

Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

- Rigorous Financial Management
- Efficient and Effective Governance
- Commercial and Procurement excellence
- Continuous Improvement

Customer Focus

- Excellent Customer Services
- Efficient and Effective Services
- Accessible services – Enabled through digitisation
- Consultation and Customer Insight

Best Council to work for

- Employer of choice
- Employee Engagement and Wellbeing
- Culture of Learning and Development
- Sustainable relationships with key partners




Appendix 2 – Monthly Performance Report

April 2019

Includes:

- Business Plan Measures
- Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Business Plan Measures	Meaning for 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.

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Cllr D Sames	Kane, Graeme Potter, Ed	Recycling tonnages a little lower than expected. The makeup of the recycling is still changing with less newspaper present which in turn impacts on our gate fee	Growth in Garden waste tonnages expected in May. Growth & demand for the service will be affected by the growing season. Government consultations on new Waste Strategy due for submission in mid-May.	★	Collections over the Easter period were untroubled due to our four-day week collection system.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Kane, Graeme Potter, Ed	Preparation for next round of staff training completed	Planning for Neighbourhood blitz programme for 2019/20	★	Services running well - staff now operating on summer hours	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Kane, Graeme Potter, Ed	Programme of activities on track. A number of investigations underway.	Looking at technology during May which may help reduce environmental crime.	★	Fly tipping levels are at a higher level than we would like. Investigations continue, and a number of case files are being examined by legal.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Kane, Graeme Webb, Richard	Work is progressing on the Annual Status Report, which will include a review of the actions in the Air Quality Action Plan, to meet the Defra deadline of the end of June.	The Annual Status Report will be completed and submitted to Defra. A summary of the monitoring and progress on the actions in the Air Quality Plan to be taken to Scrutiny Committee.	★	Air quality monitoring continued at 47 locations across the district.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.5 Support Community Safety and Reduce Antisocial Behaviour	Cllr A McHugh	Kane, Graeme Webb, Richard	<p>During April the Community Wardens continued to respond to reports of anti-social behavior in the district. A review commenced on options to reduce the concerns being caused by street drinking in Bicester.</p> <p>At the last Community Safety Partnership meeting a new initiative, titled All about Youth was agreed. This initiative will draw together a range of existing initiatives aimed at enhancing the safety of young people in the district and enable gaps in provision to be identified. A new partnership board to oversee this initiative will now be established.</p>	<p>The Banbury Public Space Protection Order expires in November and the review process has now commenced to determine if it will continue or if changes will be required.</p> <p>Following some discussions with hotels in the area about child sexual exploitation a number of hotels have requested staff training to raise awareness of this problem. The licensing team will be delivering this training over the coming weeks.</p> <p>The Community Wardens will be attending events over the next few months to talk with residents about community safety related matters. This includes the Banbury and District show in June.</p>	★	<p>Cherwell is a low crime area but the impact of crime and criminality on those involved either as perpetrators or victims is significant. Cherwell works with partners, particularly the Police, to deal with crime and anti-social behaviour related problems in the District. The Council has 4 community wardens and a community safety officer to deliver locally focused work on these matters.</p> <p>The Community Safety partnership develops and implements a strategy and supporting plans to ensure all partners contribute effectively to the community safety priorities for the area. The partnership has some funding available to it from a Police and Crime Commissioner grant.</p> <p>The Licensing Team contributes to making the District a safe place through ensuring licensed premises and persons uphold appropriate standards. In particular the licensing team ensure that all taxi drivers have completed safeguarding training.</p>	★
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	Feehily, Paul Jolley, Robert	<p>Review of conservation area appraisal programme to determine priorities moving forward now all conservation area appraisals have an appraisal and management plan.</p>	<p>Confirmation of the two conservation area appraisals to be undertaken in 19/20.</p>	★	<p>Consideration of which two conservation areas appraisals to be undertaken in 19/20 is underway as part of a wider prioritisation exercise.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Kane, Graeme Rowe, Rosie	'Community Connect' social prescribing scheme has now received 16 referrals from four GP practices.	Social prescribing to engage with four more GP practices (Bloxham, Sibford, Cropredy, Islip).	★	GP Practices now signed up to Cherwell social prescribing are: Bicester Health Centre, Key Medical (Kidlington), Grimsbury Health Centre, Hightown Surgery (Banbury)	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Didcock, Liam Kane, Graeme	As part of the Capital Programme for improving Leisure Facilities within the District, the completion of the Floodlight Project at Cooper Sports Facility was finalised in April 2019. The works included the replacement of the existing metal halides with LED fittings. This has significantly improved the lighting levels and will reduce ongoing maintenance costs	Works to the Swimming Pools and Ancillary Changing Facilities at Spiceball Leisure Centre are to commence on the 1st May with the re-tiling of the swimming pool areas and showers as well as parts of the Changing Room. Further works are required to some dry side areas. Whilst this work is going on the under utilised soft play area and converting this into a membership/sale office as well as a retail shop for sales of swim stock etc.	★	In addition to the works at Spiceball, the next planned investment at the Leisure Centres/Facilities is the replacement of the fencing around the Artificial Turf Pitch which is near the end of its useful life. Quotations will be sought within the next month with works to commence and complete in July/August 2019.	★
CDC2.1.3 Support the Voluntary Sector	Cllr A McHugh	Didcock, Liam Kane, Graeme	Easter holiday 2019 Play: Full initiative delivered - working with 14 voluntary organisations to offer food at their activities in Brighter Future Wards to address holiday hunger. Children Young People Play & Wellbeing partnership delivered 2 April - Partnership action plan in place. Age Friendly Banbury Public and partnership meeting delivered on 2 April. 2 small grants approved totaling £11401, grants both supporting at least two business plan objectives.	Age of Creativity Festival Banbury - 13 - 17th May Identifying Food Poverty training - 20 / 21st May Graven Hill Connecting Communities Event - May 18th 11-2pm Brighter Future Maisonettes Play Day event in Bretch Hill - 30th May 11- 2pm Banbury Volunteer Fair - 7th June - Banbury Town Hall. Play: Full official launch - Brighter Futures Stakeholder conference 12th June Cherwell Lottery 'Good Cause' launch and information event on 15 May.	★	Community Services are partnering with Age UK to facilitate The Age of Creativity from 13-17 May 9.30 -3.30. Castle Quay will literally provide a 'shop front' for a varied programme of creative activity for older people that already exists in Banbury but may be unseen to all but the participants. Tutors will relocate their art, singing dance classes to empty shop Unit 16 in Castle Quay where it is anticipated that people passing by will take notice and say well if they can, I can! The Age Friendly Banbury meeting brought together the general public and voluntary organisations working with older people to re visit the action plan and celebrate successes to date. The group looked at next steps moving forward and to set up focus groups under the 4 key themes of Age Friendly Banbury (Activities to tackle Loneliness / Town Centre/ Transport / Health & Community Services) to drive the initiative forward. Food Poverty Training -Two courses will be delivered as part of the Play: Full initiative for free, working in partnership with Good Food Oxford on 20/21st May. Then training will be aimed at professionals, voluntary sector and community groups to address the following: Do you worry about the families you support getting enough healthy food? Do you want to learn more about how to support people who can't afford to feed themselves and their children? Good Cause launch is start of public facing promotion for the Cherwell Lottery, leading to the first draw on 06 July	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.4 Enhanced Community Resilience</p>	<p>Cllr A McHugh</p>	<p>Kane, Graeme Webb, Richard</p>	<p>The council worked with partners over the last month on plans for a potential no deal EU Exit. These plans support the assessment of risks and impacts and enable partners to be ready to mitigate any impacts that could arise.</p> <p>Parish councils have been offered support to develop local community emergency plans. A number of plans are now being finalized as a result of this support.</p>	<p>The County Council is finalising a training programme for council staff who may be involved in the response to emergency incidents. This training programme will refresh staff knowledge of the range of plans already in place for the types of incidents that could arise. Council officers will be attending a county-wide reception centre training exercise in early June. This exercise will test our partnership plans for large scale evacuations. The council plans to set up its district emergency control centre as a test to ensure that it will function fully in the event that it is required for real and to enable staff to familiarize themselves with the set-up of this facility.</p>	<p align="center">★</p>	<p>Cherwell District Council has a partnership in place with Oxfordshire County Council through which the County Council's Emergency Planning team undertake work on our behalf. This includes-</p> <p>Supporting parish councils and community groups to develop community emergency plans which identify particular local risks (e.g. flooding) and document plans for responding if these risks arise.</p> <p>Supporting the response to any emergency incidents that arise.</p> <p>Developing joint plans for foreseeable emergency incidents.</p> <p>Training council managers and staff on the plans that are in place for emergency incidents across the area. The council maintains an emergency plan to support its response to emergency incidents and maintains a duty director rota to ensure that there is a director available to coordinate the response to any incident at any time.</p>	<p align="center">★</p>

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	<p>The Shelter Health Check report has been received and we have met with Shelter to discuss the findings, capture what we do well and create a plan to continually improve the service.</p> <p>The LEAN project has agreed the scope and the LEAN team are meeting in the coming weeks to map out the current process and start to identify where improvements can be made.</p>	<p>Work on the Hospital Outreach Worker is gathering pace, next step is a contract will be devised between the 4 partners. The job description has been drafted and following approval will be advertised. Review the outcomes for the new initiatives assisting households where full statutory duties would not be owed. Including families who are deemed to be Intentionally Homeless and Prisoners on release. Ensure these projects are being targeted appropriately and that we are working successfully in partnership with other statutory agencies and the county council.</p>	★	<p>End of April 152 homeless cases were open to the Options Team, each Housing Options Officer has a caseload of 25 - 30 cases.</p> <p>Of the 74 cases completed in April 30% were reported as Prevented or Relieved with only 1 full homeless duty having to be accepted in the month.</p> <p>The team do not restrict assistance to cases where statutory duties are owed and continue to offer advice and assistance as soon as clients ask for help. The effectiveness of this approach is demonstrated by the number of cases resolved prior to any statutory duties being imposed.</p> <p>During April 85 properties were offered via Choice Based Lettings indicating the increasing delivery of affordable properties across Cherwell.</p> <p>Approaches to the Housing Options service have remained constant over the month, and the Housing Register continues to be the main prevention tool. During April 2019, of the 29 properties which were available, 16 of these were allocated to a household who were classed as homelessness prevention. The council can also help households into a privately rented property via deposit bonds, rent in advance and rent promise schemes. Over the past month the Private Sector Lettings Officer assisted 2 households into privately rented accommodation.</p>	★
CDC2.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Kane, Graeme Riley, Nicola	<p>Performance on Housing Benefit continues to be good and we will continue to monitor this and seek further improvements, for example. automation of data files.</p> <p>Successfully concluded the review of contracted Leisure provider services following audit last year.</p>	<p>Ensure the Council has appropriate protocols and policies in place post separation.</p> <p>Introduction of a customer portal for Revenues and Benefits which is due to go live in June 2019 and the automation of data files from DWP.</p>	★	<p>Cross departmental group continues to meet to share best practice and learning. Robust policy and good practice in place to ensure vulnerable adults, children and young people are safeguarded when they use our services. We continue to work with internal and external stakeholders to support our most vulnerable residents across the district</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	The Housing Benefit caseload is beginning to reduce as residents are moving to Universal Credit although the overall incoming work is increasing due to increased number of data files received from DWP. A project team has been established to look at the impact of UC on residents and the council - stakeholders.	A briefing paper has been drafted for members of Executive BPM. This will be received at the May BPM.	★	We continue to respond to all issues arising from Welfare Reform and to support residents in the form of support with HB/UC and awards of Discretionary Housing Payments	★
CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Kane, Graeme Rowe, Rosie	Recruitment plan agreed to spread healthy place shaping Staff recruited to provide communications support and promote workforce wellbeing schemes	Progress recruitment to support scaling of healthy place shaping. Promotion of Little Lunches in Bicester to reduce loneliness. Public meeting to engage Bicester residents regarding new health hub for the town	★	Recruitment is now progressing to scale healthy place shaping to other communities in Cherwell. Healthy Bicester activities continue with bikeability courses to promote cycling, digitization of the Health Routes to enable residents to record their activity, SATS relax sessions in primary schools to promote mental wellbeing, and cookery courses to promote healthy eating.	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	At Gardeners Close only 5 of the 38 units for shared ownership remain for sale.	We are due to start marking the 11, fully Passivhaus certified houses at Hope Close in Banbury during July and will complete the new three-bedroom house in Cropredy during this month as well. This is one of the homes funded through Year One Growth Deal funding.	★	We are due to start the construction of the 14 units for shared ownership and affordable rent at the Admiral Holland site in Bretch Hill on the 28th May 2019.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Feehily, Paul Newman, Steven	Engaged business in support of Mill Arts centre dance event, to attract visitors in July 2019.	Enable development of the Visitor Economy by managing investment enquiries. Commission tourism economic impact report, July 2019.	★	<ul style="list-style-type: none"> 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. Engage business support for the OVO Cycle event in June 2020. Increase volume (numbers of jobs and visitors) and value (expenditure) of the Visitor Economy. 	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr C Clarke	Feehily, Paul Newman, Steven	Staff 'Ideas Exchange' event held 23rd to 26th April	Workshop with Members - 11th June Promote Business Workshops to be held in July.	★	<ul style="list-style-type: none"> Ideas Exchange: 60 staff attended, learning about and sharing ideas for the emerging 10-year Cherwell Industrial Strategy. Oxfordshire Housing and Growth Deal: Continued work on Productivity work stream. 	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Feehily, Paul Newman, Steven	20 detailed Business Enquiries from inward and indigenous investors: responded promptly to all.	Develop a 'Welcome Pack' for new business investors. Planning applications: Respond to key employment-related proposals. Investment website: Create website to promote commercial investment and job creation.	★	<ul style="list-style-type: none"> 5 meetings at business premises to arrange support for significant investment. Broadband: Availability of Superfast Broadband (greater than 24mbps) across Cherwell is 96.6%. Options to further enhance coverage are being considered. Significant industrial units launched to market: at Symmetry Park in Bicester and Banbury. 	★
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr C Clarke	Feehily, Paul Jolley, Robert	Future High Streets Fund: Expression of Interest submitted for Bicester	Future High Streets Fund: Funding decision expected Bill Grimsey workshop: Bicester, 25th June	★	<ul style="list-style-type: none"> 25th June Bill Grimsey Workshop: aimed at helping reinvigorate Bicester town centre and High street Future High Streets Fund: Further funding bids will also be considered for Banbury and Kidlington centres. 	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	Feehily, Paul Peckford, David	<p>Partial Review of the Local Plan - at examination. The Inspector is providing an opportunity for informal consultation on technical documents until 4 April.</p> <p>Oxon Plan 2050 - consultation on an Issues Paper ended on 25 March. A 'call for location ideas' runs until 12 April.</p> <p>Local Plan Review - programming work is due to commence in April in accordance with the Local Development Scheme.</p>	<p>Partial Review of the Local Plan - the Inspector's advice is awaited following the public hearings in February and the informal consultation in April. There is no precise date for the receipt of this advice.</p> <p>Oxon Plan 2050 - each Council will need to consider the proposed Options Paper when it is completed and before consultation commences.</p> <p>Local Plan Review - the next milestone will be the preparation of an Issues Paper for consideration by the Executive.</p>	★	<p>Partial Review of the Local Plan - at examination. Informal consultation on technical documents ended on 4 April. The Council responded to the comments made by 27 April as agreed with the Inspector.</p> <p>Oxon Plan 2050 - A 'call for location ideas' ended on 12 April. The central team are working towards consultation on an Options Paper.</p> <p>Local Plan Review - programming work commenced in April in accordance with the Local Development Scheme. The timetable for the Local Plan Review is influenced by that for the Oxon Plan 2050.</p>	★
CDC3.1.7 Deliver the Growth Deal	Cllr C Clarke	Feehily, Paul Jolley, Robert	<p>At the Board meeting of the 30/4 the Work Stream Plans Of Work were accepted.</p>	<p>At the board meeting of the 21/5 the consolidated Year 2 plan will be presented for board approval prior to CEDR, approval due on the 10/6.</p>	★	<p>With the Growth Deal progressing the milestones will change from planning to delivery once the Year 2 plan is approved and in place. This will facilitate the adoption of a robust performance management approach and allow confidence in delivery to be established and understood.</p>	★

CDC KPIs - Clean, Green and Safe

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	CDC	Cllr D Sames	Kane, Graeme Potter, Ed	56.82	56.00	★	There was one additional collect day in April 2019 compared to 2018, this accounts for the additional tonnage. The amount of tonnage in the blue bin is less than expected, this is mainly due to the reduction in News and Pam sales that we are seeing as a national. t r e n d .	56.82	56.00	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	CDC	Cllr J Donaldson	Douglas, Gillian Mills, Tim	25.00	35.00	★	The numbers in temporary accommodation (TA) have remained low throughout the past financial year. The target for TA has been reduced as a result to demonstrate our ambition to further reduce our demand for use of TA by focusing on prevention of homelessness and discharging the duties we do have by making suitable permanent accommodation available as soon as possible.	25.00	35.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	CDC	Cllr J Donaldson	Douglas, Gillian Mills, Tim	47.00	45.00	★	Comprising: 17 disabled adaptations grants (Disabled Facilities Grants, Discretionary DFG & Extended Minor Works Grants), 17 Minor Works Grants, 12 Small Repairs Essential Repairs Grants and 1 Essential Repairs Grant.	47.00	45.00	★
CDC2.2.03 Homes improved through enforcement action	CDC	Cllr J Donaldson	Douglas, Gillian Mills, Tim	7.00	9.00	▲	Enforcement action was completed at 7 homes during April. (With enforcement notices issued in relation to a further 7.) Note however that this work is a mixture of reactive and proactive cases and that their complexity and duration can vary significantly. As a result, there will inevitably be variation in the number of cases concluded each month.	7.00	9.00	▲
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	CDC	Cllr J Donaldson	Kane, Graeme Mills, Tim	24.00	20.00	★	24 completions, comprising 20 affordable rent and 4 shared ownership. 20 x affordable rent 1 x 1 bed house 4 x 2 bed flats 4 x 2 bed houses 8 x 3 bed houses 3 x 4 bed houses 4 x shared ownership 2 x 2 bed houses 1 x 3 bed house 1 x 4 bed house None of these units were delivered as part of the Oxfordshire Growth Deal	24.00	20.00	★
CDC2.2.05 Average time taken to process Housing Benefit New Claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Claire	18.01	15.00	▲	The team continue to work hard to ensure claims are paid promptly and within target, there is a continuous focus on ensuring that we make early contact with customer by telephone and email where additional information is needed to complete the claim. The team are also reviewing working practices on managing work with individual officers, this builds on the work done in 2018/19 which had such a positive effect on reducing processing days.	18.01	15.00	▲

CDC KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.06 Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Claire	5.36	8.00	★	The team have worked hard in April to meet the demand of additional workloads created by year end (rent increases and benefit, income changes) and reducing the overall work age profile of change events. The team have also been looking at the opportunities presented by automating some of our high-volume changes which should start to have a significant impact by the end of Q1.	5.36	8.00	★
CDC2.2.07 Number of visits/usages of District Leisure Centre	CDC	Cllr G Reynolds	Kane, Graeme Riley, Nicola	142,698	137,7...	★	Overall compared to the same period in 2018 the position is that there has been a small decrease in usage across all facilities. 142,698 in April 2019 against 144,650 in April 2018. Bicester Leisure Centre decreased by circa 2,300, Spiceball LC by circa 3,800, Kidlington LC by circa 2,000, Cooper by circa 2,000 and NOA by circa 700. Strong performance again was noted at Whiteland's Farm Sports Ground and Stratfield Brake with an increase of circa 7,000 and 2,400 respectively with Woodgreen LC figures up by circa 600.	142,698	137,7...	★
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	CDC	Cllr T Ilott	Green, Belinda Taylor, Claire	10.98	11.00	●	We have slightly missed the target by 0.02% for April 2019 however all reminders have been issued in respect of the outstanding payments for April. The shortfall equates to approx. £20k.	10.98	11.00	●
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	CDC	Cllr T Ilott	Green, Belinda Taylor, Claire	12.35	11.75	★	This is above target, we will continue with the current work plan to maintain this performance.	12.35	11.75	★

CDC KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC3.2.1 % Major Planning applications processed within 13 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	100.00	60.00	★	2 Major Planning Applications were determined during April 2019, both within the target period or agreed timeframe. Therefore 100% of applications have been determined within timeframe against a target of 60%.	100.00	60.00	★
CDC3.2.2 % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Jolley, Robert	0.00	10.00	★	No Major Planning Applications were allowed by the Planning Inspectorate during April 2019.	0.00	10.00	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Jolley, Robert	0.00	10.00	★	No Planning Enforcement Notice Appeals were allowed by the Planning Inspectorate during April 2019.	0.00	10.00	★
CDC3.2.4 % of Non Major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Jolley, Robert	91.67	70.00	★	108 Non-Major Planning Applications were determined during April 2019, 99 of them within target period or agreed timeframe. Therefore 91.67% of applications have been determined within timeframe against a target of 70%	91.67	70.00	★
CDC3.2.6 Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Jolley, Robert	0.00	10.00	★	No Major Planning Application Appeals were allowed by the Planning Inspectorate during April 2019	0.00	10.00	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 15/05/2019

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		
	3 - Moderate			L01, L02, L05, L14	L03, L08 & L15	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				
2019/20																	
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 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 Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members. Fully Balanced medium term and dynamic ability to prioritise resources Fully Highly professional, competent, qualified staff Partially Good networks established locally, regionally and nationally Fully National guidance interpreting legislation available and used regularly Fully Members aware and are briefed regularly Fully Participate in Oxfordshire Treasurers' Association's work streams Fully Treasury management and capital strategies in place Fully Investment strategies in place Fully Regular financial and performance monitoring in place Fully Independent third-party advisers in place Fully Regular bulletins and advice received from advisers Fully Property portfolio income monitored through financial management arrangements on a regular basis Partially Asset Management Strategy in place and embedded. Partially Transformation Programme in place to deliver efficiencies and increased income in the future Fully	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 and operating, 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 improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. Asset Management Strategy being reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County 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. Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Investment options considered as and when they arise Financial System Solution Project continuing to consider future finance system options ready for go-live 2020 Review underway Integrated reporting has been embedded Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFP Regular training will be undertaken Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 09/05/19 - Risk fully reviewed for 2019/20. Controls, control assessment, mitigating actions and comments updated.
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 Partially Clear accountability for responding to consultations with defined process to ensure Member engagement Fully National guidance interpreting legislation available and used regularly Fully Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Partially Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Partially Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Partially Internal Audit Plan risk based to provide necessary assurances Partially Strong networks established locally, regionally and nationally to ensure influence on policy issues Fully Senior Members aware and briefed regularly in 1:1s by Directors Partially	Fully	Councillor Barry Wood	Yvonne Rees	Nick Graham	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 Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress. 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 01/05/19 - Risk fully reviewed for 2019/20 - Risk owner updated.
L03 - new wording	Lack of Organisational Capacity - Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South Northamptonshire Council.	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, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Partially Arrangements in place to source appropriate interim resource if needed Fully Ongoing programme of internal communication Fully Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Fully CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partially Partnership Working Group established with OCC to oversee joint working opportunities. Partially	Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Monthly CEDR and ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Separation Project Board meeting fortnightly with Joint CEDR meetings monthly to oversee Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services)	Risk fully reviewed for 2019/20. Risk changed to organisational capacity. Full risk review undertaken 30/04/19.

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L04 - new wording	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	3	5	15	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis Hearings into CDC partial review took place in February 2019.	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. An informal post-hearing consultation on technical documents took place in March/April. The Council responded to the comments made on 27 April. 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. Public consultation on an Issues Paper ended	Risk fully reviewed for 2019/20. Full risk review undertaken 08/05/19.
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 Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	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 Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March	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. OCC's Emergency Planning team have provided drop-in sessions to review these BCPs and provide support the BC authors. 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.	Risk fully reviewed for 2019/20. Full risk review undertaken 07/05/19. Mitigating actions and comments updated.

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L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	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	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer Supporting officers for incident response identified in the emergency plan and wallet guide 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. On-call rota being maintained 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. Active involvement in the LRF Brexit planning arrangements is on-going but currently suspended given the delay to Brexit.	Risk fully reviewed for 2019/20. Full risk review undertaken 07/05/19. Mitigating actions and 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 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 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 Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy has been drafted and will be going to CEDR on 10th June. Following this it will be going to the BPN meeting on 17th June for ratification. The Corporate arrangements are in the process of being updated. These will be finalised by end of May 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy in June new AD checklists will be issued. The H&S team also conduct audits internally across all services and teams, the current program will require review to ensure it reflects CDC and takes into account available resources. 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. Corporate Arrangements are being updated. These will be completed by June 2019. 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 Internal Audit program is under review due to reduction in the resources available to carry out the existing 3 year program. 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 01/05/19 - Risk fully reviewed for 2019/20. Mitigating actions and comments updated.

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L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully 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. To complete the implementation of the intrusion prevention and detection system. 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 External Health Check undertaken April 2019, awaiting formal report.	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 03/05/19 - Risk fully reviewed for 2019/20. 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 Partially 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.	Risk Reviewed 08/05/19 - Risk fully reviewed for 2019/20. No changes.
L11 - New wording	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes of fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Partially Partially Partially Partially Partially	Councillor Tony Illot	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 including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight.	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 09/05/19 - Risk fully reviewed for 2019/20. New description, potential impact, controls, control assessment, mitigating actions and comments updated.

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L12 - New wording	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	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. Financial company insight being gained through use of monitoring tools and financial advice. This needs to be extended to other partners.	Risk Reviewed 09/05/19 - Risk fully reviewed for 2019/20. New description, potential impact, controls, control assessment, mitigating actions and comments updated.
L13 - new wording	Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC 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. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully 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. Changing Times staff magazine issued on monthly basis. Regular communications plan with cascade briefings from Assistant Directors planned quarterly.	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.	Risk fully reviewed for 2019/20. Risk changed to Separation and Joint Working. Full risk review undertaken 30/04/19.
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 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.	Risk fully reviewed for 2019/20. Full risk review undertaken 08/05/19. No changes.
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 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	3	12	↓	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	Risk fully reviewed for 2019/20. Full risk review undertaken 29/04/19. Residual Score has been reduced from 15 to 12.