

**URGENT BUSINESS AND SUPPLEMENTARY INFORMATION****Executive****5 July 2021**

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
13.	Pages 3 - 110	Monthly Performance, Risk and Finance Monitoring Report - April and May 2021	Director of Finance & Head of Insight and Corporate Programmes	Report being reviewed and finalised at time of agenda dispatch

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## **Cherwell District Council**

### **Executive**

**5 July 2021**

### **Monthly Performance, Risk and Finance Monitoring Report April / May**

### **Report of Director of Finance and Head of Insight and Corporate Programmes**

This report is public.

### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of May 2021 and includes the April performance and risk appendices.

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note uses of specific grant related reserves
- 1.3 To approve uses of earmarked reserves (within s3.23 savings)
- 1.4 To Approve the Capital carry forwards described in Appendix 4.a.
- 1.5 To recommend to Council to approve increases in the capital programme for the two capital grants identified in 3.24
- 1.6 To recommend to Council to approve a transfer of £75k capital budget from the Finance Replacement System to the HR/Payroll System.
- 1.7 To approve the revised schedule of fees and charges for Environmental Health and Licensing which are to be applied for the 2021/22 financial year in Appendix 7.
- 1.8 To approve the carry forward of funding into reserves and agree to the allocations being released for use in 2021/22 as described in Appendix 6.




## 2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during April and May 2021, to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021-22 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address under performance or delays.
- 2.4 As part of monthly reporting, the Insight Team provides the Senior Management Team with a corporate complaints report. Complaints received during the month are closely monitored and analysed. The mandatory lessons learned data continues to be implemented and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.
- 2.5 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register (at the date this report is published) is included in this report. The Leadership Risk Register and strategy are reviewed on an annual basis as part of the budget and business planning process, reflecting on the priorities of the council for the forthcoming year. The Leadership Risks reflected in this report have been thoroughly reviewed by CEDR and will continue to be updated on a monthly basis.
- 2.6 The main report details section is split into four parts:
- Performance Update
  - Service in Focus
  - Leadership Risk Register Update
  - Finance Update
- 2.7 There are eight appendices to this report:
- Appendix 1 - 2021/22 Business Plan
  - Appendix 2.a - Performance April
  - Appendix 2.b - Performance May
  - Appendix 3.a - CDC Leadership Risk Register April 2021
  - Appendix 3.b - CDC Leadership Risk Register May 2021
  - Appendix 4.a - Finance April
  - Appendix 4.b - Finance May
  - Appendix 5 - 2020/21 Contain Outbreak Monitoring Fund (COMF) outturn position

- Appendix 6 - Transfers to reserves to be release 2021/2022
- Appendix 7 - CDC Fees and Charges Schedule 2021/2022
- Appendix 8 - Service in Focus: Wellbeing

### 3.0 Report Details

- 3.1 The Council’s performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2021-22 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2021-22 business plan sets out four strategic priorities:
- Housing that meets your needs
  - Leading on environmental sustainability
  - An enterprising economy with strong and vibrant local centres
  - Healthy, resilient and engaged communities
- 3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Tolerances for Business Plan Measures	Tolerances 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.

- 3.4 Following a review of measure BP1.1.2 “Impact of Universal Credit on residents and Council” the recommendation has been to remove this measure from the outcomes framework; the rationale behind this decision is as follows:  
The administration of the Universal Credit system lies solely with the Department for Work and Pensions. The governing legislation is set nationally, and the Council does not have any influence with regard to its content or the claim application process. The Council will not be aware of the value of the benefit award and it is, therefore, not possible to quantify the impact on either the residents or the Council. In the absence of a measurable outcome we cannot assess the measure effectively against a RAG rating and the measure should now be deleted.

**Priority: Housing that meets your needs**

3.5 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.

3.6 **Overview of our performance against this strategic priority:**

**Homes improved through enforcement action** is reporting Red for May and Year to Date (7 against a target of 9). As noted last month, the reduced number, brought to a conclusion, reflects restricted inspection activity caused by COVID-19. Our ability to carry out inspections is now increasing.



**Number of affordable homes delivered including CDC and Growth Deal targets** is reporting Red for May and Year to Date (7 against a target at 12). We had 7 affordable homes completed this May against a target of 12, four through affordable rent, three through shared ownership tenure; of those, three which have

been delivered through Growth Deal funding. There was a delay for affordable homes this May, but there is expectation of those to be completed on June/July 2021.

**Average time to process Housing Benefit New Claims** is reporting Green for May. With processing taking 9.13 days against the target of 15 days, an improvement on last month due to targeted work to improve performance in this area.

**Average time to process Housing Benefit change events** is reporting Green for May. With processing times down to 4.79 days against 8 days target, also due to targeted new claims processing to improve performance.

**Homelessness Prevention** is reporting Amber for May and Year to Date. The caseload seem to be mostly of single clients presented in crisis, COVID-19 response emergency has been the main action, for these. The team is facing limitations for upstream prevention, there is a genuine concern that family evictions will rise as a result of Court openings, measures have been put in place to mitigate this through staff resources should numbers increase.



**Priority: Leading in environmental sustainability**

3.7 The Council is committed to deliver on sustainability and in the commitment to be carbon neutral by 2030, promotes the Green Economy and increases recycling across the district. This priority includes the protection of our natural environment and our built heritage, working in partnerships to improve air quality in the district and the reduction of environmental crime.

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



**EV Car park Project** – On 27 May our first Park and Charge Oxfordshire site opened for business at Bicester Cattle Market. Residents were invited to learn more about electric cars, how to make the switch and test drive an EV (electric vehicle), as well as, walking new users through how the new chargers in the car park work. The site is the first of 24 council-owned car parks to have an EV charging hub installed this year, with Bicester firm Zeta developing a state of the art charger for the scheme.

**Develop the Country Parks to support good lifestyle choices** is reporting Amber for May and Year to Date. With all land issues resolved and some incursions carried out to improve site security to the site in Bicester, we are focused in recruiting a Project Manager, this summer. Meetings with stakeholders are on track.

**% of Waste recycled and composted** is reporting Amber for May and Year to Date (54.5% against a target of 56%). Recycling percentage is lower than expected due to the cold wet April and May months. This meant 1200 tonnes less garden waste, compared to the same period last year. Glass also reduced due to hospitality openings. All other tonnages still 10% up, compared to pre-pandemic levels due to residents predominantly working from home. Garden waste tonnages look to be high in the early weeks in June – we expect the recycling rate should come back to target in June.



**Reduction of fuel consumption used by fleet** is reporting Amber for May and Year to Date (36,744 against a target of 35,979). There was a slight increase, against the same time last year, due to the increase of tonnages with more trucks being used.

**National Vegetarian Week** - the Climate Action Team, and the chair of the Vegetarian Society) wanted to say a huge thank you to all council employees that got involved in Vegetarian Week. A veggie diet means 2.5 times less carbon emissions typically than a diet that includes meat, so every veggie meal you choose helps make a difference in securing the future of our planet for generations to come.



### **Priority: An enterprising economy with strong and vibrant local centres**

3.9 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to

support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

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



**% of Council Tax collected and Council Tax Base** is reporting Amber for May and Green for Year to Date (9.18% against target of 9.50%). The amount of tax due to be collected is just over £115.7m. We have collected 20.39% against target of 20.25%, for the year, which is slightly short for the month target but remains above our cumulative collection for the year. Reminder notices have been issued to taxpayers who were in arrears by more than £150, with a positive impact on collection rates. Of those, unable to pay, the team signposted them so that they can apply for the Council Tax reduction and any other financial assistance they may qualify for. Reminders to those that remained unpaid from April had summonses issued in May.

**% of Business Rates collected, increasing NNDR Base** is reporting Amber for May and Green for Year to Date. The amount of Business rates collected, this May, increased by 3.3m to 54.3m, which impacted our target (8.87% from 9.25%) for the month, however, the cumulative rate for the year remains above target (22.57% from 21.25%).



Notices have been issued to businesses in arrears and summonses were issued for unpaid reminders from April. Any business struggling to pay has been signposted for financial assistance, where available, should that be

business grant or rate relief.

**Proactively Managing Cherwell workstreams of Oxford Housing and Growth-Deal** - Engagement continues between Oxford Housing and Growth and Cherwell. Cherwell has a local programme board which is reviewing, on a monthly basis, the four workstreams of affordable housing, infrastructure and homes from infrastructure, as well as, Oxfordshire Plan 2050 and productivity, all within the 5-year programme, of which, we entered year four this April.



**Promote the district as a visitor destination** - Hospitality venues and visitor attractions to meet the challenges of lockdown restrictions, from 17<sup>th</sup> May indoor attractions, hotels, bed and breakfasts were able to reopen in addition to pubs, cafes and restaurants.

**New bridges delivered to help Bicester Garden Town flourish** - A huge civil engineering project to build two new routes underneath the busy Chiltern main line has been completed this Easter. A £12.3m investment saw two underpasses built in north west Bicester to help traffic and people move more easily around the garden town in the future. Over a 100 hour railway closure

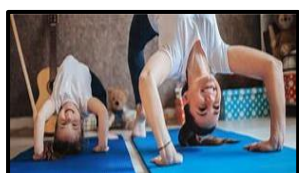


between 2-5 April, railway lines were ripped up and 21,000 tonnes of railway embankment were removed so two prefabricated underpass structures, with a combined weight of 2,100 tonnes, could be slowly driven into the new gaps by a transporter vehicle. The project was delivered by Network Rail and Story Contracting on behalf of Homes England, Oxfordshire County Council and Cherwell District Council.

### **Priority: Healthy, resilient and engaged communities**

3.11 The Council is committed to enabling all residents to lead an active life, improving and developing the quality of local sports and leisure facilities and promoting health and wellbeing in our communities. Also, supporting community and cultural development, working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

### **3.12 Overview of our performance against this strategic priority:**



**Promote Health and Wellbeing** is reporting Green for May, improving from reporting Amber, last month. There were 6 Community events connecting people across the district, engaging with residents, giving out information and advice, signposting services and opportunities. The Community Link publication, distributed this May, supported the voluntary sector, with advice, guidance and good practice. Cherwell Young People, Play and Wellbeing had their quarterly meetings to work with young people and early years.

**Number of visits/usage of District Leisure Centre** – We're pleased to see our leisure centres open for our residents and increasing the offering of classes and services. The usage figures for May increased against April 2021, with 82,538 visits, this was to be expected as Leisure Centres only re-opened Gyms/Swimming Pools from 12th April. In addition, Group Exercise Classes were able to re-start from 17th May which also helped boost numbers.

**Enhance Community Resilience** - Continuing with the focus on the impact COVID-19 brought to our communities, the community safety team provided a range of actions including flood advice and meeting with community groups to provide guidance on how to develop a stronger community in response to emergency incidents.



**Support Community Safety and Reduce Anti-Social Behaviour** - In April the council prioritised providing a presence in town and village centres as the business restrictions were eased and engaging with local businesses to monitor the infection control measures, they have in place. Community wardens provided a regular presence in locations identified as likely to be busy. Monitoring visits were carried out extensively to hospitality businesses with very few significant problems being identified. Work on core community safety priorities continued throughout the month including providing a response to reports of anti-social behaviour. A closure order was obtained on

one property that had been the subject of large numbers of complaints about noise and which appeared to have high numbers of visitors on a regular basis. This closure order prevents visitors coming to the property.

### Summary of Performance

3.13 The Council reports monthly on performance against 29 Business Plan Measures, with 13 Programme Measures and 16 Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in Appendix 2. One less measure than April due to the removal of measure BP1.1.2 “Impact of Universal Credit on residents and Council”.

### Programme Measures and Key Performance Indicators (29)

Status	Description	May	%	YTD	%
Green	On target	21	72%	23	79%
Amber	Slightly off target	6	21%	4	14%
Red	Off target	2	7%	2	7%

### Service in focus: Wellbeing Service

3.14 The Wellbeing Service has residents at its core; encouraging social action, resilience, good governance and use of resources in a range of projects and community led programmes. Delivering services as well as facilitating an environment of self-help and volunteering.

Since March 2020 the Wellbeing Team have supported communities in their endeavours to respond to the pandemic. The Cherwell Community Hub was managed by this team, giving detailed information and practical help to residents who had to shield; either because they were Clinically Extremely Vulnerable or because they had to self-isolate. They have provided practical help and solutions for shopping, feeling isolated, dog walking and pharmacy collections. They have signposted people to debt and money services, grant provision and voluntary sector groups able to befriend and come alongside people at their most desperate times. In the initial lockdown the team were joined by the healthy place shaping team to boost the numbers of staff and provide resilience.



The Wellbeing Team has strong partnerships with a wide range of organisations in the voluntary sector and robust relationships in housing and social care. It has been gratifying to see those relationships underpin so much of the excellent delivery and response in Cherwell. We need to particularly mention Citizens Advice who repurposed the Volunteer Drivers scheme to

make emergency food deliveries to those people who had to shield or isolate in the early days and continued to provide their advice sessions to a broader number of people who were new to the benefits system or had to ask for help for the first time. They have also been instrumental in delivering the Covid support grant aid to people needing financial support for food and essentials such as utility costs

### **Sport and Physical activity**



At the start of the pandemic our usual services shut down requiring us to put activity online; we have adapted our provision to ensure that residents still received quality physical activity opportunities in a safe way. The FAST programme has adapted by offering families a bespoke service which they get in touch with space and equipment they have available and the team design activities and lend equipment and resources if required. A new website and Youtube was desinged to offer online content and resources while in lockdown <https://www.cherwell.gov.uk/activity-and-wellbeing-hub>

### **Community Development**

During the lockdown period, the team had to look at different ways to stay in touch with residents and support our voluntary organisations and partners who were still delivering services. Our usual quarterly newsletter the “Community Link” which offers advice, guidance and shares good practice to the voluntary sector became a monthly publication to help groups navigate new guidance and offer essential support during such strange times. The feed back from partners was that this was an invaluable resource and that their local authority was continually supporting them. A priority was given to keeping in touch and supporting our most vulnerable individuals and communities. Activity and information sheets were produced aimed at engaging our older residents, to share essential information and contact numbers but also to give them activities to do when so many were being asked to shield. The team worked with our community wardens, sheltered housing partners and Age UK to distribute hard copies across the district.

Many events were cancelled in 2020 but we still managed to try and keep residents entertained. A play day resource pack was created and distributed to schools, early year settings and youth groups to allow young people to still get involved in activities during the summer be it in their back gardens. Over a 1000 activity packs were distributed to our most vulnerable young people and families in the last year, containing games, reading books, sports equipment and arts and craft materials. Working with partners in our Brighter Future wards we were able to continue to engage and share high quality resources to support families in lockdown.

Cherwell is committed to nature conservation and it couldn't be more important after the last 12 months with residents connecting more with nature than ever. We provide support for projects which help to protect and enhance the District's habitats and species as well as provide opportunities for community involvement. We work in



partnership with others to focus attention and resources on green spaces and the natural environment.

To celebrate wildlife and nature across the district and make it easy for residents to engage a wild calendar has been created to celebrate different themes each month which include step into spring, growing together and park life with helpful links and resources held on the CDC website in the information hub – connect to nature.

### **Leisure Facilities**

Leisure Facilities across the District have made a significant contribution during the pandemic on a number of key fronts. Not only have the facilities all re-opened in line with each stage of the Government roadmap for a return to leisure activity but some Centres have also had to stand up as either symptomatic or asymptomatic testing centres. In terms of access to Leisure Centres/Facilities the first of these to re-open were those facilities that could accommodate Outdoor Sport with the directly managed Facilities at North Oxfordshire Academy and Cooper School re-opening its doors on 29 March for organised sport. This also coincided with the earlier than planned opening of the Outdoor Pool at Woodgreen Leisure Centre. 12 April saw the re-opening of Gyms. Swimming Pools at Spiceball, Bicester and Kidlington Leisure Centres with the re-introduction of group exercise classes from 17 May. National Leisure Resilience Fund Cherwell were successful in a bid process to secure £320,000 of Government funding to support the re-opening of the Leisure Centres and are participating in the national Moving Communities programme.

### **Healthy Communities**

The Wellbeing Team leads on CDC's relationships with rural communities and communication with our 79 parishes. Twice a year we host a conference style Parish Liaison Meeting to consult, inform and inspire parishes (since July 2020 the Parish Liaison meetings have been virtual), during the first lockdown we realised the need to keep parishes more informed about the rapidly changing situation, so we began issuing a fortnightly 'Parish Bulletin', this regularly includes grant opportunities, consultations, changes to government guidance on village hall and community facility management, examples of good practice, and up to date information on infections and testing.

The Wellbeing Team also manages, facilitates or/and represent the District in partnerships such as the Cherwell Local Strategic Partnership (LSP), Military Covenant, Community Resilience and Good Neighbour Schemes, Mental Health Concordat, Oxfordshire Tobacco Control Alliance and Health Inequalities Implementation Group. The team acts as joint commissioner for the Citizens Advice Social Prescribing service and fund and oversee their district wide Volunteer Connect and Volunteer Driver services. Since the start of 2020 we have set up and run four new grant schemes: the Good Cause Partners Community Fund, the Community Hubs Emergency Relief Fund, the Covid-19 Councillor Priority Fund, the COMF Parishes Fund and Councillor Priority Fund.



In July 2020 the Cherwell Lottery was set up as a fundraising mechanism for local community groups (Good Cause Partners'). The team runs the 'back office' functions on

behalf of the Good Cause Partners and holds the Gambling Commission licence. There are currently 89 Good Cause Partners, with a shared annualised income of £34,000.

Finally, the Wellbeing Team provides professional advice to planning colleagues on community and leisure provision requirements for new developments. We oversee the delivery of developer funded ('section 106') sport and community facilities and assist parishes to commission and deliver their developer funded community infrastructure projects.

### **Risk Update**

3.15 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published, is included in this report.

3.16 The heat map below shows the overall position of all risks contained within the May Leadership Risk Register.

### **Risk Scorecard – Residual Risks**

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L08	L04-L05 - L06 - L10- L14 -L17	L01 - L16	
	3 - Moderate		L09-L13	L02 - L11 - L12- L15	L03 - L18 - L19	L07
	2 - Minor					
	1 - Insignificant					

3.17 The table below provides an overview of the Leadership Risk Register 21/22 This section of the report will update any significant changes on a monthly basis.

Leadership Risk	Score	Direction	Latest Update -May
L01 Financial Resilience	16 High Risk	↔	Risk reviewed 11/06/21 – Mitigating actions updated
L02 Statutory functions	9 Low Risk	↔	Risk reviewed 21/06/21 - Comments updated
L03 CDC Local Plan	12 Medium Risk	↔	Risk reviewed 16/06/2021 - comments updated
L04 Business Continuity	12 Medium Risk	↔	Risk Reviewed 17/06/2021 - Full update
L05 Emergency Planning	12 Medium Risk	↔	Risk Reviewed 17/06/2021 - Fully updated
L06 Health & Safety	12 Medium Risk	↔	Risk reviewed 16/06/2021 – No changes
L07 Cyber Security	15 Medium Risk	↔	Risk Reviewed 18/06/21 - No changes
L08 Safeguarding the Vulnerable	8 Medium Risk	↔	Risk reviewed 14/06/2021 – Mitigating actions updated

<b>L09</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↓	Risk reviewed 23/06/2021 – Residual risk reduced, and Comments updated
<b>L10</b> Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	Risk reviewed 17/06/2021 – No changes.
<b>L11</b> Corporate Governance	9 Low Risk	↔	Risk reviewed 25/05/21- Mitigating actions and comments updated
<b>L12</b> Oxfordshire Growth Deal	9 Low Risk	↔	Risk reviewed 17/06/2021 - Comments updated
<b>L13</b> Joint Working	9 Low Risk	↔	Risk reviewed 16/06/21 - No change
<b>L14</b> Legacy Shared Services Partnership – West Northamptonshire Council	12 Medium Risk	↔	Risk reviewed 16/06/21- Comments updated
<b>L15</b> Workforce Strategy	9 Low Risk	↔	Risk reviewed 17/06/2021 - No changes
<b>L16</b> Covid19 Community and Customers	16 High Risk	↔	Risk reviewed 17/06/21 – No changes
<b>L17</b> Covid19 Business Continuity	12 Medium Risk	↔	Risk reviewed 16/06/21 - Comments updated
<b>L18</b> Post Covid19 Recovery	12 Medium Risk	↔	Risk reviewed 16/06/21 - Comments updated
<b>L19</b> Elections May 2021	12 Medium Risk	↔	Risk reviewed 16/06/2021 - Comments updated

During April the leadership risk register was thoroughly reviewed in view of the new financial year. Structural changes were made to some risks and the numbering has been reorganised to reflect risks that were closed last year. One new risk was added “L14 - Legacy Shared Services Partnership – West Northamptonshire” (see Appendix 3.a for details).

In May the leadership risk register had one score change, “L09 Sustainability of Council owned companies and delivery of planned financial and other objectives” reduced its residual score from 12 (Medium Risk) to 6 (Low Risk).

## Finance Update

3.18 The Council’s forecast position for 2021/22 at the end of May shows a £0.506m overspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.560m which are offset in part by (£0.054m) underspend on business as usual costs as shown in Table 2.

**Table 1: Forecast Revenue Outturn**

<b>Forecast overview - May 2021</b>	<b>Original Budget</b>	<b>Current Budget</b>	<b>May Forecast Outturn</b>	<b>May Variance (Under) / Over</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Environment and Place	6.699	6.699	7.534	0.835
Customers, Org. Dev. And Resources	5.792	5.792	6.311	0.519
Adults and Housing Services	1.844	1.844	1.864	0.020
Public Health and Wellbeing	1.816	1.816	1.735	(0.081)

Comm. Dev. Assets and Inv.	0.076	0.076	0.442	0.366
<b>Subtotal Directorates</b>	<b>16.227</b>	<b>16.227</b>	<b>17.886</b>	<b>1.659</b>
Executive Matters	2.659	2.659	2.084	(0.575)
Policy Contingency	3.487	3.487	2.909	(0.578)
<b>Total</b>	<b>22.373</b>	<b>22.373</b>	<b>22.879</b>	<b>0.506</b>

<b>FUNDING</b>	<b>(22.373)</b>	<b>(22.373)</b>	<b>(22.373)</b>	<b>0.000</b>
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<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>0.000</b>	<b>0.506</b>	<b>0.506</b>
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**Table 2: Breakdown of Forecast Variance**

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Savings Non-Delivery
	£m	£m	£m
Environment and Place	0.835	0.448	0.387
Customers, Org. Dev. And Resources	0.519	0.450	0.069
Adults and Housing Services	0.020	0.020	0.000
Public Health and Wellbeing	(0.081)	(0.110)	0.029
Comm. Dev. Assets and Inv.	0.366	0.291	0.075
<b>Subtotal Directorates</b>	<b>1.659</b>	<b>1.099</b>	<b>0.560</b>
Executive Matters	(0.575)	(0.575)	0.000
Policy Contingency	(0.578)	(0.578)	0.000
<b>Total</b>	<b>0.506</b>	<b>(0.054)</b>	<b>0.560</b>

<b>FUNDING</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
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<b>(Surplus)/Deficit</b>	<b>0.506</b>	<b>(0.054)</b>	<b>0.560</b>
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3.19 The Council is incurring costs and lost income during 2021/22 in relation to Covid-19 across all areas of the Council. The assumption is that costs/losses of income will be incurred generally until late July when Covid restrictions could be lifted. However, there are some areas where there may be a prolonged change

in behaviour. In particular lost income is forecast until the end of the year in car parking.

3.20 When the Council set its budget for 2021/22 the likely financial impact of Covid-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget includes £3.487m for anticipated lost income and additional costs of Covid-19 in the 2021/22 financial year. In addition, the Council received £0.720m in Covid-19 grant and expects to claim £0.095m from the Sales, Fees and Charges compensation scheme which is open until the end of June. The forecast costs associated with Covid-19 continue to be recorded and are shown in Table 3 as a memorandum item. These costs are assumed within the overall forecast.

**Table 3: Covid Costs included in the 2021/22 Forecast**

<b>Covid Costs 2021/22</b>	<b>£m</b>
Environment and Place	0.362
Customers, Org. Dev. And Resources	0.004
Adults and Housing Services	0.000
Public Health and Wellbeing	0.320
Comm. Dev. Assets and Inv.	0.953
<b>Subtotal Directorates</b>	<b>1.639</b>
Executive Matters	(0.815)
Policy Contingency	0.000
<b>Total</b>	<b>0.824</b>

Note: Executive Matters is the General Covid funding received detailed below in Annex

1

### 3.21 Report Details

#### Environment and Place

Environment and Place have forecast an overspend of £0.835m against a budget of £6.699m (12.5%). This forecast overspend includes £0.448m expected base budget costs and £0.387m in potential savings non-delivery

Environment and Waste	The forecast variance for Environmental Services for May is mostly due to the pressure within Car Parks, £0.679m reduction in anticipated car parks income, (of which £0.293m is due to the impact of covid) plus other small variances across the service of £0.077m.
Variation £0.756m overspend	
Variance to last month's	



forecast	
-	
Planning & Development	Planning and Development are forecasting a small overspend across the service of £0.019m for the year
Variation £0.019m overspend	
Variance to last month's forecast	
-	
Growth & Economy	
Variation £0.060m overspend	
Variance to last month's forecast	
-	

### **Customers and Organisational Development**

Customers & Organisational Development have forecast an overspend of £0.519m against a budget of £5.904m (8.8%). This forecast overspend includes £0.450m base budget costs and £0.069m in potential savings non-delivery

HR/IT/Comms/Cultural Services	The overspend of £0.126m in IT is mainly due to a pressure of £0.097m due to a reduced contribution from SNC and the requirement to make a contribution to OCC. This and other areas are being reviewed to mitigate the overspend. Other small overspends across the service total £0.029m.
Variation £0.224m overspend	
Variance to last month's forecast	
-	HR and Cultural Services are largely on target with combined minor overspends totalling £0.029m
Finance	Finance is forecasting a £0.047m overspend on insurance due to prices rising above inflation. The confirmed cost for the 2019/20 external audit fee is also higher than the accrued sum, resulting in an increased cost in this
Variation £0.295m overspend	

Variance to last month's forecast -	financial year. The audit fee in 2021/22 will also be higher than budgeted. Overall, this is forecast to be £0.070m higher than anticipated.  There is a forecast overspend for Revenue and Benefits due to £0.175m recovery of overpaid Housing Benefit subsidy by the Department of Works and Pensions plus £0.003m other overspends in the service.
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### **Adults and Housing Services**

Adults and Housing Services have forecast an overspend of £0.020m against a budget of £1.844m, (1.1%). The forecast overspend is linked to the base budget. There are no savings delivery issues forecast.

Housing & Social Care  Variation £0.020m overspend  Variance to last month's forecast -	The forecast outturn for May for Housing is expected to be largely on track with the budget with £0.020m overspends across the service
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### **Public Health & Wellbeing**

Public Health & Wellbeing forecast an underspend of (£0.081m) against a budget of £1.816m (-4.5%) This forecast underspend includes (£0.110m) within the base budget and £0.029m in potential savings non-delivery

Wellbeing  Variation £0.081m underspend  Variance to last month's forecast -	Wellbeing are forecasting an underspend of (£0.81m), which comprises of (0.050m) in staff savings arising from vacancies and reduction in mileage claims; (£0.31m) saving on Management fees due to step-down in operator contracted fees
Healthy	Healthy Place Shaping are currently projecting to

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Place Shaping	be on target.
---------------	---------------

Variation (0.000m) underspend
-------------------------------

Variance to last month's forecast
-

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### **Commercial Development, Assets and Investments**

Commercial Development, Assets and Investments are forecasting an overspend of £366k against a budget of £76k (481.61%). The main reason for this is Castle Quay. This forecast overspend includes £291k base budget costs and £75k in potential savings non-delivery in Legal.

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Property	Castle Quay is anticipating a net overspend of £0.578m. £0.864m is due to loss of commercial income alongside additional void costs for empty units. Mitigating this there is the possibility of savings of (£0.286m) on professional fees. The Council has set aside a contingency for these costs, which will be brought into the accounts once the final outturn is known. The assumption within Policy Contingency is an underspend of £0.578m to offset this forecast overspend.
Variation £0.348m overspend	
Variance to last month's forecast	
-	

The rest of the Property service area is forecasting an underspend of (£0.230m). This is as a result of improved commercial income of (£0.140m); savings on operational budgets including (£0.110m) on general equipment purchases and other minor variances across the service of (£0.020)

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Procurement	Procurement are forecasting on track with budget
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Variation (£0.000m) underspend
--------------------------------

Variance to last month's forecast
-

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Law and Governance	Law and Governance's forecast overspend is mostly due to £0.075m loss on income recovery and the remaining £0.026m being other minor budget
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Variation £0.101m overspend	pressures across the service.
Variance to last month's forecast -	
Growth and Commercial	The underspend forecast is due savings on a vacant post.
Variation (£0.013m) underspend	
Variance to last month's forecast -	
Regulatory Services	Regulatory Services are forecasting (£0.070m) underspend which comprises of savings of (£0.050m) on vacant posts not planned for future recruitment and other small savings across the service of (£0.020m).
Variation (£0.070m) underspend	
Variance to last month's forecast -	

### **Executive Matters**

Executive Matters forecast is an underspend of (£0.575m) against the budget of £2.547m (-22.6%).

Interest	There is positive variance forecast against the budget of £0.480m for 2021/22 mostly as a result of lower interest rate on borrowings.
Variation (£0.480m) underspend	
Variance to last month's forecast -	
Corporate	The council is forecasting receipt of £0.095m Covid funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30 <sup>th</sup> June 2021
Variation (£0.095m)	

---

underspend

Variance to  
last month's  
forecast

-

---

### **Policy Contingency**

Policy contingency that is planned to meet the reduction in commercial income in Commercial Development, Assets and Investments is forecasting an underspend of (£0.578m).

## **3.22 Savings Tracker**

### **Savings Summary 2021/22**

Table 4 summarises the forecast delivery of savings for 2021/22. £3.190m (73%) have been identified as either “fully delivered” or “on track”. £0.613m (14%) has been identified as “at risk” but is still expected to be delivered in 2021/22. £0.560m (13%) is forecast to not be delivered in 2021/22, of which £0.531m is not expected to be delivered in the future.

**Table 4: 2021/22 Savings Delivery Summary**

Directorate	2021/22 Agreed Savings	On Track/ Fully Delivered against programme	Blue - Fully Delivered	Green - On Track	Yellow – At Risk but still achievable	Amber - Delayed until 2022/23	Red - Non-delivery
	£m	%	£m	£m	£m	£m	£m
Commercial Development	(0.589)	83%	(0.105)	(0.384)	(0.025)	0.000	(0.075)
Assets & Investments	(1.184)	41%	(0.252)	(0.239)	(0.306)	0.000	(0.387)
Environment and Place	(0.536)	93%	(0.063)	(0.433)	(0.040)	0.000	0.001
Adults and Housing	(1.227)	78%	(0.205)	(0.756)	(0.197)	0.000	(0.069)
Customers, Organisational Development and Resources	(0.827)	91%	(0.662)	(0.091)	(0.045)	(0.029)	0.000
Public Health and Wellbeing							
<b>Directorate Subtotal</b>	<b>(4.363)</b>		<b>(1.287)</b>	<b>(1.903)</b>	<b>(0.613)</b>	<b>(0.029)</b>	<b>(0.531)</b>
Executive Matters							
Policy							

Contingency							
<b>Total</b>	<b>(4.363)</b>		<b>(1.287)</b>	<b>(1.903)</b>	<b>(0.613)</b>	<b>(0.029)</b>	<b>(0.531)</b>
Percentage of Total Savings Programme P2	100%		29%	44%	14%	1%	12%

**Key:**

- Blue – saving fully delivered. No further actions required.
- Green – saving on track to be delivered in 2021/21
- Yellow – some risk to delivery but expected to be delivered in 2021/22
- Amber – delayed in 2021/22 but expected to be delivered in 2022/23
- Red – not expected to be delivered
- For the purposes of the forecast, blue, green and yellow will be assumed to be delivered, whilst amber and red will not.

**Future Years Savings**

Table 5 shows forecast future years impact on the savings programme and includes those savings which are forecast not to be delivered in 2021/22 if they are not brought back on track. If these savings are not brought back on track, then £0.851m of new savings will be required for 2022/23 to replace these.

**Table 5: Future years impact of savings delivery forecast**

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Commercial Development Assets & Investments	(0.002)	(0.018)	(0.001)	(0.001)
Environment and Place	0.853	0.310	0.122	0.000
Adults and Housing	0.000	0.000	0.000	0.000
Customers, Organisational Development and Resources	(0.005)	0.000	0.000	0.000
Public Health and Wellbeing	0.005	0.005	0.005	0.023
<b>Directorate Subtotal</b>	<b>0.851</b>	<b>0.297</b>	<b>0.126</b>	<b>0.022</b>
Executive Matters				
Policy Contingency				
<b>Total</b>	<b>0.851</b>	<b>0.297</b>	<b>0.126</b>	<b>0.022</b>

The table below is a summary of the level of reserves the council hold assuming the changes proposed in May go ahead.

<b>Reserves</b>	<b>Balance 31 March 2021</b>	<b>Original Budgeted (use)/ contribution</b>	<b>Changes proposed as part of outturn</b>	<b>Changes Proposed May 2021</b>	<b>Forecast Balance 31 March 2022</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
General Balance	-5.087				-5.087
Earmarked	-21.328	-0.577	1.025	0.071	-22.424
Ringfenced Grant	-31.556	22.073	5.106	-0.172	-36.490
<b>Subtotal Revenue</b>	<b>-57.971</b>	<b>21.496</b>	<b>6.131</b>	<b>-0.101</b>	<b>-64.001</b>
Capital	-0.676		0.020		-0.696
<b>Total</b>	<b>-58.647</b>	<b>21.496</b>	<b>6.151</b>	<b>-0.101</b>	<b>-64.697</b>

### Use of Reserves

Specific requests proposed for May 2021

<b>Directorate</b>	<b>Type</b>	<b>Description</b>	<b>Reason</b>	<b>Amount £m</b>
<b>Housing</b>	Ringfenced Grant	Homeless Prevention Grant	To replenish the hardship fund used to prevent homelessness	0.030
<b>Housing</b>	Ringfenced Grant	Homeless Prevention Grant	Annual grant payments to voluntary organisations	0.030
<b>Housing</b>	Ringfenced Grant	Homeless Prevention Grant	Spend on posts given up on savings to support the delivery of the homelessness services	0.030
<b>Housing</b>	Ringfenced Grant	Homeless Prevention Grant	No longer required as received grant funding	-0.262
	<b>Total Ringfenced Grants</b>			<b>-0.172</b>
<b>Comms</b>	Earmarked	New Projects	Purchase of consultation and engagement software (Engagement HQ)	0.016

<b>Wellbeing</b>	Earmarked	Sport & Physical Activity	To enable the FAST programme to continue for an additional year	0.055
	<b>Total Earmarked Grants</b>			<b>0.071</b>
	<b>Grand Total</b>			<b>-0.101</b>

### 3.23 Requests to use grant funding

The council has received the following grant funding and is asking executive for permission to spend

Type	Directorate	Description	Reason	Amount £m
<b>Revenue</b>	Growth & Economy	Garden Town Capacity Funding	Development of low traffic neighbourhoods, improvement of blue and green infrastructure in green spaces in Bicester and Garden Town Biodiversity and Carbon Offsetting Mechanism	0.125
<b>Revenue</b>	Housing	Rough Sleeper Initiative	Assistance with ongoing projects to support single homeless clients impacted by Covid-19	0.100
<b>Revenue</b>	Wellbeing	COMF	Grant received to help with containing Covid-19 outbreaks	0.185
<b>Revenue</b>	Policy Contingency	New Burdens Funding	Additional costs linked to Covid-19	0.228
<b>Capital</b>	CDAI	PS Decarbonisation Scheme	Capital works of decarbonisation schemes	5.987
<b>Capital</b>	Growth & Economy	Garden Town	Funding for Banbury Road Roundabout	4.550
		<b>Total</b>		<b>11.175</b>

### 3.24 Capital



There is a forecast in-year underspend of £5.971m, of which £6.045m is anticipated to be reprofiled in future years. There is an overall forecast increase in the total cost of schemes of £0.074m.

**Table 2: Forecast Capital Outturn**

Directorate	Budget £m	Outturn £m	Re- profiled beyond 2020/21 £m	Variance to Budget £m
Housing Total	3.410	2.914	0.496	(0.001)
Comm Dev Assets total	31.865	26.775	5.036	(0.054)
Customers, Org Dev & Resources Total	1.314	1.121	0.225	0.032
Environment and Place Total	4.705	4.545	0.238	0.078
Public Health Wellbeing Total	0.422	0.391	0.050	0.019
<b>Total</b>	<b>41.717</b>	<b>35.745</b>	<b>6.045</b>	<b>0.074</b>

### 3.25 Outturn Variances

#### Housing:

Housing are forecasting to spend £1.4m on Disabled Facilities grants. They are not expecting to utilise all of the budget and will need to reprofile the £0.496m of unspent BCF (Better Care Funding) in to 2022/23. The budget for Discretionary grants is expected to be fully utilised.

#### Commercial Development, Assets & Investments:

Property is forecasting to spend £26.746m across various capital schemes. Currently it is anticipated that only one project will recognise a saving and this is the Corporate Asbestos survey at (£0.054m). All other schemes are anticipating full utilisation of budget although some budget may need to be reprofiled into 2022/23 depending on progress made.

#### Customers Organisational Development & Resources:

ICT are currently forecasting a £0.032m overspend against the Land and Property Harmonisation Scheme. However, they will be applying to repurpose some of the budget relating to one of the other schemes - this will be confirmed shortly.

#### Environment and Place:

Growth and Economy are forecasting an overspend of £0.078m. This is in relation to retention payments still due to the developers. The retention payment of £0.061m for Admiral Holland is due September 2022 and the retention payment due for Bullmarsh Close of £0.017m is due May 2022. Both payments will be reprofiled into 2022/23.

**Public Health & Wellbeing:**

Wellbeing are forecasting spend of £0.381m which is £0.021m over budget in relation to Community grants. The scheme reported a £0.025m underspend in 20-21 as the commitment for Milcombe Parish Council was cancelled in error. The works are however going ahead in this financial year, resulting in the reported overspend.

**3.26 Re-profile beyond 2021/22**

**Housing:**

£0.496m Disabled Facilities Grant. It is expected that not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 22/23

**Commercial Development, Assets & Investments:**

£4.995m Castle Quay - works are expected to continue into 22/23

**Environment and Place:**

**Growth and Economy**

£0.160m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - further survey work is required to establish the specification for the necessary work. It is still anticipated that the insurance or warranty will cover the cost.

£0.017m Phase 2 - Bullmarsh Close formally completed early May 2021 and therefore retention payment is due 12 months later in May 2022.

£0.061m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022.

**Public Health & Wellbeing:**

£0.050m Bicester Leisure Centre Extension - There may be some spend in 21/22 as the feasibility study work progresses, however it is likely that some or all of the remainder would need to be reprofiled in to 22/23 as more detailed design plans and proposals are required.

**Customers, Org Dev & Resources:**

£0.075m IT Council Website & Digital Service - the programme of work is currently expected to complete in June 2022

£0.150m IT Shared Services - the programme of work is to extend into 22/23 Financial Year. The supplier payment will be aligned with timeline

## Recommendation

There is a recommendation to Full Council to approve the transfer of £0.075m Capital from the New Finance System to use for HR's ITrent system.

### Annex

#### 1. COVID Funding

##### Specific Funding

Dept.	Grant Name	Funding
		£
OCC	District Winter Grant	59,004
DOHSC	COMF	185,742
MHCLG	Welcome Back Fund	133,843
MHCLG	Restart Grant	8,304,156
		<b>8,682,745</b>

##### General Funding

Description	£
Forecast Sales, Fees & Charges compensation	95,000
Covid Grant Funding	720,000
<b>Total Grant Funding</b>	<b>815,000</b>

#### 4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted and the recommendations to Council agreed.

#### 5.0 Consultation

5.1 This report sets out performance, risk and budgetary information for the first two months of this financial year and as such no formal consultation on the content or recommendations is required.

## 6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: This report illustrates the Council's performance against the 2021-22 business plan. As this is a monitoring report, no further options have been considered. However, Members may wish to request that officers provide additional information.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 Financial implications are detailed within section 3.18 to 3.26 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218,  
[Lorna.Baxter@cherwell-dc.gov.uk](mailto:Lorna.Baxter@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer,  
[Sukdave.Ghuman@cherwell-dc.gov.uk](mailto:Sukdave.Ghuman@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of May 2021. A revised and refreshed risk management strategy is in place and the Leadership risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, [Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## 8.0 Decision Information

### Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

### Wards Affected

All

## **Links to Corporate Plan and Policy Framework**

All

### **Lead Councillors**

Councillor Richard Mould – Lead member for Performance Management  
Councillor Tony Ilott – Lead member for Finance and Governance

## **Document Information**

### **Appendix number and title**

- Appendix 1 - 2021/22 Business Plan
- Appendix 2.a - Performance April
- Appendix 2.b - Performance May
- Appendix 3.a - CDC Leadership Risk Register April 2021
- Appendix 3.b - CDC Leadership Risk Register May 2021
- Appendix 4.a - Finance April
- Appendix 4.b - Finance May
- Appendix 5 - 2020/21 Contain Outturn Monitoring Fund (COMF) outturn position
- Appendix 6 - Transfers to reserves to be release 2021/2022
- Appendix 7 - CDC Fees and Charges Schedule 2021/2022
- Appendix 8 - Service in Focus: Wellbeing

### **Background papers**

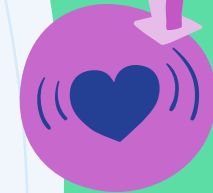
None

### **Report Author and contact details**

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Louise.tustian@cherwell-dc.gov.uk

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# Cherwell District Business Plan 2021-2022



As we work to address the challenges of the pandemic and continue our journey to zero carbon, a clear vision of what we want to achieve has never been more important.

In local government, we need to be good at dealing with change in order to excel. That doesn't just mean reacting to external factors, it means being willing to grow as an organisation, and able to transform the way we work to meet our residents' needs.

A lot has happened in the year since our last business plan was published. But our underlying vision for Cherwell has not. This plan underscores our commitment to working with communities to shape a district where it is easier to lead an active, happy lifestyle, and one where it is easier to find professional fulfilment without a long commute.

This year we have seen the impact that COVID-19 has had on local communities and we recognise that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. Following a listening exercise last year, we are continuing our work to ensure this is reflected in everything we do, for all the communities and residents we serve.

The climate crisis is another issue that will not go away simply because of our focus necessarily being on coronavirus. So, this business plan renews our commitment to becoming carbon

neutral by 2030, which includes an increase in the number of people walking and cycling, protecting, conserving and enhancing carbon capture and storage through our natural environments, and thinking differently about planning for local, renewable generation.

The changing nature of funding for local councils is also an area of activity we have needed to focus closely on. Uncertainties about the future of important funding streams such as New Homes Bonus and Business Rates, and the loss of income caused by the COVID measures, have forced us to make some very difficult decisions, which for the first time will affect some of our frontline services.

We continue to listen to you, our residents, and to prioritise our resources where we know they will have the greatest impact. By making responsible choices now and putting ourselves on a sustainable footing, we can keep supporting the district's recovery from COVID-19 and continue our work to make Cherwell a healthier and more prosperous place to live and work.



Councillor Barry Wood  
Leader of Cherwell District Council



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Our priorities:

## Housing that meets your needs



- Deliver affordable housing  
 Raise standards in rented housing;  
 Support our most vulnerable residents;
- Promote innovative housing schemes;
  - Deliver the Local Plan;
  - Support vulnerable people.



## Leading on environmental sustainability



- Deliver on our commitment to be carbon neutral by 2030;
- Promote the Green Economy;
- Increase recycling across the district;
- Protect our natural environment and our built heritage;
- Work with partners to improve air quality in the district;
- Reduce environmental crime.

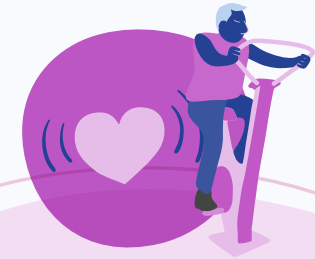
## An enterprising economy with strong and vibrant local centres



- Support business retention and growth;
- Develop skills and generate enterprise;
- Secure infrastructure to support growth in the district;
- Secure investment in our town centres;
- Promote the district as a visitor destination;
- Work with businesses to ensure compliance and promote best practice.



## Healthy, resilient and engaged communities



- Provide opportunities to support active lifestyles;
- Improve and develop the quality of local sport and leisure facilities;
- Promote health and wellbeing in our communities to help create a more inclusive 'Including Everyone' community and workplace;
- Support community and cultural development;
- Work with partners to address the causes of health inequality and deprivation;
- Work with partners to reduce crime and anti-social behaviour.





## Delivery themes:

### Customers

Deliver high quality, accessible and convenient services that are right first time.



### Healthy Places

Work collaboratively to create sustainable, thriving communities that support good lifestyle choices.



### Climate Action

Transform our organisation to deliver its carbon neutral commitments.



### Continuous Improvement

Make the best use of our resources and focus on improvement, innovation and staff development to maintain and enhance services.



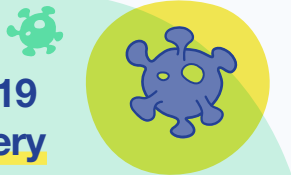
### Partnerships

Work with partners to improve the services we provide for our residents and communities.



### Covid-19 Recovery

Work with partners in the health and voluntary sectors to help our local business and residents respond to the challenges of the COVID-19 pandemic and support our communities to recover from the longer term social and economic impacts.



### Including Everyone

Our Equalities, Diversity and Inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.

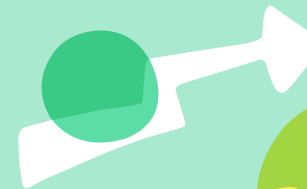


## Performance Management Framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021 business plan and the priorities of the council. These targets, measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on, or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

The monthly performance cycle also includes the management and reporting of risk and financial information; providing an holistic overview of the councils' progress against it's strategic priorities and delivery themes as set out earlier in this business plan.



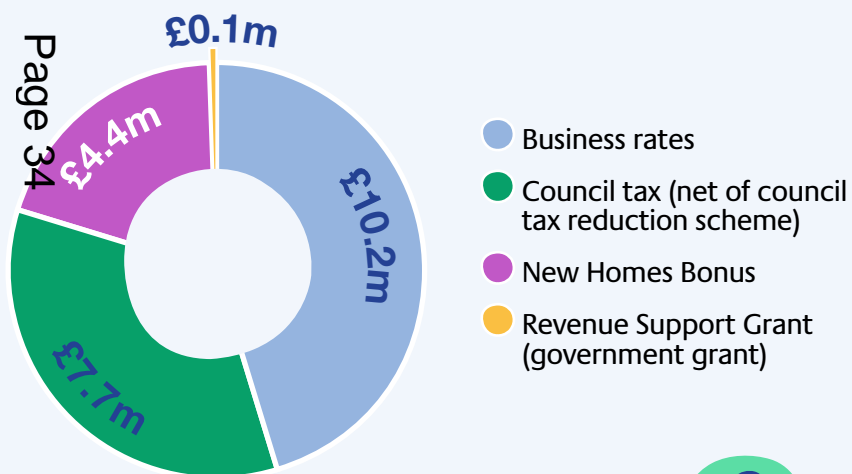
# Council funding



## Where our money comes from

Thirty-four per cent of our funding for services comes directly from council tax, with the rest coming from, New Homes Bonus Scheme, business rates and government grants.

## 2021/22 funding sources



## How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.



# Contact us



## Get in touch

Did you know you can access council information and services around the clock at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)

Email: [customer.services@cherwell-dc.gov.uk](mailto:customer.services@cherwell-dc.gov.uk)

Find and email your ward councillor here: [www.cherwell.gov.uk/find-member](http://www.cherwell.gov.uk/find-member)

Phone: 01295 227001

**Write:**  
Cherwell District Council  
Customer Services  
Bodicote House  
Bodicote  
Banbury  
Oxfordshire  
OX15 4AA



**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE




# Appendix 2a – Performance Report

## April 2021

Includes:

- Programme Measures
- 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.

## Housing that meets your needs - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	<ul style="list-style-type: none"> <li>Gillian Douglas</li> <li>Stephen Chandler</li> </ul>	25	35	★	Numbers in temporary accommodation are still within target although rising due to further presentations from single people claiming they are homeless or at risk. Investigations into client's circumstances and appropriate move on options are identified for all clients who engage.	25	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	<ul style="list-style-type: none"> <li>Gillian Douglas</li> <li>Stephen Chandler</li> </ul>	61.00	45.00	★	We have provided help to 61 households this month 28 by means of major adaptations and another 33 by means of smaller works. This positive result reflects an easing of COVID-19 restrictions on safe access to clients' homes and contractor activity.	61.00	45.00	★
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	<ul style="list-style-type: none"> <li>Gillian Douglas</li> <li>Stephen Chandler</li> </ul>	2.00	9.00	▲	We have been able to conclude cases leading to the improvement of 2 homes by means of enforcement action this month. 2 further cases, which required work in default and which have required a significant officer resource, are now nearing completion. The reduced number of cases being concluded at this stage in the year inevitably reflects restricted inspection activity during the preceding 12 months (on account of COVID-19 safety rules), a situation which we expect to improve in coming months. Additional staff resource will also become available once work on our new IT data system is complete.	2.00	9.00	▲
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	<ul style="list-style-type: none"> <li>Gillian Douglas</li> <li>Stephen Chandler</li> </ul>	4.00	12.00	▲	Completion of some affordable homes, expected in April 2021, have been delayed to May/June 2021. All 4 affordable homes, completed in April, were Affordable Rent tenure. There were no units completed with Growth Deal funding, these are expected in May and June 2021.	4.00	12.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	<ul style="list-style-type: none"> <li>Gillian Douglas</li> <li>Stephen Chandler</li> </ul>	51.00	55.00	●	We have recorded 51 interventions this month, against our target of 55. The shortfall is accounted for by a continued restriction (because of COVID-19 safety requirements) on our ability to undertake the unannounced proactive inspections which are an important part of our enforcement work.	51.00	55.00	●
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	<ul style="list-style-type: none"> <li>Claire Taylor</li> <li>Kerry MacDermott</li> </ul>	12.89	15.00	★	Performance remains good, speed of processing for new claims is 12.89 days against a target of 15 days.	12.89	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	<ul style="list-style-type: none"> <li>Claire Taylor</li> <li>Kerry MacDermott</li> </ul>	3.94	8.00	★	Changes to housing benefits is running at 3.94 days against a target of 8 days. April is a busy month for changes in circumstances due to large volumes of pension and rent increases.	3.94	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>David Peckford</li> </ul>	100%	60%	★	5 Major Planning Applications were determined during April 2021, all of them within National Indicator target or agreed timeframe.	100%	60%	★
BP1.2.09 % of Non-Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>David Peckford</li> </ul>	86%	70%	★	140 Non-Major Planning Applications were determined during April 2021, 120 of them within National Indicator target or agreed timeframe.	86%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>David Peckford</li> </ul>	0.00%	10.00%	★	No Major Planning Appeals were overturned by the Planning Inspectorate during April 2021.	0.00%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>David Peckford</li> </ul>	0.00%	10.00%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate during April 2021.	0.00%	10.00%	★

## Housing that Meets your needs - Programme Measures

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP1.1.1 Homelessness Prevention</b>	<ul style="list-style-type: none"> <li>■ Gillian Douglas</li> <li>■ Stephen Chandler</li> </ul>	Cllr J Donaldson			The work of the options team has been focused on single clients presenting in crisis. The additional work and complexity of these cases limited the ability to work on cases to prevent homelessness. Should this continue to be the dominant caseload, officers' prevention work will be impacted.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Review annual prevention and homeless data to identify trends		Review of prevention work up to April 2021 report completed. This identifies worrying decline in work the Options Team can do on prevention, given the unprecedented demands on the service from single homeless clients who present in crisis and are now being accommodated as a response to the COVID-19 emergency. Going forward work with this client group at the current level needs to be reviewed as it is anticipated households with children will start to approach again once court eviction proceedings resume.			
Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP1.1.2 Impact of Universal Credit on residents and Council</b>	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry</li> </ul>	Cllr T Ilott			The impact of UC is minimised in cases where the recipients receive housing benefit as benefits are paid in a timely manner.

## Leading on environmental sustainability - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	55.61%	56.00%	●	The recycling % is down 4% on this time last year due to the cold dry April this has reduced the amount of Garden waste by 661 tonnes compared to last year. Also the amount of glass recycled has reduced 42 tonnes due to the reopening of hospitality.		56.00%	●
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	40,155	38,682	●	Slight increase from last year. Tonnages collected still high hence more trucks being used.	40,155	38,682	●

## Leading on environmental sustainability - Programme Measures

Measure & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP2.1.1 High Quality Waste and recycling service to residents to support a sustainable lifestyle</b>	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	★	★	Recycling rate increased by 0.5% at the end of year.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> High levels of recycling collected	★	Team concentrating on the messages for the roll out of the new food waste service in October.			
<input checked="" type="checkbox"/> Social media posts	★	Social media being designed for the roll out of the new food waste service.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP2.1.2 Ensure Clean &amp; Tidy Streets</b>	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	★	★	Street Cleansing services running well. Staff establishment back up to full strength. Cleaning of A34 south bound carriageway with traffic management took place in mid-April.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Commence the replacement of the litter bins	★	All of the bins have been purchased, there is a slight delay in the installation of the bins due to Covid and staff involvement in local elections. The work will be completed by the end of the summer 2021			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP2.1.3 Tackle Environmental Crime</b>	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Richard Webb</li> </ul>	Cllr C Clarke	★	★	During 2020-21, 584 fly tips were investigated where evidence was found in the waste, 267 reports of abandoned vehicles were dealt with, and 156 reports of dog fouling and 65 reports of stray dogs were followed up. Over 500 businesses were also supported on how to dispose of their waste legally.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Responding to reports of fly tipping and investigating those fly tips	★	As included in the commentary for the overarching measure Environmental Enforcement investigated all complaints of fly tipping, where evidence was found. 74 fly tips were investigated, 9 warning letters sent, 2 interviews under caution conducted by letter and nine notices served. Two fixed penalty notices were served for waste transfer note and duty of care offenses. 9 abandoned vehicles were also dealt with.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP2.1.6 Develop the Country Parks to support good lifestyle choices</b>	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	●	●	Project not started as awaiting appointment of Project Manager. Person specification for the role is currently underway.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Develop plans for the two Country Parks	★	Plans being developed, a position of project manger to cover the development of both country parks is being explored to help accelerate progress			

An enterprising economy with strong & vibrant local centres - KPIs

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	11.21%	10.75%	★	As at 1.5.2021 the amount of Council Tax due to be collected in 2021/22 is just over £115.3m and as at this date have collected 11.21% against a target of 10.75%. Reminder notices were issued in April to all Council Taxpayers who were in arrears by more than £175.00. If the reminder notices remain unpaid, the debts will be pursued through the Magistrates Court who are no longer restricting the number of summonses a Council can issue. However, the issuing of reminder notices has had a positive impact on collection rates. For those customers who have been unable to pay, they have been signposted to apply for Council Tax Reduction and any other financial assistance they may qualify for.	11.21%	10.75%	★
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	13.70%	12.00%	★	We have achieved a collection rate of 13.70% as at end of April against a target of 12%. The amount of business rates we are due to collect in 2021/22 is just over £51m as at end April 2021 however this amount will increase when the expanded retail discount expires on 30.6.2021 in accordance with legislation. During April, reminder notices were issued to 386 businesses who were in arrears by more than £150 which has had a positive impact on collection rates for both current and previous financial years. The Magistrates Courts are no longer cancelling court hearing dates nor limiting the number of summonses to be issued as they did in 2020/21 so the number of reminder notices issued is now unlimited. Any business struggling to pay is signposted to any financial assistance available to them whether this is a business grant or a rate relief.	13.70%	12.00%	★



## An enterprising economy with strong & vibrant local centres - Programme Measures

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP3.1.1 Promote the district as a visitor destination</b>	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Robert Jolley</li> </ul>	Cllr L Pratt	★	★	Hospitality venues and visitor attractions continue to face significant challenges, due to the ongoing national COVID-19 restrictions; however, some of these challenges will be alleviated as lockdown restrictions are gradually eased.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Work with partners to promote the district and support the visitor economy sector	★	Officers are working closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to help the local visitor economy meet the challenges and identify opportunities as lockdown restrictions are gradually eased.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP3.1.2 Develop a Recovery and Prosperity Strategy (RPS) for Cherwell</b>	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Robert Jolley</li> </ul>	Cllr L Pratt	★	★	The emerging ten year Economic Strategy for Cherwell has been reframed and refocused as a ten-year post-COVID Recovery and Prosperity strategy. In the months prior to COVID-19, a lot of valuable engagement and co-design work was undertaken with different stakeholder groups, including Oxfordshire County and Cherwell District Council officers and members; community groups; businesses of all sizes and business networks, eg. Chambers of Commerce. It is important that this work is maximised and incorporated into a post-COVID economic strategy.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Review and development of draft strategy document	★	Reviewed completed draft modules and continued drafting the foundation modules of the refocused Recovery and Prosperity Strategy for Cherwell.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment</b>	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Robert Jolley</li> </ul>	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities. Support to businesses has particularly focused upon the COVID-19 pandemic and post EU Transition.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Business Engagement	★	Cherwell businesses have benefited from one-to-one advice and guidance on grants and other business support. Provided information and support to potential inward investors and property developers. Supported the Council's administration of the COVID-19 Government business and discretionary grant schemes. Provided guidance on new overseas trading arrangements for businesses, directly and through Oxfordshire Local Enterprise Partnership (OxLEP).			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP3.1.4 Develop Our Urban Centres</b>	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Robert Jolley</li> </ul>	Cllr L Pratt	★	★	Supporting revitalisation of Cherwell's urban centres through continued officer engagement with Banbury BID; support to Bicester Town Centre Task Group and a focus on reopening high streets safely.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Supporting revitalisation of Cherwell's urban centres to include	★	Support for Banbury Town centre businesses through liaison and collaboration with Banbury BID. Bicester Chamber of Commerce new website launched to promote Bicester town centre and Bicester businesses and events; this initiative was one of the projects funded by the Reopening High Streets Safely scheme.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP3.1.5 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal</b>	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr B Wood	★	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is a five year programme and the Council entered Year Four at the start of April 2021.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Deliver CDC Year Four Plans of Work	★	Consolidated Year Four Plans of Work being finalised, ready for presentation to the Place Programme & Partnership Board and CEDR during May 2021.			

## Healthy, resilient & engaged communities - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	Target (YTD)	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	<ul style="list-style-type: none"> <li>■ Ansaf Azhar</li> <li>■ Nicola Riley</li> </ul>	58,373.0	0.00	★	With 'Outdoor' Organised Sport being allowed from 29th March and Leisure Centres reopening Gyms and Swimming Pools from 12th April the Leisure Facilities across the District have shown a utilisation of 58,373 for the month of April. This is clearly more than the 2020 figure for April when all Leisure Facilities were closed due to COVID-19.	58,373.00	0.00	★

## Healthy, resilient and engaged communities - Programme Measures

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP4.1.1 Support Community Safety and Reduce Anti- Social Behaviour</b>	<ul style="list-style-type: none"> <li>Richard Webb</li> <li>Rob MacDougall</li> </ul>	Cllr A McHugh	★	★	<p>In April the council prioritised providing a presence in town and village centres as the business restrictions were eased and engaging with local businesses to monitor the infection control measures they have in place. Community wardens provided a regular presence in locations identified as likely to be busy.</p> <p>Work on core community safety priorities continued throughout the month including providing a response to reports of anti-social behaviour. A closure order was obtained on one property that had been the subject of large numbers of complaints about noise and which appeared to have high numbers of visitors on a regular basis. This closure order prevents visitors coming to the property.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Community Safety partnership annual priorities and community safety activities	★	Monitoring visits were carried out extensively to hospitality businesses with very few significant problems being identified.			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP4.1.2 Promote Health &amp; Wellbeing</b>	<ul style="list-style-type: none"> <li>Ansaf Azhar</li> <li>Nicola Riley</li> </ul>	Cllr A McHugh	●	●	A Containing Outbreak Management Fund (COMF) bid is being put together and initial discussion has taken place with Community First Oxfordshire. Potential to work in tandem with OCC Community Resilience initiatives.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Deliver projects aimed at improving the physical activity of school age children	★	We have delivered physical activity sessions for targeted children in schools with over 1500 pupils attending. We have also run Holiday Activities Fund programme for 270 children with each receiving food			

Measure & Actions	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
<b>BP4.1.5 Enhanced Community Resilience</b>	<ul style="list-style-type: none"> <li>Richard Webb</li> <li>Rob MacDougall</li> </ul>	Cllr A McHugh	★	★	<p>During April the council continued to prioritise supporting the response to the pandemic including engaging with businesses to assist them to reopen safely. Face to face visits to businesses were carried in the main town/ village centres to offer support and advice. Monitoring visits were carried out at priority locations such as Bicester Village.</p> <p>The council's safety advisory group continues to liaise with event organisers to ensure they have comprehensive plans in place for upcoming events and that all partners have a chance to comment on these plans.</p> <p>Alongside the pandemic response, planning took place with partners for future emergency plan exercises at some of the area's priority locations. Liaison continues with local community who are developing or updating their community resilience plans.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Continued partnership response to COVID pandemic	★	Planning took place with partners for future emergency plan exercises at some of the area's priority locations. Liaison continues with local community who are developing or updating their community resilience plans.			

# Appendix 2b - Performance Report

## May 2021

Includes:

- Programme Measures
- 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.

## Housing that meets your needs - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr L Wing	Gillian Douglas Stephen Chandler	23	35	★	Numbers of households in temporary accommodation remain low as the team is actively working to move on all clients placed, as a response to the COVID-19 emergency, into more settled accommodation as quickly as possible. We are concerned that numbers may start to rise, particularly for families with children, once the courts start eviction hearings again.	24	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr L Wing	Gillian Douglas Stephen Chandler	47.00	45.00	★	We have provided help to 47 households this month. 17 by means of major adaptations and another 30 by means of smaller works.	108.00	90.00	★
BP1.2.03 Homes improved through enforcement action	Cllr L Wing	Gillian Douglas Stephen Chandler	7.00	9.00	▲	We have been able to conclude cases leading to the improvement of 7 homes, by means of enforcement action, during May. As noted, last month, the reduced number of cases being brought to a conclusion, at this stage in the year, inevitably reflects restricted inspection activity during the preceding 12 months, caused by COVID-19 restrictions. Our ability to carry out enforcement inspections is now increasing.	15.00	18.00	▲
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr L Wing	Gillian Douglas Stephen Chandler	7.00	12.00	▲	There were 7 affordable homes completed in May 2021 (4 x affordable rent; 3 x shared ownership tenure). Of these, three units (2 x AR; 1 x S/O) were delivered with Growth Deal funding. Affordable homes expected in April/May 2021 have been delayed on sites and are now expected in June/July 2021.	11.00	24.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr L Wing	Gillian Douglas Stephen Chandler	58.00	55.00	★	We have recorded 58 interventions this month, against our target of 55. The total includes responses to 43 service requests, 6 enforcement notices served, and 9 proactive investigations commenced.	109.00	110.00	●
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Claire Taylor Kerry MacDermott	9.13	15.00	★	Speed of processing new claims is running at 9.13 days against a target of 15 days. This is an improvement on last month due to targeted work in this area to improve performance.	11.01	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	Claire Taylor Kerry MacDermott	4.79	8.00	★	Changes to Housing Benefits is running at 4.79 days against a target of 8 days. This is slightly higher than last month, but still within target, as we targeted new claims processing to improve performance in that area.	4.37	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	60%	60%	★	10 Major Planning Applications were determined during May 2021, 6 of them within National Indicator target or agreed timeframe.	60%	60%	★
BP1.2.09 % of Non-major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	90%	70%	★	143 Non-Major Planning Applications were determined during May 2021, 128 of them within National Indicator target or agreed timeframe.	88%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	10.00%	10.00%	★	1 Major Planning Appeal was overturned by the Planning Inspectorate during May 2021. 10 Major Planning Applications were determined during May 2021. Therefore, the % Major applications overturned at Appeal this month, set against the number of Major applications determined is 10%.	5.00%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	0.00%	10.00%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate during May 2021.	0.00%	10.00%	★

## Housing that meets your needs - Programme Measures

Measures & Action	Measure Director/Lead	Portfolios Holder	Status	YTD	Commentary
BP 1.1.1 Homelessness Prevention	Gillian Douglas Stephen Chandler	Cllr L Wing			The housing team's caseloads are still largely single clients presenting in crisis as a response to the COVID-19 emergency. Dealing with crisis situations and securing move-on options for all means, more 'upstream' prevention work is limited. We are concerned that family evictions may rise as a result of the courts reopening as of 31/5/21. Measures have been put in place to dedicate some staff resources, should we see numbers increase.
Key Actions	Status	Comments			
Implement review of Allocations Scheme and adopt refreshed Nominations agreement		Review is due to go out to consultation; implementation has been delayed due to need for public consultation			

**Leading on environmental sustainability - KPI's**

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	Bill Cotton Ed Potter	54.50%	56.00%	●	Recycling percentage is lower than expected due to the cold wet April and May months. This meant 1200 tonnes less garden waste, compared to the same period last year. Glass also reduced due to hospitality openings. Garden waste tonnages look to be high in the early weeks in June, we expect the recycling rate should come back to target in June.	54.50%	56.00%	●
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Bill Cotton Ed Potter	36,744	35,979	●	There was a slight increase, against the same time last year, due to the increase of tonnages with more trucks being used.	38,450	37,331	●



## Leading on environmental sustainability - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.1 High Quality Waste and recycling service to residents to support a sustainable lifestyle	Bill Cotton Ed Potter	Cllr D Sames	★	★	Residual waste and dry recycling still up 10% compared to pre-pandemic tonnage. This constant increase in workload is impacting the physical and mental condition of the collection staff because this long-term sickness levels are higher than any other previous years. The management team is working closely with HR to monitor this to ensure no breakdowns occur in the service for residents.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
High levels of recycling collected	★	Team concentrating on the messages for the roll out of the new food waste service in October.			
Social media posts	★	Social media being designed for the roll out of the new food waste service.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.2 Ensure Clean & Tidy Streets	Bill Cotton Ed Potter	Cllr D Sames	★	★	Staffing levels are fully up to strength, all areas are being cleaned as per rota's.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Increase the number of bins for recycling	★	We have purchased more recycling bins and will start installation as soon as the contractor is available.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.5 Tackle Environmental Crime	Bill Cotton Richard Webb	Cllr C Clarke	★	★	53 fly tips were investigated, 11 warning letters sent, 4 interviews under caution conducted by letter and four notices were served including one fixed penalty notice for a waste transfer note offence.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Responding to reports of fly tipping and investigating those fly tips	★	All complaints of fly tipping where evidence was found were investigated and the necessary enquiries and follow up actions are being taken to trace and confirm the person(s) responsible.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Bill Cotton Ed Potter	Cllr D Sames	●	●	All land issues resolved. Project Manager due to be recruited during the summer. Some incursions at the Bicester site from travelers, so work being carried out to improve the site security
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Commence the installation of initial infrastructure	●	Preparation work still underway. Some disruption due to incursion at the Bicester site by travelers - hence resource has been moved to ensure the longer-term site security. Meetings with stakeholders on track			

An enterprising economy with strong & vibrant local centres - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Claire Taylor Kerry MacDermott	9.18%	9.50%	●	As at 1.6.2021 the amount of Council Tax due to be collected in 2021/22 is just over £115.7m and as at this date have collected 20.39% against a target of 20.25%. Whilst the in- month collection is slightly short of the in-month collection ratetarget, our year to date collection rates remain above our cumulative collection rate target for May 2021. Reminder notices were issued in May to all Council Taxpayers who were in arrears by more than £150.00. If the reminder notices remain unpaid, the debts will be pursued through the Magistrates Court who are no longer restricting the number of summonses a Council can issue. However, the issuing of reminder notices has had a positive impact on collection rates. For those customers who have been unable to pay, they have been signposted to apply for Council Tax Reduction and any other financial assistance they may qualify for. We issued summonses in May 2021 for the reminders notices issued in April 2021 that remained unpaid.	20.39%	20.25%	★
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Claire Taylor Kerry MacDermott	8.87%	9.25%	●	As at 1.6.2021 the amount of business rates we are due to collect in 2021/22 has increased by £3.3m to £54.3m which has impacted the in-month collection rates. The in-month collection rate was 8.87% against an in-month target of 9.25%, however the cumulative collection rates remained above target at 22.57% against a cumulative target of 21.25%. During May, reminder notices were issued to businesses who were in arrears and summonses were issued to businesses who had not paid the reminders notice issued in April 2021. Any business struggling to pay is signposted to any financial assistance available to them whether this is a business grant ora rate relief.	22.57%	21.25%	★

## An enterprising economy with strong & vibrant local centres - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.1 Promote the district as a visitor destination	Bill Cotton Robert Jolley	Cllr L Pratt	★	★	Hospitality venues and visitor attractions have worked to meet the challenges of lockdown restrictions being lifted in line with HM Government's COVID-19 Response Roadmap. From 17th May indoor attractions, hotels and bed and breakfasts were able to reopen in addition to pubs, cafes and restaurants being able to offer indoor hospitality again.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Work with partners to promote the district and support the visitor economy sector	★	Continued to work closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain. Provided Cherwell content for digital 2021 Oxfordshire Visitor Guide.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.2 Develop a Recovery and Prosperity Strategy (RPS) for Cherwell	Bill Cotton Robert Jolley	Cllr L Pratt	★	★	The emerging ten-year Economic Strategy for Cherwell has been reframed and refocused as a ten-year post-COVID-19 Recovery and Prosperity strategy.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Review and development of draft strategy document	★	Reviewed completed draft modules and continued drafting the foundation modules of the refocused Recovery and Prosperity Strategy for Cherwell.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	Bill Cotton Robert Jolley	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities. Support to businesses has particularly focused upon the COVID-19 pandemic and post EU Transition.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Business Engagement	★	Cherwell businesses have benefited from one-to-one advice and guidance on grant and other business support such as overcoming difficulties with recruitment. Provided information and support to potential inward investors and property			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.4 Develop Our Urban Centres	Bill Cotton Robert Jolley	Cllr L Pratt	★	★	Supported revitalisation of Cherwell's urban centres through service provision and continued engagement with partners.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Supporting revitalisation of Cherwell's urban centres to include	★	Support for Banbury Town centre businesses through liaison and collaboration with Banbury BID; support to Bicester Town Centre Task Group; involvement in 'Meanwhile in Oxfordshire' project to fill empty urban centre premises and a			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.5 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	Bill Cotton Robert Jolley	Cllr B Wood	★	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is part of a five-year programme and the Council entered Year Four at the start of April 2021.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Deliver CDC Year Four Plans of Work	●	Consolidated Year Four Plans of Work have been produced and a report is planned to be taken to Senior Management during June 2021.			

## Healthy, resilient & engaged communities – KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	Target (YTD)	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr P Chapman	Ansaf Azhar Nicola Riley	82,538.00	40,000.00	★	Usage figures for May increased against April 2021, however this was to be expected as Leisure Centres only re-opened Gyms/Swimming Pools from 12th April. In addition, Group Exercise Classes were able to re-start from 17th May which also helped boost numbers	140,911.00	80,000.00	★

## Healthy, resilient and engaged communities - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	Richard Webb Rob MacDougall	Cllr A McHugh	★	★	In May, step 3 of the roadmap resulted in the hospitality trade being able to re-open in full. The council has visited a large number of businesses that re-opened and the vast majority were found to have good infection control measures in place. The re-opening of the night-time economy resulted in few town centre problems but joint work with the Police will continue, through the summer, to monitor this sector. An action plan to address the key learning points from the Child Safeguarding Practice Review, for Jacob, is due to be reviewed by the Oxfordshire Safeguarding Children Board, in July, and Cherwell is supporting the work to develop this action plan.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Community safety activities undertake in the month	★	Through June the council's Community Safety team will continue to support the overall pandemic response, continuing to monitor the night-time economy sector in conjunction with the Police.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.2 Promote Health & Wellbeing	Ansaf Azhar Nicola Riley	Cllr A McHugh	★	★	6 Connecting Community events delivered across the district – Engaging with residents giving out information & advice to sign post to services and opportunities. Community Link publication – May edition distributed to support the voluntary sector with advice, guidance and good practice. Cherwell Young People, Play & Wellbeing partnership meeting – Quarterly meeting held in May to support the sector working with young people & early years.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Promote Good Neighbour schemes and encourage more schemes to develop.	★	Good Neighbour Schemes will be promoted as part of the Parish Liaison meeting on 16 June and followed up on a parish by parish basis.			

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.5 Enhanced Community Resilience	Richard Webb Rob MacDougall	Cllr A McHugh	★	★	During May the council's work on community resilience continued to focus on the impacts of the pandemic. In addition, the Emergency Planning team provided flood advice cards to Yarnton residents, liaised with four parish councils, to assist in preparation of community resilience plans and spoke to a local community group about how to develop stronger community response to emergency incidents. Exercising emergency plans with partners continued, with an exercise on suspect packages taking place in May. Planning for significant events in the district continues through the Safety Advisory Group.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
Continued partnership response to COVID pandemic	★	The council's Regulatory Services and Community Safety teams continue to support the overall response to the COVID-19 pandemic. Through May the teams have continued to engage with businesses to ensure they have appropriate infection control measures in place and that they comply with coronavirus legal requirements. The focus in the month was on visiting businesses that re-opened after step 3 of the roadmap, particularly hospitality businesses. The teams also concluded engagement visits to the main town and village centres to speak with businesses about any support needs they have.			

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Appendix 3a – Leadership Risk Register as at 26/05/2021

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L08	L05 - L06 - L09 - L10- L14 -L17	L01 - L16	
	3 - Moderate		L13	L02 - L04 - L11 - L12- L15	L03 - L18 - L19	L07
	2 - Minor					
	1 - Insignificant					

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

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Appendix 3b – Leadership Risk Register as at 23/06/2021

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L08	L04-L05 - L06 - L10- L14 - L17	L01 - L16	
	3 - Moderate		L09-L13	L02 - L11 - L12- L15	L03 - L18 - L19	L07
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability  Reduction in services to customers  Increased volatility and inability to manage and respond to changes in funding levels  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.  Balanced medium term and dynamic ability to prioritise resources  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 Review of best practice guidance from bodies such as CIPFA, LGA and NAO Treasury management and capital strategies in place Investment strategies in place	Fully effective Partially effective Not effective							Review of workload and capacity across the team. Interim Capital Accountant post recruited to. Interim Accountant recruited and permanent recruitment completed with new starter mid-March. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the new business grant schemes that have been introduced as a result of lockdown restrictions.  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 in final stages and once fully up and running should provide improved management information.  Asset Management Strategy being reviewed and refreshed.  Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - future work has been placed on hold as part of a capital pipeline of schemes not currently included in the capital programme  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.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC New interim Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload.  Investment options considered as and when they arise, MTFs and budget setting being developed to enhance the scrutiny and quality of investments.  Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.  Finance business partners involved with reflection locally on outcomes.  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 2021/22 and impact on our MTFs.  Regular training will be undertaken.	Risk reviewed - 11/06/21 - Mitigating actions updated	
			4	4	16	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 Fully Partially Partially Fully		Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	↔ 2021/22 Budget set, a review of the process has taken place and revised process to be developed for 2022/23.  Regular utilisation of advisors as appropriate.  Internal Audits being undertaken for core financial activity and capital as well as service activity.  Assessment of national picture via external advisor has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.  Financial forecasts of resources for 2021/22 have assumed a reduction in resources that will be available from business rates compared to February 2020 assumptions. The budget for 2021/22 has been agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2021/22 with mitigations required if slippage is identified. If resources fell significantly below the 2021/22 forecast level then a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase.  A business rates reset is assumed from 2022/23 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2022/23 will need to begin shortly after setting the 2021/22 budget to identify further savings necessary to operate within this level of resources.  Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered.	2021/22 budget set. Review of the 2021/22 budget setting process being planned.  Review of borrowing approach being considered alongside our financial advisors.  Regular reporting of progress on internal audits considered by the committee.  Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. The ongoing impact of Covid on business rates and council tax income will be carefully monitored. When the Spending Review is announced this will be analysed to assess what implications this may have for the Council.  The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Chancellor's Spending Review confirmed the delay of the business rates reset. Only a 1 year SR so no additional certainty of funding and any additional Covid related funding is likely to be for one year only. Provisional local government finance settlement has announced some one-off funding to support local government in 2021/22. The Council set its 2021/22 budget on 22 April 2021 and now needs to monitor the delivery of the budget and begin preparations for the 2022/23 budget process	

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				
2021/22																	
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	Corporate Performance framework for 2021-22 to be agreed.  Review of Leadership Risk Register and Risk Strategy for 2021-22 in progress.  Following Brexit and the end of the EU transition period legal advice is provided upon emerging issues. Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published .  Some opportunities for joint working with OCC have been implemented in Finance and Strategic Capability (Corporate services) and others are being explored for Legal and Finance.  This risk is undergoing a review and further changes will be reflected in next month's update. A focus on income generation is being explored across both teams.	Risk reviewed 21/06/21 - Comment updated
Loss of opportunity to influence national policy / legislation		Clear accountability for responding to consultations with defined process to ensure Member engagement				Fully	Review Directorate/Service risk registers.										
Financial penalties		National guidance interpreting legislation available and used regularly				Fully	Ensure Committee forward plans are reviewed regularly by senior officers.										
Reduced service to customers		Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.				Fully	Ensure Internal Audit plan focusses on key leadership risks.										
		Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place				Partially	Develop stakeholder map, with Director responsibility allocated for managing key relationships.										
		Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit				Fully	Standardise agendas for Director / PFH 1:1s (template in place)										
		Internal Audit Plan risk based to provide necessary assurances				Fully	New legislation and Government guidance in response to COVID19 and in the recovery phase will assist service adjustment.										
		Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles.				Fully	Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR.										
		Senior Members aware and briefed regularly in 1:1s by Directors				Fully	Learning and development opportunities identified and promoted by the Chief Executive and Directors.										
Inability to deliver council's plans		Arrangements in place to source appropriate interim resource if needed				Fully	Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors.										
Inability to realise commercial opportunities or efficiencies		Ongoing programme of internal communication				Fully	External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.										
Reduced resilience and business continuity		Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.				Fully											
Reduced staff morale, increased workload and uncertainty may lead to loss of good people		CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.				Fully											
	Partnership Working Group established with OCC to oversee joint working opportunities.	Fully															

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				
2021/22																	
L03 -	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.	4	4	16	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	Partially	Councillor Colin Clarke	Bill Cotton	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. 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. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Partial Review of the Local Plan was adopted by Council on 7 Sept 2020. A legal challenge to the Plan is to be heard by the courts on 23/24 June 2021. An Options Consultation Paper for the Oxon Plan is scheduled to be considered by the Executive on 19 July 2021 and separately by the other Oxfordshire Councils. Its approval would allow a public consultation to commence at the end of July. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020 in accordance with the LDS timetable. An Options Paper will go to Executive in September. Re-starting work on the Canalside SPD and CIL is subject to priority and resource review. A new LDS will be presented to the Executive in September.	Risk reviewed 16/06/2021 - comments updated
Negative (or failure to optimise) economic, social, community and environmental gain	Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	Partially				Regular Corporate Director and Lead Member briefings											
Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal	Some additional resource budgeted for 20/21.	Partially				LDS updated as required with programme management approach adopted to ensure progress against plan											
Increased costs in planning appeals	Delegations to Chief Exec agreed to ensure timely decisions	Fully				LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals.											
Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of	On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially				Authority Monitoring Reports continue to be prepared on a regular annual basis.											
L04 -	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, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework reviewed annually	Business continuity status reports being collated and reviewed bi-weekly in view of increased infection rates and new national restrictions. Staff reassignment process re-established to provide rapid response where demands or absences may result in critical service failure. The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. The EU Exit deal reduced potential impacts of EU Exit on service delivery and no impacts have been identified. A new incident management framework is in development and work has started on aligning OCC and CDCs business continuity arrangements to support this incident management framework.	Risk Reviewed 17/06/2021 - Comments updated
Financial loss/ increased costs	Services prioritised and recovery plans reflect the requirements of critical services	Fully				Cross-council BC Steering Group meets regularly to identify BC improvements needed											
Loss of important data	ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully				ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss											
Inability to recover sufficiently to restore non-critical services before they become critical	Incident management team identified in Business Continuity Framework	Partially				Corporate ownership and governance sits at senior officer level											
Loss of reputation	All services undertake annual business impact assessments and update plans	Fully				BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team											
Reduced service delivery capacity in medium term due to recovery activity	Business Continuity Plans tested annually	Partially				BC exercises to be arranged											
	All services maintain business continuity plans	Fully	Updated Incident management framework in development														

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				
2021/22																	
L05 -	<b>Emergency Planning (EP)</b> - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Emergency Plan in place and key contact lists updated monthly.	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers.	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic are now being relaxed as the situation improves. Recovery work continues. Partners continue to liaise with organisers of planned events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being organised. The council is maintaining its duty director rota for any other emergency incidents that might arise. A refresh of the council's emergency plans is being progressed to provide a clearer framework for incident response aligned with the Local Resilience Forum. Senior manager training is being developed following changes in personnel. The end of EU Exit transition did not result in any new emergency incidents locally.	Risk Reviewed 17/05/2021 - Comments updated.
Unnecessary hardship to residents and/or communities	Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully				OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director.											
Risk to human welfare and the environment	Added resilience from Oxfordshire County Council's Emergency Planning Team. Under partnership arrangements.	Fully				Supporting officers for incident response identified in the emergency plan and wallet guide											
Legal challenge	Senior management attend Civil Emergency training	Partially				Refreshed incident management plan under development to align with OCC											
Potential financial loss through compensation claims	Multi agency emergency exercises conducted to ensure readiness	Partially				Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have attended multi-agency exercises and duty manager training with OCC senior managers.											
Ineffective Cat 1 partnership relationships	On-call rota established for Duty Emergency Response Co-ordinators	Fully				On-call rota being maintained and to be updated to reflect recent staffing changes											
Reputational damage	Active participation in Local Resilience Forum (LRF) activities	Fully				Authority continues to be represented at the Local Resilience Forum											

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				
2021/22																	
L06-	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				Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the HSE's recommended Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety.	Partially							The Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June 2020. The Corporate arrangements are in the process of being reviewed and updated to ensure they are in line with Oxfordshire County Council. When updated these will be uploaded onto the intranet.	The Health and Safety Assurance Board receives a quarterly report from the Corporate H&S Manager.	Risk reviewed 16/06/2021 - No changes	
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Fully							Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors were asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded. Following the departure of the Interim Director of Finance/ Health and Safety Champion and the appointment of Corporate Director – Commercial Development, Assets and Investment who has become the Corporate Health and Safety Champion, the Corporate Health and Safety Policy will be reviewed and aligned with OCC's. Once completed this will go to CEDR for ratification by CEDR.	Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.		
		Financial loss due to compensation claims				Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance	Fully							As Health and Safety Officers are in place no further action is required and risk mitigated.	These two posts are established posts and budgeted accordingly to secure future funding for continuity.		
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Fully							A 2-year internal Health and Safety Audit programme is in place covering the period until May 2023. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. The full programme of audits was temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services and workplace inspections have now recommenced.	The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 11 audits have been carried out across the Council however, the audits are currently on hold due to Corona Virus. The audit reports have been provided to the relevant service managers, including recommendations, advise and timescales for remediation.		
		Increased agency costs	5	4	20	Effective induction and training regime in place for all staff	Partially	Councillor Lynn Pratt	Steve Jorden	Martin Green	3	4	12	↔	Implementation of a new e-learning package has commenced. Modules have been assigned to staff based on their positions. Deadline for completion of these modules was January 2020. Modules include training on Health and Safety, DSE, Manual Handling, Lone working etc.		
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially							Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety compliance is fully maintained in line with the legislative compliance requirements.	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. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements.		
		Reputational Impact				Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially							Currently the Council has no formal committee structure in place for the consultation of health safety with staff.	A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT once stability has been achieved following COVID 19. The purpose of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements.		
						Corporate body & Member overview of Health & Safety performance	Fully							Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager	Reporting dates have been agreed and adhered to.		
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Fully							Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.		

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L07-	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  Cookie pop-ups on the website  Increased threat to security during Covid-19 period in part due to most staff working from home.	Fully  Fully  Fully  Fully  Fully  Fully  Fully  Fully  Fully  Fully	Councillor Ian Corkin	Claire Taylor	David Spillsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. The Microsoft Multi-Factor Authentication system has been introduced to provide an enhanced level of cyber security.  Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019  The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness and table top DR exercise) followed by a series of all-Council staff awareness sessions in 2019. 2020 Cyber Security now included in mandatory e-learning for all staff to be completed by 31.12.2020. Members given a Cyber training session with the Police Cyber Security Advisor.  Implemented an 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. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service.  Cyber Awareness e-learning available and will be part of new starters induction training.  Cyber Security issues regularly highlighted to all staff.  External Health Check undertaken January 2020, no high risk security issues highlighted.  Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place.  Cookiebot live on website for users to confirm cookie preferences.  Joint OCC/CDC Cyber Security Officer started work August 2020  Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.	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. The controls and any further controls will not reduce the potential impact should the risk occur e.g. if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur.  The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible we could be subjected to either a cyber incident or data breach within the Council.	Risk Reviewed 22/06/21 - No changes

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2021/22						Fully effective Partially effective Not effective											
L08-	<b>Safeguarding the vulnerable (adults and children)</b> - Failure to follow our policies and procedures in relation to and service delivery that 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	4	4	16	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  Community Safety Partnership reflect the actions needed to reduce exploitation  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  Partially  Fully  Fully  Fully  Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Web pages up to date  Ongoing external awareness campaigns  Annual refresher and new training programmes including training for new members  Attendance at safeguarding boards and participation in learning events  Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice  Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence  Regular internal cross departmental meetings to discuss safeguarding practice  Action plan acted upon and shared with Overview and scrutiny committee once a year  Corporate monitoring of all referrals	New information sharing events have been scheduled to encourage staff to broad their understanding. Member training is under consideration.	Risk reviewed No change to risk level but mitigation measures updated 14/06/2021
L09-	<b>Sustainability of Council owned companies and delivery of planned financial and other objectives</b> - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes  Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives  Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies  Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	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	Fully  Fully  Partially  Fully  Partially	Councillor Tony Illot	Steve Jorden	Jonathan MacWilliam	2	3	6	↓	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.  Work with one company to ensure long term support arrangements are put in place.  Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	COVID-19 and resulting operational environment impacting all three companies. Continuing restrictions undermining confidence in the building/ sales/rental markets.  CSN continue to handle increased demands through various grant schemes and increased benefit enquiries  Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers.  Crown House nearing full occupation ahead of forecast (adjusted for first lockdown). First years trading will identify overall financial impact of pandemic  Governance review completed and accepted by Shareholder committee. Action plan developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 23/06/21 Residual scores reduced to reflect lifecycle position of companies



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L10-	<b>Financial sustainability of third-party suppliers and contractors</b>	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor Tony Illot	Steve Jordan	Melissa Sage	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply.  The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	Through collaboration with Oxfordshire CC, a joint Provision Hub has been established, and went live 04.01.2021 and has put in place greater commercial skills and controls across the two authorities. Specifically, a Procurement and Contract Management Intelligence team has been established, and responsibility for financial checks and controls around the supply base sits within that team. This will result in improved monitoring and management of commercial contract risk across the council's supply chain.	Risk reviewed 17/06/2021 - No changes
Business continuity planning arrangements in place in regards to key suppliers	Partially																
Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially																
Reduced resilience and business continuity	Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully															
Increased complaints and/or customer dissatisfaction	Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully															
Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor		Fully															
		Partially															
		Partially															

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L11-	<b>Corporate Governance</b> - 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 council.  Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).  Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.	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 statement process undertaken for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group has taken an aligned approach (with Oxon CC) to work up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR.  CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully  Fully  Fully  Partially  Fully  Partially  Partially	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures.  Monitoring Officer to attend management team meetings.  Annual Governance Statement process was reviewed and strengthened. Corporate Lead Statements which identify potential actions for 2021/22 have been produced and reviewed by the Corporate Governance Assurance Group. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement). The Council continues to exit in an orderly manner from its joint working arrangements in respect of the delivery of a Revenues and Benefits Service to the Council.  The Monitoring Officer undertook a focused Constitution review during the Autumn of 2020 working closely with members. Changes were agreed and implemented. Full Council also agreed to an Annual Review of the Constitution each Autumn, led by the Overview and Scrutiny Committee with Full Council receiving a report for decision  Model Code of Conduct has been published by LGA and all Oxon Council Monitoring Officers have met to give initial consideration. Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across County, District, City, Town and Parish Councils. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022. This risk is undergoing extensive review and changes will be reflected in next's months update.	Risk reviewed 25/05/21- Mitigating actions and comments updated
L12	<b>Oxfordshire Growth Deal - (contract with HMG)</b>	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 late, outside of the programme time scale  Delivery of infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders  Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers  Oxfordshire Plan delivered late	4	5	20	Established programme structure and partnership ethos to support effective programme delivery.  Engagement with housing developers to understand their commercial constraints.  Engage with developers to ascertain which sites would benefit most from infrastructure delivery.  Identify potential "top up" schemes to supplement GD affordable housing scheme.  Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.  Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Fully  Partially  Partially  Fully  Fully  Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	3	3	9	↔	A CDC GD programme and programme board capability.  Work stream plans of work (work stream brief, schedule, RAID log) .  Structured engagement with developers to better understand their needs.  Appropriate escalation of issues to agree programme flexibilities where required.  Improved collaboration working with partners.  Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.	Year 4 Plans of Work approved by the SRO. Consolidated Year 4 Plan of Work complete and due to CEDR in June.	Risk reviewed 17/06/2021 - Comments updated

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L13-	<b>Joint Working</b> That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.  Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.  Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place.  Partnership Working Group established with OCC to oversee the development of joint working proposals.  Robust programme and project management methodologies in place.  Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.	Fully  Fully  Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	3	9	↔	Regular reporting on joint working proposals to the senior management team. HR policies in place to enable joint working proposals to be delivered	The Audit plan for 2021 will ensure joint working arrangements are included. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The change in political leadership at OCC (and the scale of new membership) may require additional briefings and member engagement to ensure the scope and scale of the partnership is understood and embedded.	Risk reviewed 16/06/2021 – No changes
L14-	<b>Legacy Shared Services Partnership – West Northamptonshire Council:</b> Failure to effectively manage legacy partnership arrangements with WNC results in increased costs or service provision / operational risks.	Services impacted by the legacy partnership are HR (payroll), IT and revenues and benefits.	4	4	16	•Plan in place to transition IT arrangements. •Plan in place to transition revenues and benefits service, recruitment plans in place to plug any provision gaps. •Project teams are in place to oversee both transitional projects. •HR engaging with WNC regarding payroll provision. •All affected services subject to internal audit and performance management regimes. •Governance advice sought with regards to CSN (teckal co)	Partially effective. Full effectiveness requires ongoing engagement from WNC. It is anticipated that this risk will reduce during 2021/22	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Ongoing delivery of transition projects. Ongoing staff communications. Legal advice sought where appropriate. Plans are in place to transition all of the affected services. These are monitored through project governance and bi-lateral discussions between the s151 officers of the two councils.	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. Currently SNC are not able to confirm end date or transitional arrangements for revenues and benefits services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own services. Legal advice has been sought with regards to governance and technical advice has been sought regarding technology. CEDR level shareholder and governance roles clarified with regards to shared services delivery company CSN. The current position remains that WNC have not formally confirmed their long term intentions and have not yet engaged in conversations about company governance.	Risk reviewed 16/06/2021 Comments updated
L15-	<b>Workforce Strategy</b> The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff  Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues.  Key staff in post to address risks (e.g. strategic HR business partners)  Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially effective  Fully  Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans. IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. HR monitors and report sickness absence data on a weekly basis.  Development of new L&D strategy, including apprenticeships.  Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	This risk remains stable as the impact of Covid has reduced and turnover remains low. Where pinch points occur, such as the in-sourcing of revenues and benefits recruitment strategies are developed. CDC work in partnership with the OCC resourcing team to access additional expertise.	Risk reviewed 17/06/2021 - No changes

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L16-	<p><b>Covid-19 Community and Customers</b></p> <p>Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.</p>	<p>Possible reductions in frontline service delivery, events, meetings and customer contact.</p> <p>Economic hardship impacting local business and potentially the local workforce.</p> <p>Impact on vulnerable residents who may find it harder to access services.</p> <p>Increased demand on both frontline and enabling services.</p> <p>Prolonged risk of social isolation and the mental and physical consequence thereof.</p>	5	4	20	<p>Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services.</p> <p>Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery.</p> <p>Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</p> <p>Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.</p> <p>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience.</p> <p>Tactical response to community resilience.</p> <p>Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day.</p> <p>Provision of additional body storage as temporary place of rest to support the current mortuary provision.</p> <p>Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance.</p> <p>Engagement with suppliers to manage impacts across the supply chain.</p>	<p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	3	3	16	↔	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>COVID19 security on building in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR</p> <p>An urgent review of business continuity plans has taken place to adjust for COVID19 disruption and impacts of the 2nd wave of infection.</p> <p>Outbreak planning and Standard Operating Procedures completed and table top exercising has been completed and the learning has been incorporated into plans.</p>	<p>The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge.</p> <p>Oxfordshire Health Protection Board.</p> <p>Community Testing is now available to all staff.</p>	Risk reviewed 17/06/21 -No changes

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2021/22																	
L17-	<b>Covid-19 Business Continuity</b> Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<p>Possible reductions in frontline service delivery, events, meetings and customer contact.</p> <p>Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.</p> <p>Requirement to reprioritise service delivery.</p> <p>Requirement to offer mutual aid to partner organisations.</p> <p>Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.</p>	5	4	20	<p>Business Continuity Plans have been reviewed and tested.</p> <p>Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces.</p> <p>Remote working in place.</p> <p>Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</p> <p>Regular updates from Director of Public Health, shared internally and externally.</p> <p>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).</p> <p>Regular communication messages following Public Health advice.</p> <p>Sanitisers in washrooms.</p> <p>Agile working being tested further across services, ensuring equipment and access is in place.</p> <p>Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.</p>	<p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	4	12	↔	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Full health, safety and HR response in place. IT remote working arrangements are sustainable.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk.</p> <p>Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly.</p> <p>Plans in place as part of the national government's pathway to open up. Monitoring of impacts is ongoing and there are arrangements in place to stand-up heightened Covid response as required.</p>	Risk reviewed 16/6/21 Comments updated	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L18-	Post Covid-19 Recovery challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic				Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment.  CDC fully participates in cross county partnerships to plan for the post-pandemic period.  Lessons learnt review underway and actions will inform next update of strategy in the autumn	Partially							Governance programme reviewed, shared and implemented.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.  Moving into a national lockdown and increased incidence of Covid-19 locally means that post Covid recovery is concurrent with newly re-up-stood response arrangements, this requires ongoing flexibility with regards service delivery and recovery plans.	Risk reviewed 16/6/21 Comments updated	
		Requirement to review service delivery	4	4	16	Working through a new corporate programme underpinned by policy research and budget planning.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	New programme support arrangements in place and work underway to formally review lessons learnt and next steps.	Work is underway in partnership with Oxfordshire County Council to explore the role economic development will take in supporting the recovery and proposals are under development.	
		Budget implications					Partially								In year budget on track.	The COMF (contain outbreak management fund) allocation to Cherwell has confirmed and plans are under development to ensure effective allocation of this grant to reduce the incidence of COVID in Cherwell and support the community.	
L19-	Elections May 2021 – delivery of safe and legally sound elections on 6 May 2021	Non delivery of a legal and transparent election process resulting in legal challenge, undemocratic process and or complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.				Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects.	Fully	Returning officer						Plan and risk register in place and regularly reviewed Weekly project board meetings chaired by the Returning Officer. All polling stations inspected for Covid compliance Test session being run between participation authorities to ensure connectivity (between authorities and venues ahead of verification/count) Publicity drives undertaken internally and externally to achieve additional staffing	Cherwell District Council and PARO elections successfully delivered (COVID-safe and in compliance with electoral legislation). NB legal challenge since made to the election of one candidate at the County Council election. That election was overseen by the County Returning Officer although the Cherwell DRO processes will come under scrutiny as part of the election petition process	Risk reviewed 16/06/2021 - Comments updated	
		New councillors not elected	5	4	20	Specific risk register for the election in place and regularly reviewed			Yvonne Rees	Steve Jordan	3	4	12	↔	Election project plan and detailed risk register in place.		
		Legal challenge					Fully							Staff working on the election at all levels receive relevant and appropriate training			

### L03 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). A review of the LDS is scheduled to be presented to the Council's Executive in September.

#### Partial Review

The Partial Review of the Cherwell Local Plan was adopted by Council on 7 September 2020. It is now part of the statutory development plan. A legal challenge to the Plan is to be heard by the courts on 23/24 June 2021.

#### Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

An options consultation paper is to be presented to the Executive on 19 July 2021 and will be separately considered by the other Oxfordshire Local Planning Authorities (LPAs) and the County Council as a central partner. If approved, a public consultation is scheduled to commence at the end of July. The timetable for the Plan (agreed by the Oxfordshire Growth Board on 24 November 2020), then provides for a proposed Plan to be consulted upon in Spring 2022, the submission of the Plan for Examination in September 2022 and its adoption in 2023. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore continuing risk of some delay.

#### Local Plan Review

The timetable for the district-wide Local Plan review in the new Local Development Scheme requires:

- commencement in April 2020
- Consultation on Issues: July-August 2020
- Consultation on Options: February-March 2021
- Consultation on a draft Plan: October-November 2021
- Consultation of a Proposed Submission Plan: July-August 2022
- Submission for Examination: November 2022

An issues consultation was prepared and completed in accordance with the LDS. In view of the delay to the Oxfordshire Plan process, and due to available resources, there has been some delay to the programme. An Options Paper is scheduled to be presented to the Council's Executive in September 2021.

#### Banbury Canalside Supplementary Planning Document

The timetable for the Banbury Canalside SPD as set out in the new Local Development Scheme requires:

- preparation: March-September 2020
- formal consultation: September-October 2020
- adoption: December 2020

Staff resources are presently focused on the Oxfordshire Plan and Local Plan Review. In that context, an SPD is not being prioritised at present.

#### Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the new Local Development Scheme is aligned to Local Plan preparation. It requires:

- re-commencement: March 2021
- focused consultation on a draft charging schedule: October-November 2021
- formal consultation on a draft charging schedule: July-August 2022
- potential (if approved) submission of charging schedule: November 2022

Work on CIL has not yet recommenced due to other priorities. Expected changes to the planning system may affect the decision whether or not to proceed.





## CHERWELL CAPITAL EXPENDITURE 2020-21

£000's										
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	1,731	18	0	18	1,713	(0)	-	Cherwell's involvement is now principally regulatory in the form of considering, inter alia, planning land drainage and environmental applications with a view to issuing consents for both temporary works (covering the construction phase only) and the permanent works. The times spent on the project are largely reactive to its progress and requirements.
40107	Jane Norman	The Hill Community Centre	229	0	0	0	0	(229)	(229)	Project now complete.
40206	Dean Fischer	Garden Town Capital Funding	9,809	9,809	0	9,809	0	0	-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). The schemes are active and progressing. Spend will be mainly on feasibility, tech support and appointment of contractors to bring the schemes forward. OCC and Graven Hill Dev't Co. (delivering the infrastructure on behalf of Garden Town) are incurring costs on initial feasibility work - the finance agreements are being finalised now and signed before year end and at that point both OCC and Graven Hill will begin invoicing CDC. The schemes will roll on for a further 2-3 years, so reprofiling of budget will be necessary.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	0	0	0	-	-	Coach House Mews: There is a final main contract payment of retention (£34k) It is anticipated that this will be paid before 31st March 21 (accrued)
40103	Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	-	-		
40106	Jane Norman	Coach House Mews (Phase 1)	0	3	0	3	0	3	2	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	27	0	27	0	27	31	Fairway Methodist Church (Hope Close) - This payment was to Oxford & District Building

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£000's

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40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	73	0	73	0	73	53	payment was to Oxford & District Building Services (ODBS), a contractor working on The Fairway, Hope Close development. Their scope of work was related to the construction of 11 new dwellings together with associated external works; typically including house foundations, provision of water, electricity and drainage to homes as well as estate road and car park for adjacent church (car park owned by CDC and leased to the church). ODBS completed their works late 2019 (the dwellings were not marketed for sale until Sept 2019) which was followed by an extremely contentious period of about 6 months of claims
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0		-	-	
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	0	0	0	0	-	7	
40121	Jane Norman	Bicester Library (phase 1b)	970	84	0	84	885	(0)	0	<b>Bicester Library:</b> Intent was for demolition / site works to commence January 2021 with construction completing late 2021- previous expenditure considered this intent. Recently received feedback from Planning means we think that we have 3-4 months negotiation with Oxfordshire County Council Archaeology before we will get a Planning Permission, so we will not be able to carry out demolition until April 2021 at the earliest, with the main contract following on in June / July 2021, again, at earliest. Forecast Outturn is limited to Acrual + Commitments with the majority of the budget reprofiled due to <u>Planning delay</u>
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	669	838	0	838	61	230	257	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	0	0	0	6	6	6	Creampot Crescent - Although the home is complete, sold under shared ownership basis CDC are still holding retention money. The amount is £5,750 which will not be due for payment until October 2021

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£000's

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40214	Jane Norman	Creampot Crescent Cropredy Repurch	350	0	0	0	350	-	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property. Need to reprofile to 21/22
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	6,958	0	0	0	0	(6,958)	(6,940)	We are still working on the land assembly for Bretch Hill and the pre-application was submitted to planning in October 2020. The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. The Trades and Labour Club was under discussion as they wanted to replace their current club house with a new, smaller facility which would have then released land for housing. They have decided not to go ahead due to club members opposition. Park Road is a small site that has a covenant attached for recreational use and is currently leased to the adjacent owner for garden
40173	Jane Norman	Trades & Labour Club (Phase 2)	1,542	0	0	0	0	(1,542)	(1,542)	
40174	Jane Norman	Angus Close (Phase 2)	344	0	0	0	0	(344)	(332)	
40175	Jane Norman	Nizewell Head (Phase 2)	198	0	0	0	0	(198)	(198)	
40176	Jane Norman	Leys Close (Phase 2)	261	0	0	0	0	(261)	(249)	
40177	Jane Norman	Bullmarsh Close (Phase 2)	592	678	0	678	0	86	158	
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163	0	0	0	0	(163)	(151)	
40179	Jane Norman	Park Road (Phase 2)	196	0	0	0	0	(196)	(196)	
40180	Jane Norman	Wykham Lane (Phase 2)	189	0	0	0	0	(189)	(189)	
40155	Jane Norman	Build Programme (Phase 2)	124	0	0	0	0	(124)	(124)	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	0	160	-	-	Loss adjustor negotiation still progressing - we are hopeful that Town Centre roof repairs will be covered by warranty. £160k to be reprofiled in case warranty claim unsuccessful.
<b>Growth &amp; Economy Total</b>			<b>24,486</b>	<b>11,530</b>	<b>0</b>	<b>11,530</b>	<b>3,175</b>	<b>(9,781)</b>	<b>(9,636)</b>	
40015	Ed Potter	Car Park Refurbishments	145	66	0	66	79	0	-	This project is concentrating on installing pay on exit barriers at the car park at Compton Road/Cherwell Drive. Due to covid the committed works have been delayed and there will be a requirement to slip £79k in to 21/22 to complete works. Variance of (£38k) to P11 reporting is a result of main contractor with who commitment was made was unable to complete works before end of March 2021 and key staff leaving who were leading the project.
40021	Ed Potter	Energy Efficiency Projects	4	0	0	0	0	(4)	(1)	This budget is not required. Project can be closed.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

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40025	Ed Potter	Public Conveniences	0	0	0	0	0	-	-	This project was completed in 19/20.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and the full £18k will be required to slip in to 21/22.
40028	Ed Potter	Vehicle Replacement Programme	1,175	753	0	753	422	(0)	-	Slippage required of £422k in to 21/22 as further investigation wanted on larger electric vehicles before committing to diesel equivalent as a result this slippage is required to fund said vehicles when needed. Variance of (£107k) to P11 reporting is a result of the delayed delivery of a Hi-ab vehicle for street scene team by supplier until April 2021.
40031	Ed Potter	Urban City Electricity Installations	15	0	0	0	15	-	-	This project is for the refurbishment of electric sockets in Bicester town centre. Quotes obtained but issues with electrical contractor delayed committing spend until April 2021 are the reason for the variance in to P11. The Full £15k is required to slip in to 21/22 to cover this work.
40156	Ed Potter	Container Bin Replacement	5	7	0	7	0	2	-	This project is complete.
40186	Ed Potter	Commercial Waste Containers	26	26	0	26	0	0	-	This project is complete.
40187	Ed Potter	On Street Recycling Bins	34	12	0	12	22	0	-	Due to severe delays with worldwide production of plastic and metal bins the decision was made to put the ordering of the bins for the urban centres on hold until 21/22 and is the reason for the (£10k) variance to
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	175	1	0	1	174	(0)	-	£174k is required to be slipped in to 21/22 for preparation of separate food and garden waste implementation. Additional food waste vehicles means the use of the site is being
40216	Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	0	12	-	-	This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Full £12k to be slipped in to 21/22.

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£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40217	Ed Potter	Car Parking Action Plan Delivery	125	0	0	0	125	-	-	Member sign off on action plan was not signed off until 2nd November, delays due to covid
40218	Ed Potter	Depot Fuel System Renewal	50	0	0	0	50	-	-	Awaiting specification and liasing with procurement requirement, installation unlikely before April 2021. Full £50k to be slipped in to 21/22.
40222	Ed Potter	Barnhill - Bicester Country Park	80	0	0	0	80	-	-	Full slippage of £80k required in to 2020/21 due to delays for covid and community planting unable to take place until later in 2021. (Description should be Burnehyll)
<b>Environment and Waste Total</b>			<b>1,864</b>	<b>865</b>	<b>0</b>	<b>865</b>	<b>997</b>	<b>(2)</b>	<b>(1)</b>	
<b>Environment and Place total</b>			<b>26,350</b>	<b>12,395</b>	<b>0</b>	<b>12,395</b>	<b>4,172</b>	<b>(9,783)</b>	<b>(9,637)</b>	
40067	Stuart Parkhurst	Bradley Arcade Roof Repairs	8	0	0	0	0	(8)	(6)	Works now complete and project closed
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	0	0	0	0	-	-	Works have been charged to revenue.- project closed
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	50	0	0	0	50	-	-	The budget was prepared some time ago and got delayed due to the commencement of CQ2. The works are now part of the CQ2 and also includes the bridge too. It will then likely
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253	0	0	0	100	(153)	(153)	In design stage, works progressing. Project was delayed due to issues with lease agreement with tenant. The £100k reprofile is for works on the roof. The remaining £153k has been offered up as a saving
40141	Chris Hipkiss	Castle Quay 2	55,513	38,104	0	38,104	17,409	-	-	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged
40144	Chris Hipkiss	Castle Quay 1	5,041	1,738	0	1,738	3,303	-	-	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged.
40159	Chris Hipkiss	Wildmere Industrial Estate	0	0	0	0	0	-	31	This relates to an investment purchase we backed out. We spent this money on DD work leading up to Mid March 2020. When Covid 19 hit, Senior staff together with Members decided to pull the purchase.
40162	Stuart Parkhurst	Housing & IT Asset System joint CDC/SNC	100	0	0	0	100	-	(100)	CDC contribution to new joint IT asset system

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£000's

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40163	Stuart Parkhurst	Orchard Way - external decorations	0	(5)	0	(5)	0	(5)	-	Project completed
40183	Stuart Parkhurst	The Mill	250	0	0	0	0	(250)	(250)	A refurbishment budget may no longer be required
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	0	55	-	-	Works on paving outside Horsefair, Banbury Cross. Project delayed due to Covid. Currently scoping ready for tender.
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	106	1	0	1	35	(70)	(70)	Works relate to Air Handling unit at Banbury museum. Work have been ordered. Materials ordered from Germany but due to BREXIT supply issues are being encountered. £70k is a saving against this particular scheme
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	0	0	0	141	-	-	Order raised for design however project is on hold due to viability of project.
40192	Stuart Parkhurst	The Fairway Garage Demolition	49	67	0	67	0	18	18	Demolition og garages and asbestos removal now complete - Project closed
40194	Stuart Parkhurst	Compliance Works with Energy Performance	39	13	0	13	0	(26)	(26)	Works on energy performance certification (EPC) for corporate properties now complete - project closed
40195	Stuart Parkhurst	Ferriston Roof Covering	93	3	0	3	0	(90)	(90)	Works on Ferriston roof have now been completed.
40196	Stuart Parkhurst	Pioneer Square Fire Panel	17	0	0	0	0	(17)	(20)	Project closed
40197	Stuart Parkhurst	Corporate Asbestos Surveys	210	0	0	0	160	(50)	(50)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. £160k will need to be reprofiled into 21/22. Anticipated saving of £50k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	0	80	-	-	Full spend anticipated however £80k to be reprofiled into 21/22.
40199	Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35	0	0	0	0	(35)	(35)	Works have been charged to revenue therefore this is a saving of £35k - project closed

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£000's

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40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	0	0	0	12	-	(15)	Full spend anticipated. £15k to be reprofiled 21/22
40201	Stuart Parkhurst	Works From Compliance Surveys	260	113	0	113	147	0	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated however £147k to be reprofiled into 21/22.
40202	Stuart Parkhurst	Thorpe Place 18_19	68	38	0	38	0	(30)	(30)	Works completed no further costs expected - project closed
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	0	100	-	-	project slipped until 21/22
40205	Stuart Parkhurst	Orchard Way Fire Safety Works	25	12	0	12	0	(13)	(13)	Project closed. £13k saving against this project
40207	Stuart Parkhurst	Bridge Street Toilets Demolition	45	42	0	42	0	(3)	(3)	Project closed. £3k saving
40219	Stuart Parkhurst	Community Centre - Works	195	65	0	65	130	0	-	2 year scheme - £195k in yr1 and £190k in yr 2.
<b>Property Investment Total</b>			<b>62,745</b>	<b>40,191</b>	<b>0</b>	<b>40,191</b>	<b>21,822</b>	<b>(731)</b>	<b>(812)</b>	
<b>Comm Dev Assets total</b>			<b>62,745</b>	<b>40,191</b>	<b>0</b>	<b>40,191</b>	<b>21,822</b>	<b>(731)</b>	<b>(812)</b>	
40142	Belinda Green	Academy Harmonisation	79	63	0	63	0	(16)	-	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. £57k reprofiled from 18/19
40204	Michael Furness	Finance Replacement System	980	645	0	645	335	0	0	
<b>Finance Total</b>			<b>1,059</b>	<b>708</b>	<b>0</b>	<b>708</b>	<b>335</b>	<b>(16)</b>	<b>0</b>	
40060	Karen Edwards	HR / Payroll System replacement	43	42	0	42	0	(1)	1	No more costs expected

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£000's

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40208	Karen Edwards	Project Manager for HR/Payroll system	50	25	0	25	25	(0)	-	Remaining 25K to be spent on further implementation of I Trent.
<b>HR Total</b>			<b>93</b>	<b>67</b>	<b>0</b>	<b>67</b>	<b>25</b>	<b>(1)</b>	<b>1</b>	
40054	Tim Spiers	Land & Property Harmonisation	146	195	0	195	27	76	52	27K for PM resource needed for April and May due to project delays as a result of Covid impact on Project Team
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	71	0	0	0	50	(21)	(25)	50K needed for Hardware replacement in 2022
40057	Tim Spiers	Business Systems Harmonisation Programme	52	12	0	12	0	(40)	(27)	offsetting 46K above
40059		Website Redevelopment	0	0	0	0	0	-	-	
40148	Tim Spiers	IT Strategy Review	0	0	0	0	0	-	-	
40170	Tim Spiers	Customer Excellence & Digital Transfer	59	29	0	29	30	0	-	Digital customer Phase 2



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£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40171	Tim Spiers	Unified Communications	0	0	0	0	0	-	-	Close cc
40209	Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	0	0	(10)	(10)	No longer required
40210	Tim Spiers	CDC & OCC Technology Alignment	100	96	0	96	4	0	-	
40211	Tim Spiers	Legacy Iworld System Migration	100	0	0	0	50	(50)	(100)	Repurpose for new project on members IT
40212	Tim Spiers	Procurement of Joint Performance system	65	32	0	32	20	(13)	-	20K needed for PM resource
42010	Tim Spiers	WIFI Replacement	0	0	0	0	0	-	-	close cc - WIFI now to be coded to 21773
<b>ICT and Digital Total</b>			<b>603</b>	<b>363</b>	<b>0</b>	<b>363</b>	<b>181</b>	<b>(59)</b>	<b>(110)</b>	
<b>Customers, Org Dev &amp; Resources total</b>			<b>1,755</b>	<b>1,138</b>	<b>0</b>	<b>1,138</b>	<b>541</b>	<b>(76)</b>	<b>(109)</b>	
40083	Tim Mills	Disabled Facilities Grants	2,112	1,081	0	1,081	656	(375)	(375)	Total budget comprises: £375k base budget, £497k reprofiled budget from 19/20 and £1,093k BFC contribution from County. As previously acknowledged, the inclusion of the base budget was an error. The effective budget is therefore £1,590k. Covid continues to significantly limit activity and although progress was being made in the summer, after the first lockdown, service is once again heavily constrained. We shall be unable to recover the lost ground and there will be a significant underspend to reprofile into 2021-22.
40158	Tim Mills	Abritas Upgrade	12	8	0	8	0	(4)	(4)	Of the £12k budget, £8k has been spent to date. There are no plans in place currently to spend the remaining £4k by March 2021.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40160	Tim Mills	Housing Services - capital	1,458	1,458	0	1,458	0	-	-	OAHP funding at Camp Rd, Heyford and Oak Farm Drive, Milcombe. The Affordable Houses will <b>not</b> be owned by Cherwell District Council but owned, let and managed by Heyford Regeneration and Paradigm Housing respectively.
40084	Tim Mills	Discretionary Grants Domestic Properties	200	137	0	137	63	0	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £50k reprofiled budget from 19/20. full year spend is £137k. The third lockdown has delayed progress with a number of reactive landlords' grants which will not now progress until next year. (We recommend that any underspend is reprofiled into 2021-22.)
<b>Housing Services Total</b>			<b>3,782</b>	<b>2,684</b>	<b>0</b>	<b>2,684</b>	<b>719</b>	<b>(379)</b>	<b>(379)</b>	
<b>Housing Total</b>			<b>3,782</b>	<b>2,684</b>	<b>0</b>	<b>2,684</b>	<b>719</b>	<b>(379)</b>	<b>(379)</b>	
40005	Tom Darlington	Whitelands Farm Sports ground	0	0	0	0	0	-	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	11	0	0	0	9	(2)	(2)	Remaining funds from The Hill capital project. Required for professional fees and external lighting project.
40007	Liam Didcock	Solar Photovoltaics at Sports Centres	43	0	0	0	0	(43)	(43)	Project completed resulting in £43k underspend
40009	Tom Gubbins	Physical Activity and Inequalities Insight	20	0	0	0	12	(8)	-	£8k spent on Story Map insight work. Remaining £12k funds identified as evaluation funding for Active Reach project which has paused due to Covid National restrictions and will need to be rolled into 21/22

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	0	0	183	-	-	Currently in discussions with United Learning Trust regarding outstanding planning application and their contribution. Spend delayed until 21/22. Report due to outline the options to CEDR/Members on the approach to any failure to adhere to the aforementioned planning application
40019	Liam Didcock	Bicester Leisure Centre Extension	122	38	0	38	84	(0)	-	FMG Consulting fee of £38k for leisure centre feasibility works. Remaining spend likely to take place in 21/22. Feasibility studies have been taken to Place Programme Board prior to Member workshops. Remaining funds needed for professional fees to progress recommendations of the studies. Further Capital bids will be required for work in 22/23 to forward fund the works alongside S106 funds already held.
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	0	0	30	-	-	Spend will not take place until 21/22 when Castle Quay Waterside is completed and bridge reinstated. Potential for this budget to be utilised to resurface remainder of bridge/redecoration and inspection works
40035	Rebecca Dyson	Corporate Booking System	60	0	0	0	45	(15)	(15)	Delay due to corporate pressure on IT service. Not expected to require all Capital however seeking to Capitalise the 'contract' with the 3rd party platform currently delivering the online service. Remaining capital to support the development of on-line holiday activity booking process.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40131	Tom Darlington	S106 Capital Costs	156	156	0	156		0	-	Adderbury PC Milton Rd Project - Expecting to pay the remaining amount of the existing PO for the completion of drainage works (£28,465); Bloxham PC Jubilee Hall Project - Expecting to pay the remaining amount of the existing PO for the completion of the project. Awaiting news of possible request for further s106 funds to address the rectification of the roof (£44,126.33); Cooper School Project - Contribution towards the refurbishment of the changing rooms (£12,050). Bloxham Ex-Servicemen's Hall Project - Expecting to pay the outstanding amount of the existing PO (£20,530.87). NOA Athletics Track Improvements - Awaiting invoices (£5,340); Bicester Festival - Website build (£1,232).
40152	Kevin Larnar	Community Capital Grants	128	88	0	88	15	(25)	(2)	Funds claimed to date £88k. Project has been delayed due to COVID. The scheme is now closed and any underspends from the CICG funded projects will go back into the CDC capital pot. No further grant applications will be invited or considered.
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	60	40	0	40	0	(20)	(26)	Forward funded by S106 as TrackMark was required before this financial year. Spend is likely to be circa £30 - £35k - awaiting transference of funds which is being dealt with by Capital Accountants
40221	Liam Didcock	Cooper School Re-Development/Refurb work	40	43	0	43	0	3	3	Works fully completed
<b>Leisure and Sport Total</b>			<b>853</b>	<b>365</b>	<b>0</b>	<b>365</b>	<b>378</b>	<b>(110)</b>	<b>(85)</b>	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	20	0	0	0	12	(8)	(8)	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE- PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
	Wellbeing Total		20	0	0	0	12	(8)	(8)	
	Public Health Wellbeing Total		873	365	0	365	390	(118)	(93)	
	Capital Total		95,505	56,773	0	56,773	27,645	(11,087)	(11,030)	

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## CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	10	0	0	10	0	-	Cherwell's involvement is now principally regulatory in the form of considering, inter alia, planning land drainage and environmental applications with a view to issuing consents for both temporary works (covering the construction phase only) and the permanent works. The times spent on the project are largely reactive to its progress and requirements.
40206	Dean Fischer	Garden Town Capital Funding	0	0	0	0	0	-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). The schemes are active and progressing. Spend will be mainly on feasibility, tech support and appointment of contractors to bring the schemes forward. OCC and Graven Hill Dev't Co. (delivering the infrastructure on behalf of Garden Town) are incurring costs on initial feasibility work
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	0	0	0	-	
40103	Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	0	-	
40106	Jane Norman	Coach House Mews (Phase 1)	0	0	0	0	0	-	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	0	0	0	0	-	
40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	0	0	0	0	-	
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0	0	-	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	0	0	0	0	-	
40121	Jane Norman	Bicester Library (phase 1b)	664	0	9	664	0	-	<b>Bicester Library:</b> The first archaeological investigations have been completed and information sent to the County archaeologist for approval to proceed. The demolition contract has been re-tendered as the 3 month time limit had been reached. Planning drawings are now being amended to take account of some minor value engineering amendments and the planning application will be discussed at the August Planning Committee. Expected start on site will be November 2021. A further update on any re-profiling required will be submitted in the next update once we have information from the demolition tenders and design team updates.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	0	0	0	0	61	61	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	6	0	0	6	0	-	Creampot Crescent - Although the home is complete, sold under shared ownership basis CDC are still holding retention money. The amount is £5,750 which will not be due for payment until October 2021
40214	Jane Norman	Creampot Crescent Cropredy Repurch	350	0	0	350	0	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property. Need to reprofile to 21/22



CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	0	0	0	0	0	-	
40173	Jane Norman	Trades & Labour Club (Phase 2)	0	0	0	0	0	-	
40174	Jane Norman	Angus Close (Phase 2)	0	0	0	0	0	-	
40175	Jane Norman	Nizewell Head (Phase 2)	0	0	0	0	0	-	
40176	Jane Norman	Leys Close (Phase 2)	0	0	0	0	0	-	
40177	Jane Norman	Bullmarsh Close (Phase 2)	0	135	0	0	17	17	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £17k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	0	0	0	0	0	-	
40179	Jane Norman	Park Road (Phase 2)	0	0	0	0	0	-	
40180	Jane Norman	Wykham Lane (Phase 2)	0	0	0	0	0	-	
40155	Jane Norman	Build Programme (Phase 2)	0	0	0	0	0	-	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	0	160	-	A new structural engineer consultant has been appointed and further survey work is required to establish the specification for the tender documents. We are still anticipating that the insurance or warranty will cover the cost but won't be able to confirm this until we have submitted the tender prices to the loss adjustor for approval.
40236	Jane Norman	Fairway Flats Upgrade	140	0	0	140	0	-	The approved budget for the project is deemed to be £384k (CAP2117). The balance (384-140) is noted as being a future liability 'reprofiled beyond FY 2021/22).
<b>Growth &amp;</b>			<b>1,330</b>	<b>135</b>	<b>9</b>	<b>1,170</b>	<b>238</b>	<b>78</b>	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40015	Ed Potter	Car Park Refurbishments	79	0	5	79	0	-	Expecting full spend in 21/22. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	0	18	0	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and the full £18k will be committed in 21/22.
40028	Ed Potter	Vehicle Replacement Programme	1,268	0	112	1,268	0	-	Full spend is expected in 21/22. Programme will be reviewed after current vehicle purchases.
40031	Ed Potter	Urban City Electricity Installations	15	0	0	15	0	-	This project is for the refurbishment of electric sockets in Bicester town centre. The Full £15k is expected to be spent in 21/22.
40186	Ed Potter	Commercial Waste Containers	25	0	12	25	0	-	Full spend is expected in 21/22
40187	Ed Potter	On Street Recycling Bins	22	0	4	22	0	-	Full spend is expected in 21/22
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	0	0	174	0	-	£174k is required to be slipped in to 21/22 for preparation of separate food and garden waste implementation. Additional food waste vehicles means the use of the site is being reviewed. Anticipating full spend in 21/22.
40216	Ed Potter	Street Scene Fencing Street Furniture &	24	0	0	24	0	-	This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Full spend is expected in 21/22.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	0	175	0	-	Full spend is expected in 21/22
40218	Ed Potter	Depot Fuel System Renewal	50	0	0	50	0	-	Full spend is expected in 21/22

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40220	Ed Potter	Horsefair Public Conveniences	150	0	7	150	0	-	Full spend is expected in 21/22
40222	Ed Potter	Barnhill - Bicester Country Park	175	0	0	175	0	-	Expected full spend in 21/22. (Description should be Burnehyll) To review as project develops.
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	0	1,063	1,200	0	-	Full spend is expected in 21/22
<b>Environment and Waste Total</b>			<b>3,375</b>	<b>-</b>	<b>1,202</b>	<b>3,375</b>	<b>-</b>	<b>-</b>	
<b>Environment and Place total</b>			<b>4,705</b>	<b>135</b>	<b>1,211</b>	<b>4,545</b>	<b>238</b>	<b>78</b>	
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	3	0	0	0	-	Works have been charged to revenue.- project closed
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	50	0	0	50		-	
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	0	0	100		-	The works design is now completed, now at tender stage. Expect full utilisation of the £100k
40141	Chris Hipkiss	Castle Quay 2	17,409	4,536	0	15,600	1,809	(0)	Includes £1.9m refund of s278 Highways Bond Final construction payment to McLaren scheduled in May23
40144	Chris Hipkiss	Castle Quay 1	6,357	24	31	3,171	3,186	(0)	£3m budgeted for works on M&S unit
40162	Robert Fuzesi	Housing & IT Asset System joint CDC/SNC	100	0	0	100		-	CDC contribution to new joint IT asset system

CHERWELL CAPITAL EXPENDITURE 2021-22

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40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55		-	The works design is now completed, pending tender. Expect full utilisation of budget
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	35	8	0	35		-	Works relate to Air Handling unit at Banbury museum. All specialist parts now have arrived from Germany. Pending installation but expect full utilisation of the £35k
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	0	0	100	41	-	total budget 154k with 13k committed remaining 141k. Review of scope being carried out to ascertain actual requirements. Possibly reprofile funds into next year.
40197	Stuart Parkhurst	Corporate Asbestos Surveys	160	6	0	106		(54)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. Anticipated saving of £54k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	80		-	Full spend anticipated
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	0	0	12		-	Full spend anticipated
40201	Stuart Parkhurst	Works From Compliance Surveys	147	0	0	147		-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	100		-	
40219	Stuart Parkhurst	Community Centre - Works	320	98	57	320		-	2 year scheme - £195k in yr1 and £190k in yr 2. Full spend anticipated
40239	Stuart Parkhurst	Bicester East Community Centre	210	0	0	210		-	2 year scheme - £210k in yr1 and £1240k in yr 2. Full spend anticipated
40240	Stuart Parkhurst	Bicester Dovecote	41	0	0	41		-	Currently scoping the works.
40241	Stuart Parkhurst	Thorpe Place Roof Works	35	0	0	35		-	Currently scoping the works.
40242	Stuart Parkhurst	H&S Works to Banbury Shopping Arcade	127	0	0	127		-	Currently scoping the works.
40243	Stuart Parkhurst	West Bicester Community Centre Car Park	35	0	0	35		-	Out to tender already. Full spend anticipated
40244	Stuart Parkhurst	Flood Defence Works Hanwell Fields Community Centre	20	0	0	20		-	Out to tender already. Full spend anticipated

CHERWELL CAPITAL EXPENDITURE 2021-22

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40246	Stuart Parkhurst	Banbury Museum Pedestrian Bridge	78	0	0	78		-	In design stage. Delays likely due to getting permissions from British Waterways to carry out works over the canal
40247	Stuart Parkhurst	Service Yard at Hart Place Bicester	28	0	0	28		-	Out to tender already. Full spend anticipated
40248	Chris Hipkiss	Solar Panels at Castle Quay	53	0	0	53		-	
40249	Stuart Parkhurst	Retained Land	170	0	0	170		-	2 year scheme - £170k in yr1 and £130k in yr 2. Full spend anticipated
40225	Stuart Parkhurst	Drayton Pavillion - Decarbonisation Works	86	0	12	86		-	Full spend anticipated by March'22
40226	Stuart Parkhurst	Thorpe Lane Depot - Decarbonisation Works	595	0	36	595		-	Full spend anticipated by March'22
40227	Stuart Parkhurst	Banbury Museum - Decarbonisation Works	324	0	28	324		-	Full spend anticipated by March'22
40228	Stuart Parkhurst	Franklins House - Decarbonisation Works	106	0	14	106		-	Full spend anticipated by March'22
40229	Stuart Parkhurst	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	20	159		-	Full spend anticipated by March'22
40230	Stuart Parkhurst	Whitelands - Decarbonisation Works	123	0	14	123		-	Full spend anticipated by March'22
40231	Stuart Parkhurst	Bicester Leisure Centre - Decarbonisation Works	1,401	0	60	1,401		-	Full spend anticipated by March'22
40232	Stuart Parkhurst	Kidlington Leisure Centre - Decarbonisation Works	1,087	0	49	1,087		-	Full spend anticipated by March'22
40233	Stuart Parkhurst	Spiceball Leisure Centre - Decarbonisation Works	1,311	0	58	1,311		-	Full spend anticipated by March'22
40234	Stuart Parkhurst	Woodgreen Leisure Centre - Decarbonisation Works	795	0	41	795		-	Full spend anticipated by March'22
40245	Richard Webb	Enable Agile Working	15	0	0	15		-	
<b>Community Development Assets and Investment</b>			<b>31,865</b>	<b>4,675</b>	<b>420</b>	<b>26,775</b>	<b>5,036</b>	<b>(54)</b>	
<b>Comm Dev Assets total</b>			<b>31,865</b>	<b>4,675</b>	<b>420</b>	<b>26,775</b>	<b>5,036</b>	<b>(54)</b>	
40204	Michael Furness	Finance Replacement System	335	61	30	335	0	-	
<b>Finance Total</b>			<b>335</b>	<b>61</b>	<b>30</b>	<b>335</b>	<b>0</b>	<b>-</b>	
40208	Karen Edwards	Project Manager for HR/Payroll system	25	0	0	25	0	-	Remaining 25K to be spent on further implementation of I Trent.
<b>HR Total</b>			<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>-</b>	

CHERWELL CAPITAL EXPENDITURE 2021-22

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40054	Tim Spiers	Land & Property Harmonisation	0	32	0	32	0	32	27K for PM resource needed for April and May due to project delays as a result of Covid impact on Project Team
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	0	50	0	-	50K needed for Hardware replacement in 2022
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	0	30	0	-	Digital customer Phase 2
40210	Tim Spiers	CDC & OCC Technology Alignment	4	0	0	4	0	-	
40211	Tim Spiers	Legacy Iworld System Migration	50	0	0	50	0	-	Repurpose for new project on members IT
40212	Tim Spiers	Procurement of Joint Performance system	20	4	1	20	0	-	20K needed for PM resource
40237	Tim Spiers	Council Website & Digital Service	250	43	40	175	75	-	
40237	Tim Spiers	IT Shared Services	550	0	0	400	150	-	
		<b>ICT and Digital</b>	<b>954</b>	<b>79</b>	<b>42</b>	<b>761</b>	<b>225</b>	<b>32</b>	
		<b>Customers</b>	<b>1,314</b>	<b>140</b>	<b>72</b>	<b>1,121</b>	<b>225</b>	<b>32</b>	
40083	Tim Mills	Disabled Facilities Grants	1,896	160	0	1,400	496	(0)	£656k reprofiled budget from 20/21 and £1,240k BFC contribution from County (last year of original base budget of £375k in 22/23)
40160	Tim Mills	Housing Services - capital	1,301	1,301	0	1,301	0	(1)	£1.3m paid to Paradigm Housing for Affordable Homes at Oak Farm Drive, Milcombe.
40084	Tim Mills	Discretionary Grants Domestic Properties	213	9	0	213	0	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £63k reprofiled budget from 20/21
		<b>Housing Services Total</b>	<b>3,410</b>	<b>1,469</b>	<b>0</b>	<b>2,914</b>	<b>496</b>	<b>(1)</b>	
		<b>Housing</b>	<b>3,410</b>	<b>1,469</b>	<b>0</b>	<b>2,914</b>	<b>496</b>	<b>(1)</b>	
40005	Tom Darlington	Whitelands Farm Sports ground	0	0	0	0	0	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	9	0	0	9	0	-	Remaining funds from The Hill capital project. Required for professional fees and external lighting project.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40009	Tom Gubbins	Physical Activity and Inequalities Insight	12	0	0	12	0	-	
40010	Liam Didcock	North Oxfordshire Academy Astroturf	183	0	0	183	0	-	
40019	Liam Didcock	Bicester Leisure Centre Extension	84	0	0	34	50	-	
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	0	30	0	-	Spend will take place when Castle Quay Waterside is completed and bridge reinstated. Potential for this budget to be utilised to resurface remainder of bridge/redecoration and inspection works
40035	Rebecca Dyson	Corporate Booking System	45	0	0	45	0	-	capital to support the development of on-line holiday activity booking process.
40131	Tom Darlington	S106 Capital Costs	32	29	3	32	0	0	funded from S106
40152	Kevin Lerner	Community Capital Grants	15	0	25	30	0	15	There has been no spend so far this year. The commitment is £38,191.47. There are two outstanding projects (Milcombe PC £25k from 2019/20 and Bicester Christian Action £13,191.47 from 2020/21). The P.O. for Milcombe PC was carried forward into 2020/21 but inexplicably cancelled in April 2020.
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	0	5	0	5	0	5	
<b>Leisure and Sport Total</b>			<b>410</b>	<b>35</b>	<b>28</b>	<b>381</b>	<b>50</b>	<b>21</b>	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	12	10	0	10	0	(2)	<i>Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k.</i>
<b>Wellbeing Total</b>			<b>12</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>(2)</b>	
<b>Public</b>			<b>422</b>	<b>45</b>	<b>28</b>	<b>391</b>	<b>50</b>	<b>19</b>	
<b>Capital Total</b>			<b>41,717</b>	<b>6,464</b>	<b>1,731</b>	<b>35,745</b>	<b>6,045</b>	<b>74</b>	

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<b><u>Contain Outbreak Management Fund Monitoring Form</u></b>		
<b>Brief description/ breakdown (Including timeline/date of activity if possible)</b>	<b>Total spend £ to date</b>	<b>TOTAL COMF £</b>
Covid Compliance	0	200,000
Targeted communications	0	25,000
Parish and Town Council support	13,782	400,000
Tenancy Support	0	30,000
Motivational Interviewing	1,320	30,000
Council Hub Staff	45,000	30,000
Food Infrastructure Support	20,000	100,000
Health Promotion	0	0
Enabling Covid Safe Exercise in Banbury	10,770	82,982
Supporting Active Travel with Dr Bike	3,600	10,800
Councillor approved grant scheme for VCS	0	0
CANOSN Addition Debt and Money Advice Work	0	32,000
The Mill Arts Centre - virtual creative cafes	0	30,567
Additional support for SME's and business support	0	65,000
Vaccination centre support	0	0
	<b>94,472</b>	<b>1,036,349</b>

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## Transfers to reserves to be released 2021/2022

Description	Amount £
Apprentice Building Surveyor	7,700
Apprentice Building Surveyor	3,300
ARG Covid grant	2,935,386
Arts Development	10,000
Bicester Depot Redevelopment	14,897
Bicester Environmental Planting programme	10,000
Brighter Futures	52,212
Cherwell local lottery-playwell in Cherwell	165,000
Cherwell Lottery	20,096
Cllr Priority fund	16,595
COMF Active travel Dr Bike	7,200
COMF Covid Compliance	200,000
COMF Customer Service hub staff	15,000
COMF Enable Covid safe exercise in Banbury	72,212
COMF Food Infrastructure Support	80,000
COMF Motivational Interviewing	28,864
COMF Parish & Town Council Support	321,218
COMF Support for SMEs	65,000
COMF Targeted Communications	25,000
COMF Tenancy Support	30,000
COMF Unallocated balance £	4,218
Community Safety Covid Compliance and Enforcement grant	13,019
Country Park Reserve	50,000
Customer Services - Joint CSC optimisation programme of work	50,000
DEFRA Emergency Assistance Grant	30,829
FAST Sports England grant	26,000
Finance New Burdens	111,974
Hardship fund	135,097
Housing refugee reimbursement	217,967
IT infrastructure	19,000
Land Charges salary	5,000
LRSG Grant	136,405
MHCLG Pocket Parks grant Elmsbrook Community	24,500
New Growth Deal *** see note below	742,000
Next Steps Accommodation Programme Grant	52,512
NLRF grant	235,000
Planning Covid - procurement of consultation system	20,000
SPARK funding	27,000
Spatial - Land charges	15,000
Sport England Wayfinding grant	53,384
Test & Trace grant	93,000
Town centre House concierge service (April to Sept'21)	9,498
	<b>6,151,083</b>

## \*\*\* Growth Deal Note

The Growth Deal was due to end after year 3 of the programme (2020/21). However, the Government has extended the scheme by a year due to delays following the impact of Covid-19. It is recommended that the underspend on this allocation is carried forward to be utilised in 2021/22.

The original Growth Deal funding agreed by the Council required match funding from Registered Providers of Recycled Capital Grant Funding and Value for Money self-assessments. It has come to the Council's attention that there are Registered Providers who are not able to offer Recycled Capital Grant match Funding, but are able to offer alternatives such as capital investment. In order to enhance the opportunities of this scheme it is recommended that the requirement for match funding is removed, but the requirement for the scheme to deliver VFM is retained. It is anticipated that this additional flexibility could result in 30 units being delivered in 2021/22.

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**Fees and Charges**

In January 2021 the Executive agreed the amendments to the fees and charges that the council applies for certain services. As a result of an oversight, the schedule of proposed fees and charges for Environmental Health and Licensing which was approved by the Executive at that time did not reflect all the changes required to these fees. A number of the proposed fees and charges included on the schedule at that time had not been adjusted for inflationary or other cost increases. A fully updated schedule of proposed fees and charges for Environmental Health and Licensing is included as an annex to this paper. The fees and charges which were not previously updated are shown in italics. The Executive is asked to approve this fully revised schedule of fees and charges for Environmental Health and Licensing to be applied for the 2021/22 financial year.

**Recommendation:**

That the Executive approve the revised schedule of fees and charges for Environmental Health and Licensing which are to be applied for the 2021/22 financial year.

**Public Protection, Environmental Health, Licensing**

Fees and Charges	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
<b>Environmental Health, Environmental Protection and Licensing</b>					
Gambling Act Premises	Various	Various			Statutory
<b>Animal Licensing</b>					
Animal Boarding Establishment Licence	£382.50	£392.50	£10.00	2.6%	Discretionary
Pet Shop Licence	£382.50	£392.50	£10.00	2.6%	Discretionary
Riding Establishment Licence	£382.50	£392.50	£10.00	2.6%	Discretionary
Dog Breeding Establishment Licence	£382.50	£392.50	£10.00	2.6%	Discretionary
Dangerous Wild Animals Licence	£382.50	£392.50	£10.00	2.6%	Discretionary
Zoo Licence	£576.00	£595.00	£19.00	3.3%	Discretionary
<b>Skin Piercing, Tattooing, Acupuncture, Electrolysis etc.</b>					
Registration Fee	£104.00	£107.50	£3.50	3.4%	Discretionary
Registration of Premises	£156.00	£160.00	£4.00	2.6%	Discretionary
<b>Scrap Metal</b>					
<i>Variation of scrap metal dealers licence type Collector - Dealer</i>	£208.00	£213.00	£5.00	2.4%	Discretionary
<i>Variation of scrap metal dealers licence - Admin, change of name or replacement</i>	£104.00	£106.20	£2.20	2.1%	Discretionary
<i>Scrap metal dealers site</i>	£474.50	£487.00	£12.50	2.6%	Discretionary
<i>Scrap metal collectors licence</i>	£280.50	£287.50	£7.00	2.5%	Discretionary
<b>Street Trading consent charges are as follows:-</b>					
<i>12 month period</i>	£1,165.00	£1,197.00	£32.00	2.7%	Discretionary
<i>6 month period</i>	£581.50	£597.00	£15.50	2.7%	Discretionary
<i>3 month period</i>	£291.00	£299.00	£8.00	2.7%	Discretionary
<i>1 month period</i>	£163.50	£168.00	£4.50	2.8%	Discretionary
<b>Table and Chairs consent charges are as follows:-</b>					
<i>12 month period</i>	£15.80	£15.80	£0.00	0.0%	Discretionary
<i>Pavement licences - per chair up to max. £100 (licences cannot extend beyond 30/09/2022)</i>	New	£15.80			Statutory
<b>Private Hire and Hackney Carriage DRIVER Fees and Charges</b>					
<i>Grant of Licence 1 Year</i>	£116.50	£119.50	£3.00	2.6%	Discretionary
<i>Grant of licence 3 Years</i>	£193.00	£198.00	£5.00	2.6%	Discretionary
<i>Renewal of existing licence 1 year</i>	£98.00	£100.50	£2.50	2.6%	Discretionary
<i>Renewal of existing licence 3 years</i>	£170.00	£174.50	£4.50	2.6%	Discretionary
<i>DBS (was CRB) check and DVLA check</i>	£50.00	£51.00	£1.00	2.0%	Discretionary
<i>Knowledge Test</i>	£25.50	£26.00	£0.50	2.0%	Discretionary

<i>Re take of Knowledge test</i>	£25.50	£26.00	£0.50	2.0%	Discretionary
<i>Cost of badge/ replacement badge</i>	£25.50	£26.00	£0.50	2.0%	Discretionary
<i>Cost of replacement paper licence</i>	£10.70	£11.00	£0.30	2.8%	Discretionary
<i>Disability and Safeguarding Awareness Training</i>	£50.00	£50.00	£0.00	0.0%	Fee set by OCC
<i>English Testing</i>	£41.00	£42.00	£1.00	2.4%	Discretionary
<b>Hackney Carriage VEHICLE Fees and Charges</b>					
<i>Grant of licence</i>	£298.00	£305.50	£7.50	2.5%	Discretionary
<i>Renewal of existing licence</i>	£258.00	£265.00	£7.00	2.7%	Discretionary
<i>Replacement licence plate</i>	£20.40	£21.00	£0.60	2.9%	Discretionary
<i>Replacement bracket</i>	£20.40	£21.00	£0.60	2.9%	Discretionary
<b>Change of vehicle only</b>	£112.30	£115.00	£2.70	2.4%	Discretionary
<i>Transfer of licensee only</i>	£57.00	£58.50	£1.50	2.6%	Discretionary
<i>Change of vehicle and licensee</i>	£42.00	£43.00	£1.00	2.4%	Discretionary
<b>Private Hire VEHICLE Fees and Charges</b>					
<i>Grant of new licence</i>	£270.00	£277.00	£7.00	2.6%	Discretionary
<i>Renewal of licence</i>	£250.00	£256.00	£6.00	2.4%	Discretionary
<i>Internal Plate Replacement</i>	£10.20	£10.50	£0.30	2.9%	Discretionary
<i>Plate or bracket replacement</i>	£20.40	£21.00	£0.60	2.9%	Discretionary
<i>Cost of replacement paper licence</i>	£10.70	£11.00	£0.30	2.8%	Discretionary
<i>Change of vehicle only</i>	£102.00	£104.50	£2.50	2.5%	Discretionary
<i>Transfer of licensee only</i>	£56.00	£57.50	£1.50	2.7%	Discretionary
<i>Change of vehicle and licensee</i>	£127.00	£130.00	£3.00	2.4%	Discretionary
<b>Private Hire OPERATOR Fees and Charges</b>					
<i>Operator's Licence (one vehicle only) - 1 year</i>	£143.00	£147.00	£4.00	2.8%	Discretionary
<i>Operator's Licence (one vehicle only) – 5 year</i>	£132.60	£136.00	£3.40	2.6%	Discretionary
<i>For each additional vehicle</i>	£20.40	£21.00	£0.60	2.9%	Discretionary
<b>Sex Establishment Venue</b>					
<i>Application</i>	£1,588.00	£1,630.00	£42.00	2.6%	Discretionary
<i>Renewal</i>	£1,052.00	£1,080.00	£28.00	2.7%	Discretionary
<i>Contaminated land enquiry (charge per hour or part thereof)</i>	£67.50	£70.00	£2.50	3.7%	Discretionary
<b>Health Protection</b>					
<i>Food Export/Hygiene Certificates</i>	£110.00	£115.00	£5.00	4.5%	Discretionary
<i>Food Hygiene Rating Scheme Rescore Visit</i>	£276.00	£285.00	£9.00	3.3%	Discretionary
<i>Food Surrender Certificates</i>	£123.50	£127.00	£3.50	2.8%	Discretionary
<i>Copies of Food Premises Register (a) Single Entry</i>	£3.75	£4.00	£0.25	6.7%	Discretionary
<i>Copies of Food Premises Register (b) Full Register</i>	£320.00	£330.00	£10.00	3.1%	Discretionary
<i>Factual Statements for Civil Proceedings</i>	£155.00	£160.00	£5.00	3.2%	Discretionary
<i>Reports provided under the Environmental Information Regulations</i>	£155.00	£155.00	£0.00	0.0%	Statutory
<b>Water Sampling</b>					
<i>Large/Commercial use supplies (each assessment at £68/hour capped at £500)</i>	£500.00	£500.00	£0.00	0.0%	Statutory

Risk assessment (each assessment at £68/hour	£500.00	£500.00	£0.00	0.0%	Statutory
Sampling (each visit)	£100.00	£100.00	£0.00	0.0%	Statutory
Investigation	£100.00	£100.00	£0.00	0.0%	Statutory
Granting an authorisation	£100.00	£100.00	£0.00	0.0%	Statutory
Analysing a sample:					
Taken under regulation 10	£25.00	£25.00	£0.00	0.0%	Statutory
Taken during Check monitoring	£100.00	£100.00	£0.00	0.0%	Statutory
Taken during Audit monitoring	£500.00	£500.00	£0.00	0.0%	Statutory
<b>Water Sampling Fees:</b>					
Lab Fees (Depending on criteria)	£85.50	£85.50	£0.00	0.0%	Discretionary
Pools (basic swimming pool test)	£32.50	£33.50	£1.00	3.1%	Discretionary
Sampling and admin cost recovery hourly rate	£44.00	£45.00	£1.00	2.3%	Discretionary
Courier charge	£32.50	£33.50	£1.00	3.1%	Discretionary
<b>Health Protection - Food Safety</b>					
<b>Level 2 Food Safety in Catering Course</b>					
Taught Course	£74.00	£76.00	£2.00	2.7%	Discretionary
Taught - Voluntary Groups	£43.00	£44.00	£1.00	2.3%	Discretionary
Taught - Unemployed	£43.00	£44.00	£1.00	2.3%	Discretionary
E-learning (all level 2 courses)	£25.00	£25.00	£0.00	0.0%	
Level 2 Personal license Holder elearning and invigilated exam	£82.00	£82.00	£0.00	0.0%	
Invigilated exam resit	£26.00	£26.00	£0.00	0.0%	
Level 3 Food Hygiene Course Taught Course	£295.00	£295.00	£0.00	0.0%	
Cost recovery - Commercial & Business Support					
Basic cost recovery (qualified officer)	£69.50	£71.50	£2.00	2.9%	Discretionary
Full cost recovery (qualified officer)	£76.50	£79.00	£2.50	3.3%	Discretionary
Mileage cost per mile	£0.45	£0.45	£0.00	0.0%	Discretionary
Strive for 5	£250.00	£260.00	£10.00	4.0%	Discretionary
SFBB Packs (without diary)	£15.25	£16.00	£0.75	4.9%	Discretionary
SFBB 48 week diary refills	£14.50	£15.00	£0.50	3.4%	Discretionary
SFBB Pack with 48 week diary refill	£24.00	£25.00	£1.00	4.2%	Discretionary
<b>Mobile Home Sites Fees</b>					
New Application					
1 to 10 pitches	£300.00	£308.00	£8.00	2.7%	Discretionary
11 to 30 pitches	£440.00	£452.00	£12.00	2.7%	Discretionary
31 to 99 pitches	£570.00	£586.00	£16.00	2.8%	Discretionary
100 or more pitches	£710.00	£730.00	£20.00	2.8%	Discretionary
Annual Fee					
1 to 10 pitches	£235.00	£241.00	£6.00	2.6%	Discretionary
11 to 30 pitches	£300.00	£308.00	£8.00	2.7%	Discretionary
31 to 99 pitches	£370.00	£380.00	£10.00	2.7%	Discretionary
100 or more pitches	£440.00	£452.00	£12.00	2.7%	Discretionary
Transfer/amendment	£166.00	£170.00	£4.00	2.4%	Discretionary
Replacement paper licence	£11.00	£11.30	£0.30	2.7%	Discretionary
Lodging rules	£57.00	£58.50	£1.50	2.6%	Discretionary
<b>Environmental Enforcement</b>					
Unwanted vehicle	£32.40	£33.25	£0.85	2.6%	Discretionary
Rats & Mice, Per consultation - 3 visits (free of charge to residents who are 60 years of age and over)	£53.40	£55.00	£1.60	3.0%	Discretionary
Fleas, cockroaches ants, carpet beetles, and other household insects	£59.40	£61.00	£1.60	2.7%	Discretionary
Bedbugs	£91.80	£94.50	£2.70	2.9%	Discretionary
Wasps Nests	£53.40	£55.00	£1.60	3.0%	Discretionary
Fine for stray dogs	£148.00	£159.95	£11.95	8.1%	Discretionary
Kennel Costs (per day/part of)	£19.95	£19.95	£0.00	0.0%	Discretionary

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## Cherwell District Council Wellbeing Service

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*The wellbeing service has residents at its core; encouraging social action, resilience, good governance and use of resources in a range of projects and community led programmes. Delivering services as well as facilitating an environment of self-help and volunteering.*

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### **Leisure Facilities - Community Development - Sport and Physical Activity - Healthy Communities**

Since March 2020 the Wellbeing Team have supported communities in their endeavours to respond to the pandemic. The Cherwell Community Hub was managed by this team, giving detailed information and practical help to residents who had to shield; either because they were Clinically Extremely Vulnerable or because they had to self-isolate. They have provided practical help and solutions for shopping, feeling isolated, dog walking and pharmacy collections. They have signposted people to debt and money services, grant provision and voluntary sector groups able to befriend and come alongside people at their most desperate times. In the initial lockdown the team were joined by the healthy place shaping team to boost the numbers of staff and provide resilience.

The Wellbeing Team has strong partnerships with a wide range of organisations in the voluntary sector and robust relationships in housing and social care. It has been gratifying to see those relationships underpin so much of the excellent delivery and response in Cherwell. We need to particularly mention Citizens Advice who repurposed the Volunteer Drivers scheme to make emergency food deliveries to those people who had to shield or isolate in the early days and continued to provide their advice sessions to a broader number of people who were new to the benefits system or had to ask for help for the first time. They have also been instrumental in delivering the Covid support grant aid to people needing financial support for food and essentials such as utility costs

We have also worked with Good Food Oxford to establish a Cherwell Food Network - a group of organisations intent on providing food to anyone in need and reducing food waste. It involves some well-established groups like Banbury Food for Charities to completely new organisations such as the Cherwell Collective as well as Food banks, pantries, larders, all working together

### **Sport and Physical activity**

At the start of the pandemic our usual services shut down requiring us to put activity online. We have adapted our provision to ensure that residents still received quality physical activity opportunities in a safe way. The FAST programme has adapted by offering families a bespoke service which they get in touch with space and equipment they have available and the team design activities and lend equipment and resources if required. A new website and Youtube was designed to offer online content and resources while in lockdown <https://www.cherwell.gov.uk/activity-and-wellbeing-hub>

**FAST** - has continued to grow massively over the last year providing a family's support, ideas and resources during Covid to stay active. 6500 individuals and 2400 families are on the programme with

a huge range of opportunities. These include Street Tag which is a new walking app that we delivered in July 2020 which enabled the families to safely be active together with over 9000 residents currently participating.. Other activities include Multi Skills, Boxing, Cycling , Climbing Swimming and many more as well as resources

**Active Reach** is a new programme started in September 2020, funded by Sport England, in Grimsbury with a particular focus on the BAED community. Banbury Mosque and Lighthouse Parish along with Aspire, Legacy Leisure, Active Oxfordshire, Banbury United, St Leonards Church and Age UK are all involved with over 500 people attending opportunities such as learning to swim, gym fitness, yoga, seated exercise, online classes, health walks and more

**Key Worker bike scheme** – bikes got donated, fixed and handed out to key workers who needed one. Since April 2020 over 100 bikes have been upcycled and found a grateful owner with this growing into a FAST bike scheme for families who need support to access a free bike from June 2021.

**Youth Activator** – The Activator programme has continued to provide an essential service and grow. During the pandemic the activator programme provided schools with support for Key Worker Children by delivering adapted physical activity sessions in a covid safe way to over 3500 children across 26 schools. The new Mental Health and Physical Activity programme has been developed in partnership with Mind as a clear need to support primary school children in year 5 & 6. This has seen 16 schools access the 6 week programme that combines physical activity and 6 topics around mental health. The partnership with Schools has never been stronger with the Activators being embedded into school programme as a key part of the physical activity offered and held in high regard.

**Top up swimming** has been offered to four schools in partnership with North Oxfordshire School Partnership and Legacy Leisure where children in year 7 who have missed the opportunity to swim 25 meters can access this free of charge to the school through a top up swimming programme. This has been so popular that it will continue into the next academic year and will be another programme we offer to help address the inequalities with swimming. This is another externally funded programme

**Cycling development** – In partnership with British Cycling we have offered a range of provision for all ages to get on their bike and even access a bike if they haven't got one. The Key Worker Bike Scheme offers the opportunity for adults to gain a bike along with the FAST bike scheme. Courses have also been delivered to train up teachers, CDC staff and volunteers to be able to run school programmes from September along with family and ladies rides in the community. This will offer a huge range of opportunities along with Dr Bike sessions to FAST families to maintain the bikes once in use.

### **Community Development**

During the lockdown period, the team had to look at different ways to stay in touch with residents and support our voluntary organisations and partners who were still delivering services. Our usual quarterly newsletter the "Community Link" which offers advice, guidance and shares good practice to the voluntary sector became a monthly publication to help groups navigate new guidance and offer essential support during such strange times. The feed back from partners was that this was an invaluable resource and that their local authority was continually supporting them.

A priority was given to keeping in touch and supporting our most vulnerable individuals and communities. Activity and information sheets were produced aimed at engaging our older residents,

to share essential information and contact numbers but also to give them activities to do when so many were being asked to shield. The team worked with our community wardens, sheltered housing partners and Age UK to distribute hard copies across the district.

Many events were cancelled in 2020 but we still managed to try and keep residents entertained. A play day resource pack was created and distributed to schools, early year settings and youth groups to allow young people to still get involved in activities during the summer be it in their back gardens. The Bicester Festival went online and streamed live performances over the weekend in September and engaged local artists to make tutorial videos for activities to do at home.

Over a 1000 activity packs were distributed to our most vulnerable young people and families in the last year, containing games, reading books, sports equipment and arts and craft materials. Working with partners in our Brighter Future wards we were able to continue to engage and share high quality resources to support families in lockdown.

Cherwell is committed to nature conservation and it couldn't be more important after the last 12 months with residents connecting more with nature than ever. Our Community Nature Plan sets out how we will contribute towards looking after the natural environment for wildlife and people. It includes aims, actions and targets relating to health and wellbeing, planning and sustainable development, climate action and land and buildings management.

During lockdown working with our forest schools partner Muddy Feet a school transition resource was created to help support young people returning to school using nature as an intervention which has been shared with all schools in the district and received with positive feedback.

To celebrate wildlife and nature across the district and make it easy for residents to engage a wild calendar has been created to celebrate different themes each month which include step into spring, growing together and park life with helpful links and resources held on the CDC website in the information hub – connect to nature.

<https://www.cherwell.gov.uk/info/118/communities/532/community-nature-plan>

**Cherwell voluntary organisations forum** took place online in September 2020 and delivered a week of webinars, training courses and open forums to support the voluntary sector under a variety of themes. Although groups do like to meet in person, some elements of the online forum will be kept in the future to be able to reach the maximum audience.

**Community Halls** - The council supports voluntary residents associations in Banbury and Bicester who lease the council owned community Centres to comply with guidance and maintain good levels of activity. The team have helped groups apply for grants and rate relief.

### **Leisure Facilities**

Leisure Facilities across the District have made a significant contribution during the pandemic on a number of key fronts. Not only have the facilities all re-opened in line with each stage of the Government roadmap for a return to leisure activity but some Centres have also had to stand up as either symptomatic or asymptomatic testing centres.

**National Leisure Resilience Fund** Cherwell were successful in a bid process to secure £320,000 of Government funding to support the re-opening of the Leisure Centres and are participating in the national Moving Communities programme.

**Woodgreen Leisure Centre** in Banbury has been a symptomatic test centre for a number of months now supporting those residents who displayed symptoms and required an immediate test. The partnership approach with our Leisure Operator was key to the success of this launch as well as support from the Facilities Management Team. In recent weeks with the return of customers to the Centre not only using the Outdoor Pool which opened at the end of March but also the re-opening of the gym, library and group exercise classes the logistics in and around the site has been challenging but well managed

**Spiceball Leisure Centre** in Banbury stood up as an asymptomatic test centre until early May allowing residents to access the facility for Covid testing. Again, this was in partnership with our Leisure Operator (Parkwood Leisure) with Leisure Centre Staff acting as operatives for the Site. As part of the transition to re-opening more activities within Spiceball Leisure Centre, the asymptomatic test centre moved to Banbury Utd FC, however, is still being managed by the Leisure Facilities Team.

In terms of access to Leisure Centres/Facilities the first of these to re-open were those facilities that could accommodate Outdoor Sport with the directly managed Facilities at North Oxfordshire Academy and Cooper School re-opening its doors on the 29<sup>th</sup> March for organised sport. This also coincided with the earlier than planned opening of the Outdoor Pool at Woodgreen Leisure Centre. 12<sup>th</sup> April saw the re-opening of Gyms. Swimming Pools at Spiceball, Bicester and Kidlington Leisure Centres with the re-introduction of group exercise classes from 17<sup>th</sup> May

### **Healthy Communities**

**Grants** - Since the start of 2020 we have set up and run four new grant schemes:

Good Cause Partners Community Fund: A grant to distribute CDC's share of income from Cherwell Lottery ticket sales.

Community Hubs Emergency Relief Fund: A grant specifically aimed at voluntary sector organisations distributing food and providing essential services to people affected by the pandemic.

Covid-19 Councillor Priority Fund: A small grant fund whereby each councillor had a £2,000 budget to distribute amongst parish councils and third sector groups affected by the pandemic. 115 awards were made.

COMF Parishes Fund: A grant specifically aimed at Parish Councils, for initiatives to reduce the spread of infection and mitigate the social effects of the pandemic

In December 2020 we took over the running of the OCC Councillor Priority Fund. Run along similar lines to the CDC Councillor Priority Fund, but with a broader remit and each councillor has a budget of £15,000. Last year over 500 awards were made.

**Parish Liaison** The Wellbeing Team leads on CDC's relationships with rural communities and communication with our 79 parishes. Twice a year we host a conference style Parish Liaison Meeting to consult, inform and inspire parishes, and give them the opportunity to network with each other and senior CDC members and officers. Since July 2020 the Parish Liaison meetings have been virtual.

During the first lockdown we realised the need to keep parishes more informed about the rapidly changing situation, so we began issuing a fortnightly 'Parish Bulletin' consisting of items and links specially curated for the parish council and rural community audiences. This regularly includes grant opportunities, consultations, changes to government guidance on village hall and community facility management, examples of good practice, and up to date information on infections and testing.

**Local Strategic Partnership** The Wellbeing Team manages and facilitates the Cherwell Local Strategic Partnership (LSP). The purpose of the LSP is to promote dialogue and cross-sector working between

statutory, business and third sector partners. A recent expansion of the LSP Board included partners from Oxford University Hospitals Trust and the Primary Care Networks. The Board of 20 representatives is chaired by the leader of CDC and since Summer 2020 has been held virtually

**Community Resilience and Good Neighbour Schemes** Working with partners including Community First Oxfordshire and Volunteer Link-up, we encourage the sustainability of parish and neighbourhood based self-help and neighbour support arrangements.

**Military Covenant** The Wellbeing Team leads on the Military Covenant for CDC, supporting the Military Champion (Cllr McHugh) and liaising with county and regional colleagues to ensure veterans, service personnel and military families are not disadvantaged. In 2020 we secured MOD Employer Recognition Scheme 'Silver' status for CDC.

**Health & Wellbeing** The Wellbeing Team represents CDC on a number of countywide wellbeing partnerships, including Mental Health Concordat, Oxfordshire Tobacco Control Alliance and Health Inequalities Implementation Group. We act as joint commissioner for the Citizens Advice Social Prescribing service and fund and oversee their district wide Volunteer Connect and Volunteer Driver services.

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