SNC 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. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Separate CDC and SNC Senior Leadership Teams in place from January 2019. Agreed programme of separation in place Joint CEDR Meetings to take place fortnightly with clear focus on separation. Programme Board and Project Team established to deliver separation. Strategic partnership opportunities with Oxfordshire County Council being explored with s113 agreement in place. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Partially Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. OCC - CDC section 113 agreement completed. Regular communications plan with cascade briefings from Assistant Directors planned quarterly. New monthly newsletter focussing on change to be issued.	Programme of separation on track. Decisions regarding the separation of all front-line services expected to be made by April 2019. Service delivery models in place for some services e.g Payroll where separation is not possible within current timetable.	Risk reviewed and comments updated 11/04/19
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	08/04/19 - Reviewed, no change.
L15	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery	Fully Partially Fully Fully	Councillor Barry Wood	Paul Feehily	Jonathan MacWilliam	4	4	16	↓	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	The CDC Growth Deal Programme Management approach will enable greater clarity and understanding of the barriers to delivery of those housing developments which are in our area and contribute to the 100,000 accelerated homes, (and for which we are responsible for delivering). Barriers to CDC delivery will be clarified through CDC work stream plans of work, comprising a work stream brief, RAID log and schedule for each work stream. Through this approach Cherwell will be able to enhance collaborative delivery of the GD with CDC focus on CDC "Gives and Get's" i.e. • The things that CDC is accountable for delivering and • The things delivered by others that CDC need to deliver CDC accountabilities DC's collaboration with Partners through the GD Programme Board to achieve 100% GD Contract Delivery	27/03/19 - Reviewed, no change. This is ready to be reviewed by BPM and Executive.

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Stuart Parkhurst	Nicola Riley		Sunshine Centre	440		0	440		-	-	Works tendered ready to proceed, transfer of lease from OCC to CDC is in progress. Reprofile into 2019/20 of £440k when the works will take place. No further risk now due to tenders being received back and within budget.
			Wellbeing - Communities	440	-	-	440	-	-	-	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	14		0	14		-	-	Further work is to be undertaken, budget required for 2019/20.
Liam Didcock	Jane Carr	2016/17	Whitelands Farm Sports ground	25	21	46	0		-	-	Final account still under review. Within budget to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		0	80		-	-	To cover solar PV component replacement re-profiled to 2019/20 as budget unspent in 2018/19
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20		0	20		-	-	This budget is required in 19/20 for completion of Leisure strategy and feasibility study.
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astro turf	207		24	183		(0)	-	Due to potential works needed to be undertaken outside of school term, expansion to spectator area to be re-profiled to 19/20.
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12		12			(0)	-	Budget no longer required
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36		0			(36)	16	This budget is no longer needed.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122		0	122		-	-	Following strategy presented to members and prioritisation, reprofile into 19/20
Liam Didcock	Jane Carr	2016/17	Spiceball Leis Centre Bridge Resurfacing	30		0	30		-	-	Works to be determined post completion of the new bridge connection as part of the CQ2 project. Re-profiled to 2019/20
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60		0	60		-	-	Further work being undertaken to determine the provision of booking system for sport and leisure through JADU expenditure required for 2019/20.
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		0	0		(2)	(2)	Budget no longer required
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33		20	0		(13)	(13)	Works completed
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38		36	0		(2)	-	Works completed
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20		14	0		(6)	(6)	Works completed
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6		5	0		(1)	(1)	Works completed
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		0	65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.
			Wellbeing - Leisure and Sport	770	21	156	574	-	(61)	(6)	

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Tim Mills	Gillian Douglas	Various as per budget	Empty Homes Work-in-Default Recoverable	100		0			(100)	-	Budget not required
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	123	1,369	749		0	-	The DFG budget for 2018-19 is £2,118k made up of £983k slippage and £1,012k external funding from Better Care Fund and addition DFG of £123k direct from MHCLG in January 19 (The Council took a 'holiday' from its £375k annual top-up. A further CDC 'top-up holiday' is proposed for 2019-20 provided uncommitted funds from 2018-19 are slipped to 2019-20. Spend to-date £1,369k. Slippage into 2019-20 is £749k (NB. Spend for this budget invariably accelerates towards the end of the year.)
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	339		185	154		(0)	-	Only £185k of the budget will be required this financial year and £154k re-profiled to 2019/20.
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70		65	0		(5)	(5)	Works completed. Budget no longer required
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33		14	19		-	-	second payment for the system expected in 19-20, slip £19k for this cost
			Wellbeing - Housing	2,537	123	1,633	921	-	(106)	(5)	
			Wellbeing Total	3,747	144	1,790	1,935	-	(166)	(11)	
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	84		0	84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". Construction started at the end of November 2018 with completion due in Autumn 2019
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989		0	989		-	-	Construction started at end of Nov-18 with completion due in Autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	East West Railways	1,160		0	1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Jane Norman	Robert Jolley		Build Programme Phase 1a	2,389		2,512	0		123	-	The overspend relates to the settlement with the contractor on the Gardeners Close and Spring Gardens developments.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875		166	1,709		(0)	-	Creampot is complete and Admiral Holland has awarded construction contract to be completed 2019/20
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500		0	6,500		-	-	Pending review of housing delivery.
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236		2,168	68		0	-	Retention payment 2019/20

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Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	(600)				0	-	Budget not required, spend straight to Loan account for Graven Hill
			Place & Growth - Economy & Regeneration	15,833	(600)	4,847	10,510	-	124	-	
			Place & Growth Total	15,833	(600)	4,847	10,510	-	124	-	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	467		96	192		(179)	-	Budget for the replacement of parking equipment re-profiled to 2019/20.
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28		10	15		(3)	-	Charging points for Depot electric vehicles will require more time to add additional charging points defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8		8			(0)	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	Public Conveniences	50		0	50		-	-	Budget for the uplift of the Public Conveniences, re-profiled to 2019/20.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		0	18		-	-	Proposals for Bay Marking being put forward however spend expected in 19/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879		498	319		(62)	-	£319k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125		88	45		8	-	Goods and Services £45k will be received in 19/20 due to lead time on ordering
Ed Potter	Graeme Kane	2016/17	Urban Centre Electricity Installations	15		0	15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90		0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30		27			(3)	(3)	This is now complete
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20		12	20		12	-	Full review has been carried out, however, due to lead times receipt of this order will fall into 19/20
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20		16			(4)	-	Works completed
			Environment - Environment	1,750	-	755	674	-	(321)	(93)	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80		0	80		-	-	Move into 2019/20 in line with Digital Customer Project
			Environment - Environment	80	-	-	80	-	-	-	
			Environment Total	1,830	-	755	754	-	(321)	(93)	
	Adele Taylor		Finance System Replacement	0	30	30			(0)	-	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119		62	57		0	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19-20.
			Finance & Governance - Finance & Procurement	119	30	92	57	-	0	-	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77		71	2		(4)	(4)	Works completed. Final bill outstanding of £2K reprofile £2k into 19/20.

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Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55		0	30		(25)	(25)	Works completed, awaiting final invoice. On target for spend of £30K reprofile into 19/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20		16	0		(4)	(4)	Works Completed
Stuart Parkhurst	Chris Hipkiss	2011/12	Bicester Town Centre Redevelopment	0		25	0		25	0	Defects works carried out in relation to Pioneer Square
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	125		26	0		(99)	(75)	Works Completed
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	50		0	50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Reprofiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	25		25	0		0	25	Works Completed
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270		17	253		0	-	In design stage, works progressing, re-profiling into 2019/20, budget reprofile of £253K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64		64	0		0	(2)	Works Completed
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000		1,535	45,798	24,667	0	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636		0	7,636		0	-	Programme ongoing, reprofile £7,636 into 19/20
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783		674	75		(34)	-	Rentention Payment of c. £25K payable to the contractor in Aug 19, there will also be some professional fees payable so re-profile a total of £75K into 2019/20.
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135		135	0		(0)	-	Work Completed
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100		33	67		0	-	Carry over into 2019/20, funding received in 2018/19 projects committed yet top be completed.
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50		0	50		0	-	Project on hold pending decision on Harmonisation Project
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95		0	95		0	-	Works in design stage, awaiting actual costs. Works will take place 19/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180		15	165		0	-	Contract awarded. Project has started April 19. Spend in 18/19 of £15K, re-profile remaining budget of £165K into 2019/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175		13	162		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145		10	135		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100		0	100		0	-	Issues with tender returns, causing delay on award. Re-profile full budget of £100K into 19/20.

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Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110		0	110		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40		0	40		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury		9,500	9,603			103	-	Works completed, overspend due to legal fees not incorporated into the budget
			Finance & Governance - Property, Investment & Contract Management	82,235	9,500	12,264	54,768	24,667	(37)	(85)	
			Finance & Governance Total	82,354	9,530	12,356	54,825	24,667	(37)	(85)	
Tim Spiers	Claire Taylor		Microsoft Licensing Agreement	110		0	0		(110)	-	Budget not required
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83		34	49		0	-	Slip to 2019/2020 - Project ongoing. Planned to complete by end of 2019/20 - Replacement of Land and Property systems
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50		31	19		0	-	Slip to 2019/2020 - Project ongoing. Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69		38	0		(31)	-	Works Completed
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115		96	19		0	-	Outstanding work being managed in 2019/2020 - Migrate remaining services to data centre
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139		34	105		0	-	Engagement ongoing planned to continue to December 2019
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167		0	167		-	-	Project ongoing. Planned to complete by end of 2019/20, replacement land and property systems
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85		53	32		(0)	-	Project ongoing - Replace CRM system by end of year 2019/20
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125		13	112		0	-	P/O raised and invoice received April 2019. Will use entire budget. New Telephony system
			Customers Service Devt - Customers & IT Services	943	-	300	503	-	(140)	-	
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	0	91	91			(0)	0	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
			Customers & Service Devt - HR, OD & Payroll	-	91	91	-	-	(0)	-	
			Customers & IT Services Total	943	91	391	503	0	(140)	0	
			Capital Total	104,707	9,165	20,138	68,527	24,667	(541)	(189)	