


URGENT BUSINESS AND SUPPLEMENTARY INFORMATION
Executive
6 June 2022

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
7.	Pages 3 - 92	Executive Performance, Risk and Finance Report 2021-2022	Interim Assistant Director Customer Focus	Report being reviewed and finalised at time of agenda dispatch
12.	Pages 93 - 102	Appointment of Outside Body Representatives, Member Champion and Shareholder Committee	Democratic and Elections Officer	Report being reviewed and finalised at time of agenda dispatch

If you need any further information about the meeting please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221589

This page is intentionally left blank

Cherwell District Council

Executive

6 June 2022

Executive Performance, Risk and Finance Monitoring Report 2021-2022

Report of Assistant Director of Finance and Interim Assistant Director of Customer Focus

This report is public

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions at the end of the Financial Year 2021-2022.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the Annual Report 2021-2022 (Appendix 1)
- 1.2 To note the Risk and Opportunities Management Strategy 2022/23 (Appendix 2)
- 1.3 To approve the carry forward of funding into reserves and agree to the allocations being released for use in 2022/23 as described in Appendix 7.
- 1.4 To approve the Capital carry forwards described in Section 3.24 of the report and in Appendix 4
- 1.5 To approve the Community Project, spend be funded from S106 as described in the Capital appendix (Appendix 4)
- 1.6 To approve the Use of / (Contributions to) Reserves
- 1.7 To note the outturn underspend for 2021/2022

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, however due to redeployment of resources supporting Omicron variant there was no report during December 2021 and February 2022.
- 2.2 This report provides an update on progress made during the financial year 2021-22,

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 underperformance or delays.
- 2.4 As part of monthly reporting, the Performance & 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 ELT (Extended Leadership Team) 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 ELT and will continue to be updated monthly.
- 2.6 The main report details section is split into three parts:
 - 2.6.1 Performance Summary
 - 2.6.2 Leadership Risk Register Update
 - 2.6.3 Finance Summary
- 2.7 There are eight appendices to this report:
 - 2.7.1 Appendix 1 – Annual Report 2021-2022
 - 2.7.2 Appendix 2 – Risk and Opportunities Management Strategy 2022/23
 - 2.7.3 Appendix 3 – Leadership Risk Register March 2022
 - 2.7.4 Appendix 4 – Finance Capital March 22-23
 - 2.7.5 Appendix 5 – Virements and Aged Debt
 - 2.7.6 Appendix 6 – COVID funding
 - 2.7.7 Appendix 7 – Use of Reserves and Grant Funding
 - 2.7.8 Appendix 8 – Transfer to reserves to be released in 2022-23

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.

Summary of Performance

3.4 The Council reports quarterly on performance against **40** Business Plan Measures. Performance against our targets remains strong. We have started to see recovery in certain areas affected by COVID-19 such as housing interventions and visits to the leisure centres. The performance highlights for the year are reflected on the Annual Report 2021-2022 (Appendix 1). The below table shows the status of all measures by the end of the financial year 2021-22.

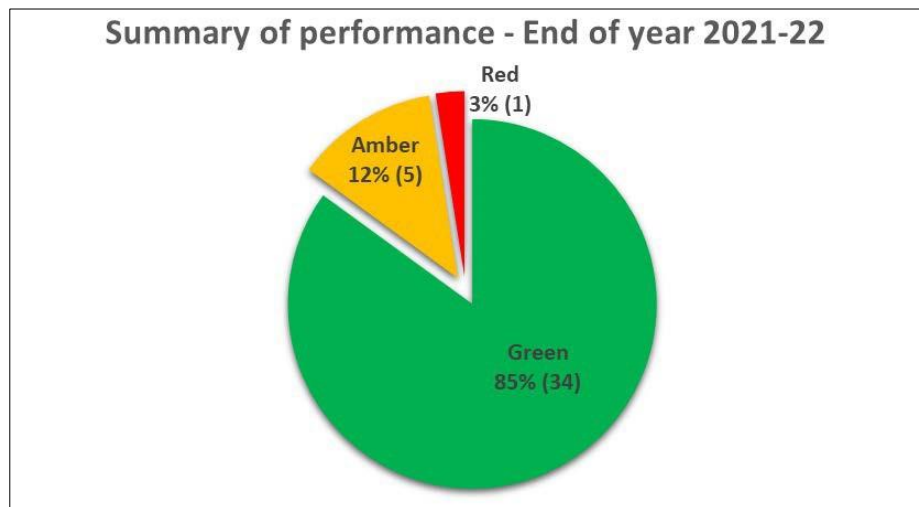


Figure 1 – Above chart reflects the end of year results 2021-22, 34 (85.00%) reported on target (Green), 5 (12.50%) slightly off target (Amber) and one measure (3.00%) reported off target (Red)

3.5 Performance Exceptions by Strategic

Priority: Housing that meets your needs

- **Homelessness Prevention** – Reported Amber for End of Year. The housing team continues to focus on clients who present in crisis. Since the courts have reinstated eviction proceedings, an increase in families presenting as homeless is causing significant pressure on resources.

Leading on environmental sustainability

- **Reduction of fuel consumption used by fleet** – Reported Amber for End of year (38,827 against a target of 37,465). More fuel has been used in March as there are 9 extra 12-tonne trucks, in the fleet, due to the commencement of food-waste weekly collection service. The service is working hard to manage the fuel consumption throughout the year, using training and technology to improve

usage.

- **Develop the Country Parks to support good lifestyle choices** – Reported Amber for End of year. Delays on the programme have been the cause of this performance, plans are in place to accelerate the delivery of these projects.

An enterprising economy with strong & vibrant local centres

- **% of Council Tax collected, increase Council Tax Base** – Reported Amber for End of year (98.07% against a target of 98.25%). As at the end on 2021/22 the amount of council tax due to be collected was just short of £117.7m. Overall the in-year collection rate was 98.07% against a target of 98.25%, collection rates for 2021/22 were impacted by the ongoing pandemic and furlough, however recovery action continued throughout 2021/22 and the end of year position for 2021 22 is an improvement on 2020 21 in-year rate of 97.46%.
- **% of Business Rates collected, increasing NNDR Base** – Reported Amber for End of year (97.84% against a target of 98.50%). As at the end on 2021/22 the amount of Business Rates due to be collected was just over £76.6m. Collection rates for 2021/22 were impacted by the ongoing pandemic and the re-billing exercise in June 2021 following on from the changes to the retail rate relief discount which took effect from 1 July 2021; however, where payment has not been forthcoming recovery and enforcement action will continue.
- **Establish new Building regulations Partnership** – Reported Red for End of year. Cherwell remains committed to forming a joint Building Control service despite the 2021/22 target not being met. The initiative to form a new Building Control joint service for commencement on 1 April 2022 stalled during the middle part of 2021/22. Progress is dependent on interest from compatible authorities. However, there is current and active interest from another Building Control authority which is being explored by officers

Healthy, resilient & engaged communities

There were no performance exceptions under this priority for the end of the financial year.

Climate Action Programme

- 3.6 This report updates Executive on the delivery of the 12 priority actions set by the Climate Action Programme Board for 2021/22. By the end of March, actions were rated as follows:

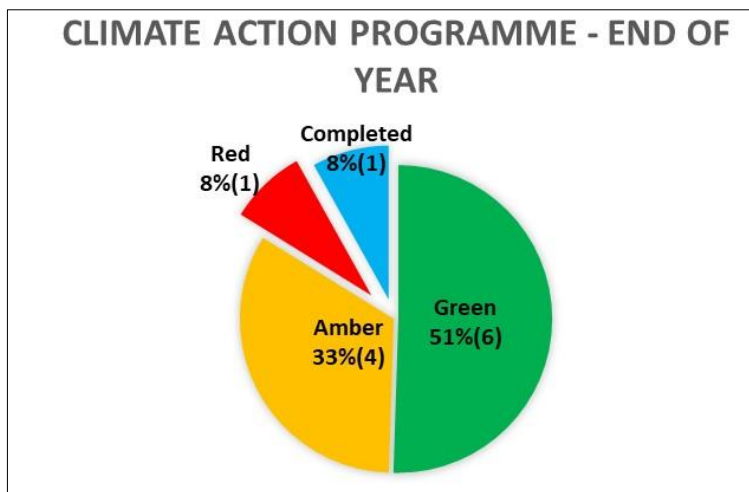


Figure 2 – Above chart reflects the end of year results 2021-22 for the Climate Action Framework, 6 (51.00%) reported on target (Green), 4 (33.00%) slightly off target (Amber), one (8%) reported off target (Red) and one action (8%) was completed

Highlights:

- Decarbonisation work continued at leisure centres and corporate buildings
- Carbon Management Plan 2022-25 developed
- Heat network feasibility study awarded and due to start in May
- Tree planting project officer in place to progress planting during 22/23 season
- New action plan is being developed to continue work on the strategy for net-zero carbon standard affordable housing schemes, due to staff no longer being available.

A recent decision has been taken to decouple this partnership agreement with Oxfordshire County Council; a supporting service level agreement has been established to provide ongoing support and advice from Oxfordshire to Cherwell.

Risk Update

- 3.7 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. A full review of the Leadership Risk Register is in progress and will be presented in the next Executive meeting (4 July 2022).
- 3.8 The table below provides an overview of the Leadership Risk Register 21/22. During March the leadership risk register did not have any score changes. One new risk was added L20 Safeguarding the vulnerable – Operational and partnership actions, this addition has been agreed as a consequence of the full review of L08 Safeguarding the vulnerable – Internal Procedures.

(Please note that as per usual the current risks' numbering reflects the closure of L13 Joint working and L14 Legacy Shared Services Partnership – West Northamptonshire, both closed during February 2022, this will be reorganised as part of the annual review.)

Leadership Risk	Score	Direction of travel	Mitigating Actions
<p>L01 Financial Resilience</p>	<p>16 High Risk</p>	<p>↔</p>	<ul style="list-style-type: none"> ➤ 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 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme took place throughout 2021/22 with mitigations required if slippage was identified. ➤ Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, 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. Ongoing impacts would be addressed as part of the 2023/24 budget process. ➤ A business rates reset is assumed from 2023/24 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 has begun with savings proposals set out that would enable the Council necessary to operate within the forecast 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. ➤ New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected

Leadership Risk	Score	Direction of travel	Mitigating Actions
L02 Statutory functions	9 Low Risk	↔	<ul style="list-style-type: none"> ➤ Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. ➤ Review Directorate/Service risk registers. ➤ Ensure Committee forward plans are reviewed regularly by senior officers. ➤ Ensure Internal Audit plan focusses on key leadership risks. ➤ Allocate specific resource to support new projects/policies or statutory requirements e.g., GDPR. ➤ Learning and development opportunities identified and promoted by the Chief Executive and Directors. ➤ Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. ➤ External support secured for key corporate projects including Growth Deal and IT Transformation Programme.
Page 9 L03 CDC Local Plan	12 Medium Risk	↔	<ul style="list-style-type: none"> ➤ 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. ➤ 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.
L04 Business Continuity	12 Medium Risk	↔	<ul style="list-style-type: none"> ➤ Business Continuity Statement of Intent and Framework being revised to align with OCC and create an incident management framework ➤ Cross-council BC Steering Group meets regularly to identify BC improvements needed ➤ ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss ➤ Corporate ownership and governance to be revisited as a result of separation of OCC and CDC ➤ BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team ➤ BC exercises to be arranged (on hold due to pandemic response) ➤ Updated Incident management framework agreed August 2021

Leadership Risk	Score	Direction of travel	Mitigating Actions
L05 Emergency Planning	12 Medium Risk	↔	<ul style="list-style-type: none"> ➤ Emergency plan contacts list being updated monthly and reissued to all duty managers. ➤ OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. ➤ Supporting officers for incident response identified in the emergency plan and wallet guide ➤ Refreshed incident management plan agreed to align with OCC response arrangements and roll-out being progressed ➤ Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers. ➤ On-call rota being maintained and to be updated to reflect recent staffing changes ➤ Authority continues to be represented at the Local Resilience Forum
L06 Health & Safety	8 Low Risk	↔	<ul style="list-style-type: none"> ➤ COVID-Secure arrangements and safe working practices remain effective. These are due to be replaced with consolidated PH advice post April: <ul style="list-style-type: none"> - Cease asymptomatic testing except for specific groups in health and social care. - No longer requirement for specific COVID risk assessment. - Updated IPC guidance. ➤ Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. ➤ Ongoing service redesign in Joint Property Service including single view of the asset and business systems. This will seek to improve assurance of building compliance and H&S. This includes defining the role of responsible premises manager and proving them with support, training and tools. New service Compliance/H&S specialist due to start May 22.

Leadership Risk	Score	Direction of travel	Mitigating Actions
L07 Cyber Security	15 Medium Risk	↔	<ul style="list-style-type: none"> ➤ We are cyber-essentials plus certified which is externally accredited. Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security. ➤ Accounts, Audit & Risk Committee Members have been given presentations and formal training on Cyber Security. ➤ The Regional Police Cyber Security Advisor have given the IT management team two training sessions (full cyber awareness and tabletop DR exercise) followed by a series of all-Council staff awareness sessions. ➤ Cyber Security is mandatory e-learning for all staff to be completed annually. Members given a Cyber training session with the Police Cyber Security Advisor. ➤ IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports. ➤ Information Management support is provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. ➤ Cyber Awareness e-learning available and is part of new starters induction training. ➤ Cyber Security issues regularly highlighted to all staff. ➤ External Health Check undertaken in 2021 and Cabinet Office PSN compliance reviewed and certified the infrastructure is secure to connect to the PSN for another year until September 2022. ➤ 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. ➤ Cyber Security Manager has reviewed advice and provided assurance on our compliance. ➤ All staff reminded to be vigilant to unexpected emails due to the heightened risk.
L08 Safeguarding the Vulnerable - Internal procedures-	8 Low Risk	↔	<ul style="list-style-type: none"> ➤ Monitoring of implementation of corporate policies and procedures to ensure fully embedded ➤ Ensure web pages remain up to date ➤ 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 subgroups as necessary to maintain high levels of awareness within the system and compliance with latest practice ➤ 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

Leadership Risk	Score	Direction of travel	Mitigating Actions
L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↔	<ul style="list-style-type: none"> ➤ Changes in the shareholder support side-line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CLT ➤ 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
Page 12 L10 Financial sustainability of third- party suppliers and contractors	12 Medium Risk	↔	<ul style="list-style-type: none"> ➤ 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. ➤ Business continuity plans in place
L11 Corporate Governance	9 Low Risk	↔	<ul style="list-style-type: none"> ➤ Standing item at senior officer meetings – regular review of risk and control measures. ➤ Induction Programme to be planned for May 2022 including governance sessions to councillors on the Constitution, data protection and FOI, finance, equalities and code of conduct. ➤ Monitoring Officer to attend management team meetings. ➤ Annual Governance Statement process for 2021/22 is in progress with sessions held with ELT to explain assurance required and to identify any areas where governance could be strengthening across the directorates. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.
L12 Oxfordshire Growth Deal	15 Medium Risk	↔	<ul style="list-style-type: none"> ➤ A CDC GD programme and programme board capability. ➤ Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function. ➤ 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.

Leadership Risk	Score	Direction of travel	Latest Update
L15 Workforce Strategy	12 Medium Risk	↔	<ul style="list-style-type: none"> ➤ Development of relevant workforce plans. ➤ Development of new L&D strategy, including apprenticeships. ➤ Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensurate Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates. ➤ There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. ➤ 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.
L16 COVID-19 Community and Customers	16 High Risk	↔	<ul style="list-style-type: none"> ➤ Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. ➤ Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.
Page 13 L17 COVID-19 Business Continuity	9 Low Risk	↔	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. With the return to 'Plan A', managers working with all staff to oversee return to the office alongside longer term planning for Agile working.
L18 Post COVID-19 Recovery	9 Low Risk	↔	<ul style="list-style-type: none"> ➤ Governance programme reviewed, shared and implemented. ➤ Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March 2022.
L19 Cessation of joint working between CDC and OCC	12 Medium Risk	↔	Statutory officer posts in place - approved by Full Council on the 7th of Feb. External independent Legal support in place. Transition plan, financial analysis underway. Joint officer transition group set up. Regular staff and Cllr communications in place to keep up to date with changes. High level risk, dependencies and assumptions are regularly reviewed by the JOTWG and reported to the JSSP.
L20 Safeguarding the Vulnerable – Operational and partnership actions	12 Medium Risk	NEW	<ul style="list-style-type: none"> ➤ Engagement with CE workstream following the Jacob CSPR to identify improvements to local arrangements. ➤ Implement local changes to the child exploitation system to address findings in the Jacob CSPR. ➤ CSP to adopt improved oversight of the local arrangements to ensure these are effective. ➤ Community based exploitation disruption models to be developed and implemented. ➤ Continue to engage with partnership arrangements in place to identify risks.

Finance Update

3.9 The Council's year end position for 202021/2022 is an underspend of (£0.430m) shown in Table 1. This is made up of potential non-delivery of savings targets of £0.874m, mitigations of (£0.748m) and an underspend of (£0.556m) on business-as-usual costs as shown in Table 2.

3.10 Report Details

Table 1: Year End Position

Overview - March 2022	Original Budget	Current Budget	Year End Position at March	March Variance (Under) / Over	% Variance to current budget	January Variance (Under) / Over	Change since January (better) / worse
	£m	£m	£m	£m	%	£m	£m
Environment and Place	6.699	9.608	10.667	1.059	11.0%	1.250	(0.191)
Customers, Org. Dev. And Resources	5.682	6.922	6.797	(0.125)	-1.8%	0.022	(0.147)
Adults and Housing Services	1.844	1.898	1.312	(0.586)	-30.9%	(0.315)	(0.271)
Public Health and Wellbeing	1.816	3.281	3.273	(0.008)	-0.2%	(0.134)	0.126
Comm. Dev. Assets and Inv.	0.076	1.190	0.320	(0.870)	-73.1%	(0.485)	(0.385)
Subtotal Directorates	16.117	22.899	22.369	(0.530)	-2.3%	0.338	(0.868)
Executive Matters	2.769	(0.186)	(0.041)	0.145	78.0%	(0.321)	0.466
Policy Contingency	3.487	(0.340)	(0.340)	0.000	0.0%	(0.133)	0.133
Total	22.373	22.373	21.988	(0.385)	-1.7%	(0.116)	(0.269)
FUNDING	(22.373)	(22.373)	(22.418)	(0.045)	0.0%	0.000	(0.045)
(Surplus)/Deficit	0.000	0.000	(0.430)	(0.430)		(0.116)	(0.314)

During the financial year Cherwell District Council have been in the process of decoupling from Oxfordshire County Council and restructuring the Authority, the above information is being reported in the 2021/22 structure and going forward this information will be reported against the new interim structure.

Table 2: Analysis of Year End Variance – March

Breakdown of Outturn	Outturn Variance	Over/ (Under) Spend	Mitigations	Savings Non- Delivery
	£m	£m	£m	£m
Environment and Place	1.059	0.729	(0.218)	0.548
Customers, Org. Dev. And Resources	(0.125)	(0.200)	(0.112)	0.187
Adults and Housing Services	(0.586)	(0.521)	(0.095)	0.030
Public Health and Wellbeing	(0.008)	0.085	(0.150)	0.057
Comm. Dev. Assets and Inv.	(0.870)	(0.749)	(0.173)	0.052
Subtotal Directorates	(0.530)	(0.656)	(0.748)	0.874
Executive Matters	0.145	0.145	0.000	0.000
Policy Contingency	0.000	0.000	0.000	0.000
Total	(0.385)	(0.511)	(0.748)	0.874

FUNDING	(0.045)	(0.045)	0.000	0.000
----------------	----------------	----------------	--------------	--------------

(Surplus)/Deficit	(0.430)	(0.556)	(0.748)	0.874
--------------------------	----------------	----------------	----------------	--------------

3.11 Of the £0.874m savings not delivered in 202021/2022, £0.573m of this is also not expected to be delivered in future years. To partly address the non-delivery of savings, £0.748m mitigations have been identified and are detailed below.

Environment and Place

Environmental Services - £0.088m identified as mitigation in relation to waste collection “gate fee” reductions, car park management fee reduction and a landscape post vacancy.

Growth & Economy have identified £0.050m of in year savings (£0.030m on vacancy and £0.020m on Recovery Prosperity Strategy).

Planning & Development have identified additional pre-planning advice income £0.080m).

Customers, Organisational Development & Resources have identified £0.112m of in year savings in relation to recharging appropriate costs to CSN Resources (£0.056m), a reduction in payments for joint OCC staff (£0.016m) and training budget savings (£0.040m).

Adults and Housing Services - £0.095m identified as mitigation due to a restructure and staff retirement as well as the use of the Homelessness Prevention Reserve.

Public Health and Wellbeing - £0.150m identified as mitigation from benchmarking income from leisure contract, additional Sports Development Grant, OCC Self Isolation funding support and savings on project and initiative funding.

Commercial Development Assets & Investments - £0.173m identified as mitigation relating to rental income from the Eco Business Centre, staff savings and the Growth and Commercial Director vacancy.

- 3.12 The Council has incurred costs and lost income during 202021/2022 in relation to Covid-19 across all areas of the Council. 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 financial year in car parking.
- 3.13 When the Council set its budget for 202021/2022 the likely financial impact of Covid-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget of (0.340m) includes funding for anticipated lost income and additional costs of Covid-19 in the 202021/2022 financial year. In addition, the Council received £0.720m in Covid-19 grant and has claimed £0.113m from the Sales, Fees and Charges compensation for the period to 30 June 2021. The forecast financial costs and loss of income associated with Covid-19 continue to be recorded and are shown in Table 3 as a memorandum item. These impacts are assumed within the overall forecast.

Table 3: Covid Impacts included in the 202021/2022 Outturn

Covid Costs 202021/2022	£m
Environment and Place	0.659
Customers, Org. Dev. And Resources	0.019
Adults and Housing Services	0.000
Public Health and Wellbeing	0.074
Comm. Dev. Assets and Inv.	1.969
Subtotal Directorates	2.721
Executive Matters	(0.833)
Policy Contingency	0.000
Total	1.888

Note: Executive Matters holds the General Covid funding received.

3.14 Report Details

Environment and Place

Environment and Place are reporting an overspend of £1.059m against a budget of £9.608m (11%). This overspend includes £0.729m base budget costs, £0.548m in savings non-delivery and (£0.218m) of mitigations detailed in table 2 above.

Environment and Waste	Environmental Services are reporting a variance of £1.143m for 202021/2022. This a direct result of continued pressure within Car Parks. There is a £1.111m reduction in car park income, (£0.598m of the deterioration is estimated to be due to the impact of COVID-19).
Variation £1.143m overspend	

Variance to
January's
forecast
(£0.016m)

The pressure within Waste and Recycling of £0.171m is a result of a number of factors. A reduction in income including from the delayed garden waste subscription service of £0.584m, this is partially offset by (£0.491m) saving in employee costs due to a non-recruitment to posts and a reduction in gate fee charges plus other small variances across the service of £0.078m.

The saving within Street Scene and Landscape Services of (£0.162m) is made up of (£0.044m) in employee costs as a result of a number of vacancies, (£0.025m) in contractor costs, (£0.092m) additional income from Street Scene Repairs and additional S106 contribution compared to budget.

There is a small overspend within Street Cleansing due to the under recovery of income of £0.023m

This outturn also includes return of budget to reserves in 2021/2022 to be released in 2022/2023 of which is £0.015m for Bicester Depot Redevelopment and £0.050m of the Country Parks Reserves. In addition a £0.026m Grant and £0.010m match funding for Heat Network Delivery Units to be carried forward in to 2022/2023.

Planning &
Development

Variation
(£0.155m)
underspend

The underspend is made up of (£0.075m) growth deal funding that was given up in 20/21 and (£0.080m) savings committed to mitigate Environment and Place overspend in the current year.

Challenging recruitment conditions have been temporarily overcome by using a combination of agency and consultancy resources.

Variance to
January's
forecast
(£0.076m)

Income surpassed the forecast and made it possible to deliver all savings.

The Local Plan reserve was topped up with (£0.142m) to fund the additional work needed in 2022/2023.

Growth &
Economy

Variation
£0.071m
overspend

Growth and Economy are reporting an overspend of £0.071m which is a (£0.099m) improvement on the previously reported forecast overspend of £0.170m.

The overall overspend is made up of £0.035m consultancy costs, £0.160m costs associated with the remediation works on the Town Centre House roof and £0.061m corporate costs for the Oxford to Cambridge ARC and annual Growth board contribution. Page 17
Following the overspends are (£0.055m) of staff savings, (£0.100m) cessation of

Variance to January's forecast (£0.099m)	to	the Kidlington Masterplan and (£0.030m) savings within the Recovery and Prosperity Strategy. These underspends have been managed in order to offset the non-delivery of saving proposals relating to officer recharges to capital and increased spend on repairs and maintenance as a consequence of Town Centre House.
--	----	---

The improvement since the January forecast is due to identifying additional housing related income (£0.059m) and other minor variations.

Customers, Organisational Development and Resources

Customers, Organisational Development and Resources are reporting an underspend of (£0.125m) against a budget of £6.922m (1.8%). This underspend includes (£0.200m) base budget costs, savings non-delivery of £0.187m and mitigations of (£0.112m) detailed in table 2.

HR/IT/Comms/ Customer Services	to	An underspend of (£0.068m) in HR of which (£0.040m) has been offered up as a mitigation to the overall in year Council overspend and non-delivery of savings. A further (£0.028m) is made up of various minor underspends across the service
-----------------------------------	----	--

Variation (£0.160m) overspend

Variance to January's forecast (£0.167m)

Customer Services and land charges are showing an underspend of (£0.112m) comprising (£0.050m) carry forward from 2021/2022, (£0.016m) due to IT costs being lower than estimates from 2020/2021 and (£0.046m) on various minor underspends across the service.

Comms Strategy & Insight are reporting a (£0.128m) underspend due to making in year savings as follows:

- 1) (£0.016m) further in year savings (mitigation to the overall in year overspend and non-delivery of savings for the Council).
- 2) (£0.094m) further savings due to a lower than budgeted costs for joint staff.
- 3) (£0.018m) lower than expected consultancy fees.

An overspend of £0.148m within IT is due to:

- 1) non delivery of savings of £0.103m
- 2) Small overspends across the service of £0.026m
- 3) COVID costs of £0.019m due to supplier shortages and associated rising costs

Finance

Variation £0.035m overspend

Minor variations against budget have been identified across the service.

Variance to
January's
forecast
(£0.020m)

Adults and Housing Services

Adults and Housing Services are reporting an underspend of (£0.586m) against a budget of £1.898, (30.9%). This underspend includes (£0.521m) base budget costs, £0.030m in savings non-delivery and mitigations of (£0.095m) detailed in table 2 above.

Housing &
Social Care

Housing is reporting an underspend of (£0.586m) which is a (£0.271m) improvement on the previously reported of (£0.315m).

Variation
(£0.586m)
underspend

This change is due to the recognition of reimbursement from the Home Office for forward funded costs in relation to the Syrian Refugee Scheme of (£0.210m).

Variance to
January's
forecast
(£0.271m)

Within the last quarter the service received more income from HIA (Home Improvement Agency) fees of (£0.040m) than previously forecasted.

Contributing to the overall underspend is the application of Hardship grant to fund the Debt and Money Advice contract (£0.215m) and Homelessness Prevention Grant to fund the Connections Outreach contract (£0.050m).

Savings have also been achieved on salaries and mileage due to staff retirement and restructure (£0.031m) and finally the receipt of greater than budgeted Housing Benefit payments in relation to temporary accommodation (£0.040m).

Public Health & Wellbeing

Public Health & Wellbeing are reporting an underspend of (£0.008m) against a budget of £3.281m (0.2) %. This includes £0.085m within the base budget costs, £0.057m in savings non-delivery and mitigations totaling (£0.150m) detailed in table 2 above.

Wellbeing

Wellbeing is reporting an overspend of £0.006m which consists of additional utility costs of £0.942m for the leisure centres. Of which (£0.465m) of Policy Contingency was used to mitigate part of this, as well as a reduction of (£0.249m) of the Unitary Charge which gives a net position of £0.210m. Also contributing to the overspend is the under recovery of sport pitch income of £0.027m.

Variation
£0.006m

Variance to
January's
forecast
£0.140m

These are offset by savings on Parkwood's contract fees for Woodgreen Leisure centre (£0.050m) and additional income from the County Council of (£0.080m) for joint use of the leisure centres and Cherwell Leisure of (£0.101m) profit share.

Healthy Place Shaping	Place	Healthy Place Shaping are reporting an underspend of (£0.014m) which is as a result of savings on joint staff costs.
Variation (£0.014m)		
Variance to January's forecast (£0.014m)	to	

Commercial Development, Assets and Investments

The Directorate is reporting an underspend of (£0.870m) against a budget of £1.190m (73.1%). This forecast underspend includes (£0.749m) base budget costs, £0.052m in potential savings non-delivery and mitigations of (£0.173m) detailed in table 2 above.

Property		Castle Quay is underspent by (£0.251m) at year end. Overall, operational savings of (£0.476m) have mitigated the loss of commercial income and additional void costs of £0.224m resulting from empty units following construction delays ; plus loss of income from Lock29 due to additional government restrictions in 2021 following new Covid variant resulting in lower-than-expected footfall at the centre.
Variation (£0.782m) underspend		
Variance to January's forecast (£0.399m)		Property is reporting an underspend of (£0.530m) which is a £0.080m improvement on the previously reported underspend of (£0.450m). This variance is due to additional commercial income received than previously forecast for Pioneer Square. The overall underspend is made up of (£0.500m) commercial income and staff savings (£0.030m)
Procurement		Procurement are reporting a small underspend against budget.
Variation (£0.004m) underspend		
Variance to January's forecast (£0.000m)		
Law and Governance		There is a £0.083m pressure on income recovery, slightly offset by an underspend elsewhere in the service.
Variation £0.078m overspend		

Variance to
January's
forecast
(£0.028m)

Growth and
Commercial

The underspend forecast is due to savings on a vacant post.

Variation
(£0.048m)
underspend

Variance to
January's
forecast
£0.000m

Regulatory
Services

Regulatory Services is reporting an underspend by (£0.114m) resulting from savings on staff costs due to vacant posts and reduced mileage (£0.108m) and more discretionary income than anticipated (£0.059m). This is offset by £0.053m forecast loss of licensing income due to the impact of Covid.

Variation
(£0.114m)
underspend

Variance to
January's
forecast
(£0.014m)

Executive Matters

Executive Matters is overspent by £0.145m against the budget of (0.186m) 78.0%.

Interest

This surplus is made up of a savings of (£0.186m) due to lower interest rate on borrowings and (£0.027m) due to Interest adjustment S106 for 20/21

Variation
(£0.215m)
underspend

Variance to last
month's forecast
£0.055m

Corporate

The main variation within this area relates to £0.206m Pension costs being more than budgeted as well as earmarked reserves of £0.394m not being drawn down, reduction in grant monies of £0.158m which is mitigated by (£0.250m) surplus funds in relation to CSN Resources closedown, Sales Fees and Charges Income received (£0.113m) and small variations across the service that amount to (£0.035m).

Variation
£0.360m
overspend

Variance to
January's
forecast
£0.524m

Policy Contingency

The movement in policy contingency is shown in the table below: -

Policy Contingency	Budget	Income Received	Notes
	3.486		
Inflation Contingency	-0.332		Used to fund pay award Available to mitigate pressures in Leisure
Leisure Contract & Utilities	-0.465		
Pension Fund & Redundancy	-0.250		Budgeted contingency for commercial risks Additional income received by the government
Commercial Income	-1.603		
New Burdens Funding	0.228		Interest charge related to VAT Payments
VAT Interest	-0.066		
Interim & Separation Costs	-0.100		
Bad Debt Provision	-0.411		See below
Windfall Income not recognised in previous years		-0.341	
Transfer to Projects reserve	-0.828		Unused contingency budget returned to reserves
	-0.341	-0.341	

The revised net income budget £0.341m has been delivered due to recognising income which had been received by the Council in recent years, but not recognised as income.

Following a review of aged debt, the Council's bad debt provision has been increased by £0.411m.

3.15 Earmarked Reserves and General Balances at March 2022

The table below is a summary of the level of reserves the council holds.

Reserves	Balance 1 April 2021	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes - February & March 2022	Forecast Balance 31 March 2022
	£m	£m	£m	£m	£m
General Balance	(5.520)	0.000	0.000	0.000	(5.520)
Earmarked	(21.328)	(0.461)	(0.120)	(1.782)	(23.691)
Ringfenced Grant	(31.556)	22.073	4.869	(11.519)	(16.133)
Subtotal Revenue	(58.404)	21.612	4.749	(13.301)	(45.344)
Capital	(0.756)	0.000	0.000	0.050	(0.706)
Total	(59.160)	21.612	4.749	(13.251)	(46.050)

3.16 Government Grants

No additional grant funding received in March.

3.17 Capital

There is an in-year underspend of (£19.372m), of which £15.865m is to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£3.489m).

Capital Spend 202021/2022

Directorate	Budget £m	Outturn 2021/22 £m	Re- profiled beyond 2021/22 £m	Variance to Budget £m	Prior Month Variance £m
Housing Total	4.975	4.301	0.299	(0.375)	(0.375)
Comm Dev Assets total	28.602	12.824	12.499	(3.280)	(1.000)
Customers, Org Dev & Resources Total	1.314	0.594	0.570	(0.133)	(0.074)
Environment and Place Total	9.308	6.912	2.240	(0.155)	(0.191)
Public Health Wellbeing Total	0.315	0.512	0.257	0.454	(0.004)
Total	44.514	25.143	15.865	(3.489)	(1.644)

3.18 Variances

Housing:

Housing have spent £1.700m on DFG at year end, funded from the Better Care Fund and £0.110m on discretionary grants funded from Council resource. Also, a total of £2.491m has been spent on Growth Deal Affordable Housing delivery, which is funded through a combination of Growth Deal grant from OCC and S106 commuted sums. The underspend of (£0.375m) of base budget is due to utilisation of the Better Care Fund in the first instance.

Commercial Development, Assets & Investments:

Property have spent £12.824m by year end. The variance of (£3.280m) mainly relates to Castle Quay Waterfront lease incentives and have been treated as a long-term debtors and payments for the incentives will be made over the lifetime of the leases.

Customers, Organisational Development & Resources:

ICT are reporting a (£0.072m) underspend overall. The bulk of this (£0.060m) is because the budgets in Customer Excellence & Digital transfer and Legacy I-world system migration are no longer required and can be returned.

Finance is reporting a (£0.061m) underspend mainly due to the Cashier finance project budget not being required due to direct award through the Procurement Portal in 2022/2023.

Environment and Place:

Growth and Economy have spent £4.704m at year end. There is an underspend of (£0.173m) mainly as a result of releasing capital budget for the Cropredy Shared Ownership property, which can be funded from a capital reserve if the need arose to repurchase the property. Offsetting the underspend is £0.078m of retention payments due to be paid to developers next year.

Environmental Services are reporting a spend of £2.208m across various capital schemes during 202021/2022. A reprofile of £1.237m is required in to 202022/2023.

Public Health & Wellbeing:

Wellbeing have spent £0.512m of which the majority of spend is on community projects wholly funded from approved S106 schemes. Although budget has not been allocated against the individual projects, approval to spend is gained through the S106 procedure regulations and has been assumed approved.

3.19 Re-profile beyond 202021/2022

Housing

£0.103m Discretionary grants - This budget supports a number of discretionary grants, all of which are reactive/demand led. Landlords Home Improvement Grants (which secure nomination-rights over improved private rented accommodation for otherwise homeless households) are responsible for the largest spend, but we are currently experiencing lower demand at this stage of the year than expected.

£0.196m unspent DFG to be reprofiled to continue to support the programme alongside future Better Care Fund allocations.

Commercial Development, Assets & Investments:

£7.565m Castle Quay - reprofiling of the budget beyond 2021/2022 is necessary because retention payments will be due following the 12-month defect period from September 2021. Also delays to the project caused by Brexit and reduced productivity to maintain social distancing and supply chain challenges have contributed to the delayed spend.

£0.100m Banbury Health Centre - refurbishment of ventilation, heating & cooling system. Engagement with the tenant was required, and due to pressures with the decarbonisation works the delivery of this project has been delayed.

£0.048m Housing & IT Asset system (joint with OCC) – work has begun on procuring and building the new IT system. Reprofiling of monies required to continue the project in 202022/2023.

£0.055m Horsefair, Banbury - Due to pressures with the Decarbonisation works the delivery of this project has been delayed.

£0.071m Bodicote House Fire Compliance - The scope is being reviewed to ascertain actual requirements. The delay is also linked to prioritisation of the delivery of the Public Sector Decarbonisation Scheme works.

£0.050m Corporate Asbestos Surveys - Final phase of works need to be carried out but due to the pressures with the decarbonisation works the delivery of this project has been delayed.

£0.122m Works from Compliance Surveys - due to pressures with the decarbonisation works, delivery of this project has been delayed.

£0.100m Feasibility of utilisation of proper space - Bodicote House plans are being considered due to complexities that have been identified in the project

£0.020m Community Centre Works - 3 remaining projects postponed to 2022/2023 due to weather as mainly roofing works

£0.210m Bicester East Community Centre - works on track. Reprofiled monies required in 2022/2023

£0.027m Bicester Dovecote – Main works completed in April 2022, still pending installation of the new electrical supply, due in July 2022

£0.035m Thorpe Place Roof Works - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.127m H&S Works to Banbury Shopping Arcade - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.077m Banbury Museum Pedestrian Bridge - Slight delay caused by decarbonisation works but works instructed for March 22 start (roofing works put back due to winter weather).

£0.156m Retained Land - works are being carried out in 2022/2023

£3.721m PSDS projects - All works have now been instructed and are on site and completion on the leisure centres due June 2022 with Salix approval

£0.015m Enable Agile Working - despite work commencing, the capital budget allocated specifically for the new equipment required to enable agile working has not been decided upon. Therefore, the funding will be required in 2022/2023.

Environment and Place:

Growth and Economy

£0.149m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - A new structural engineer consultant has been appointed and further survey work is required to establish the specification for the tender documents.

£0.006m Phase 1b - Creampot Crescent Cropredy formally completed and sold under shared ownership but retention payments due to developer beginning of 2022/2023

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

£0.706m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022 (£0.061m). Bicester Library received planning consent at September's Planning Committee, as a result 97% of the budget has been reprofiled beyond 2021/2022. This will be continually reviewed in line with the project programme

£0.118m Fairway Flats Refurbishment, planning consent granted May 2022. Therefore, the main capital expenditure will happen when works commence in 2022/2023.

Environmental Services

£0.074m Car Park Refurbishments - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid-19, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.018m Off Road Parking - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.502m Vehicle Replacement Programme - Reprofile of the remainder of this budget in to 2022/2023 is required to allow for further investigation into electric vehicles, decarbonisation of the fleet and correct infrastructure implemented. Events vehicle commitment delayed until 2022/2023 due to delivery lead times.

£0.015m Urban City Electrical Installations - Reprofile of the budget in to 2022/2023 is required due to delays with procurement process.

£0.018m On Street Recycling Bins - Reprofile of this budget is to allow for a review of current on street containers in urban centres and due to delivery lead times.

£0.158m Thorpe Lane Depot Capacity Enhancement - Due to delays of the food and garden waste roll out, slippage of this budget is required in to 2022/2023 to allow for further development of site requirements.

£0.024m Street Scene Fencing Street Furniture - Reprofile of this budget in to 2022/2023 is a consequence of ongoing lease and landowner issues.

£0.175m Car Park Action Plan Delivery - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.035m Depot Fuel System Renewal - Reprofile in to 2022/2023 is required due to delays with Bicester depot redevelopment.

£0.165m Burehyll - Bicester Country Park - Reprofile in to 2022/2023 is required due to delays in recruitment; halting progression and further development.

£0.053m Solar Panels at Castle Quay - Reprofile in to 2022/2023 is required due to resources being limited, the project is being led by the joint climate action team.

Customers, Org Dev & Resources:

£0.100m Project Manager for HR/Payroll system – required for HR system improvements, project expected to conclude end Q3 2022/2023

£0.050m 5 Year Rolling HW/SW Replacement Prog – required for hardware refresh, delayed due to Covid and council wide remote working. Anticipate refresh Q3 2022/2023

£0.020m Joint Performance System - required for further system enhancements, expected Q3 2022/2023

£0.162m IT Council Website & Digital Service – project anticipated to end Q3 2022/2023 in order to further enhance digital services

£0.238m IT Shared Services - the programme of work is to extend into 2022/2023 Financial Year. The supplier payments will be aligned with timeline.

Wellbeing:

£0.183m North Oxfordshire Academy Astroturf - The delivery of a new Astroturf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding.

£0.029m Bicester Leisure Centre Extension - The majority of the spend will take place in 2022/2023.

£0.045m Corporate Booking System - Approval has been given by S151 Officer to repurpose the capital budget for future funding of Longford Park public art works in 2022/2023.

4.0 Conclusion and Reasons for Recommendations

- 4.1 This report provides an update on progress made during January 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Reserves Policy and to agree the revised Con29 Fee for 2022/23 as set by Oxfordshire County Council.

5.0 Consultation

This report sets out performance, risk, and budgetary information for end of the financial year 2021/22 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. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the

request is in accordance with the councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

7.0 Implications

Financial and Resource Implications

7.1 These are detailed within section 3.9 to 3.19 of this report.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, Tel: 01295 221845 Michael.Furness@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Shahin Ismail, Interim Assistant Director Law and Governance, Shahin.Ismail@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 March 2022.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director - Customer Focus, Tel: 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

7.4 Equalities and Inclusion Implications - The report must show how "in planning, delivering, monitoring and evaluating our work, equality and diversity issues are appropriately considered from the outset". New proposals must be screened for relevance against our statutory duties to promote equality and where relevant an impact assessment.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director - Customer Focus, Tel: 01295 221556 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

This report supports all Corporate Priorities

Lead Councillor

Councillor Richard Mould – Lead member for Corporate Services
Councillor Adam Nell – Lead member for Finance and Procurement

Document Information

Appendix number and title

- Appendix 1 – Annual Report 2021-2022
- Appendix 2 – Risk and Opportunities Management Strategy 2022/23
- Appendix 3 – Leadership Risk Register March 2022
- Appendix 4 – Finance Capital March 22-23
- Appendix 5 – Virements and Aged Debt
- Appendix 6 – COVID funding
- Appendix 7 – Use of Reserves and Grant Funding
- Appendix 8 – Transfer to reserves to be released in 2022-23

Background papers

None

Report Author and contact details

Celia Prado-Teeling, Interim Assistant Director - Customer Focus,
Tel: 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

This page is intentionally left blank

Annual Report 2021-2022



Foreword by Cllr Wood and Yvonne Rees

Welcome to Cherwell District Council's annual report, providing an overview of our performance and our key achievements, from April 2021 to March 2022.

Our commitment to you, our residents, has always been to ensure the continued and efficient delivery of public services. There have been challenges, not least COVID-19, which has continued to put pressure on councils everywhere. But we are proud that our teams continue to adapt our services to rise to that challenge and ensure you can continue to have confidence in the services you receive.

In February, we agreed a budget which responds to long term funding uncertainties. It makes savings to ensure we responsibly balance our books, but also puts the services you value the most on a firm footing.

Our vision for the district remains as clear as ever. We are an ambitious authority, committed to making Cherwell a district where it is easy to live a healthy, fulfilled life, with high quality employment and housing is available for all.

In the past 12 months we have made some substantial achievements. Rolling out a new weekly food waste service was the biggest change to bin rounds in 10 years. We are now emptying new silver caddies from 69,000 residences and every month these collections are generating enough green electricity to power 51 homes for a whole year.

Behind the scenes, work is ongoing to decouple our strategic relationship with Oxfordshire County Council. We are already embracing new partnerships, with an agreement now in place

for our expert mechanics to service West Northamptonshire Council's bin lorries.

Over the summer we ran our most popular holiday activity hubs yet, with over 6,500 places filled, and a renewed focus on providing food and engaging activities for the children who needed it. Our family activity programme, FAST, is also going from strength to strength. It has been held up as an example by Sport England, and its approach will soon be adopted across Oxfordshire, in partnership with the county, and the other district and city councils.

We also continue to be a council that believes in and invests in our communities. Over summer the new hotel and supermarket opened as part of the Castle Quay Waterfront development in Banbury. And this summer we will welcome the Light to the development, a game-changing cinema and entertainment venue.

The council has been proactive in securing more of the kinds of homes people need. A £2.6 million investment of government Oxfordshire Housing and Growth Deal funding is being put to work to create high quality affordable homes, to include zero-carbon social housing and extra care housing to allow people to live independently as they age.

We are proud to serve you, our residents. We encourage you to read on to find out more about the good things that have been accomplished in your area over the past 12 months.



A handwritten signature in black ink, appearing to read 'Barry Wood'.

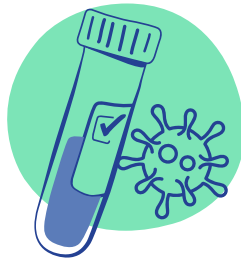
Councillor Barry Wood
Leader,
Cherwell District Council



A handwritten signature in black ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive,
Cherwell District Council

Responding to the Pandemic



During 2021-22, COVID-19 continued to have a profound impact on residents and businesses across Cherwell. Our teams worked hard to adapt quickly to the regular changes to the rules and guidance set by government and Public Health England, supporting those living and working in the district. This included:

Supporting NHS colleagues with the delivery of the county's vaccination programme, and working with the NHS and GPs to run an outreach service to reach out to people who had not yet responded to their invitation for a COVID-19 vaccine and offering them support to get an appointment.

Working with local authority partners to run a local contact tracing service, which successfully traced 15,379 people across the county during 2021-22. The team contacted local COVID-19 cases which NHS Test and Trace had been unable to reach within 24 hours.

Participating in a county-wide COVID secure team – a joint initiative by Oxfordshire's councils to provide advice to local businesses and help ensure they were complying with national regulations. The team won a Regulatory Excellence Award from the Office for Product Safety and Standards (OPSS) in 2021 for demonstrating excellent regulatory practice in response to the pandemic.

Supporting our partners in the NHS and Banbury Town council to operate a symptom-free testing site, which supported our local residents in order to help stop the spread of the virus.

Supporting Ukraine



Our Councillors unanimously passed a motion on Monday 28 February, denouncing Russia's invasion of Ukraine and pledging to respond to requests to assist and welcome Ukrainian refugees. We continue to support Ukrainian nationals and their sponsors as part of a multi-agency, county-wide response team.

For more information visit www.oxfordshire.gov.uk/ukraine

Our priorities

The 2021/22 business plan set out four strategic priorities supported by a number of programmes, projects and actions set out within the council's performance management framework.

Housing that meets your needs



We are committed to delivering affordable housing, raising the standard of rented housing and finding new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, we will deliver the Local Plan and support the most vulnerable people in the district.



Leading on environmental sustainability



We are committed to deliver on sustainability and in the commitment to be carbon neutral by 2030, promoting the green economy and increasing 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 our district and the reduction of environmental crime.



Healthy, resilient and engaged communities

We are 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.



An enterprising economy with strong and vibrant local centres



We are committed to supporting 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 allowing communities to thrive and businesses to grow, promoting the district as a visitor destination, and working with businesses to ensure compliance and promote best practice.



Equalities

Our equalities framework “Including Everyone” reinforces our commitment to honouring and protecting the diverse strengths of individuals and building inclusive communities.

Under this framework we have seen a number of achievements:

We were shortlisted as finalists for the 2021 LGC (Local Government Chronicle) Awards for the joint Equalities, Diversity and Inclusion Framework, recognising our council’s commitment to culture change and employee engagement.

We were one of 150 organisations to achieve a Stonewall Bronze Award for our work promoting LGBTIQ+ inclusion in our workplace.

Multiple mentoring, engagement and training sessions were delivered throughout the year to support senior leaders, staff and councillors in their understanding of the themes covered by the framework.

We joined the Sunflower Scheme, demonstrating our commitment to the promotion of the awareness and acceptance of visible and invisible disabilities.



Including Everyone

Equalities, diversity and inclusion framework



Our priorities: Housing that meets your needs



£3.4m

Helping our vulnerable communities with essentials

As part of a £3.4m package of support allocated from the Household Support Fund, Community Advice Hubs distributed vouchers to anyone struggling to afford the essentials.



Helping home improvements

139 homes were improved through enforcement action



Supporting housing needs

The housing team assessed an estimated 2,648 new housing register applications, allocating 452 homes

Supporting Refugees



We are working with our partners across Oxfordshire to support those coming to Cherwell via the different government schemes

Helping our landlords

14 landlords received financial support through the Cherwell Bond Scheme and Landlord Home Improvement Grant, improving the quality and availability of affordable housing across the district.



Delivering Affordable homes

1,107 homes were delivered during the year, of these 452 were affordable homes (64%)



Of the affordable homes delivered, 173 received some of their funding from the Growth Deal.



Awards



Our Build! team were finalists in the Inside Housing awards – with The Admiral Holland development recognised in the best affordable housing development category.

Build!® | A Cherwell District Council Initiative



Enabling our residents to be independent

701 households had adaptations made to their accommodation that enabled vulnerable people to remain living independently.



Finding a home

Our housing team helped 69 people who were rough sleeping into suitable accommodation.



Helping our tenants



£102,000 was secured from the government to help private sector tenants clear rent arrears or secure alternative accommodation.



Our priorities: Leading on environmental sustainability



Food collection services



Our new, food collection service signed up **31,100** residents and delivered **69,000** caddies in March 2022, the first month of operation



Success recycling

55.3 per cent of the waste collected in the district was recycled or composted.

Penalties



1,093 fly tips were reported, and **321 abandoned vehicles** were dealt with – leading to 3 prosecutions and 20 fixed penalty notices.



Recycling in weight

10,123 tonnes of dry recycling and **20,576 tonnes** of food and garden waste were collected.



Food waste collection record

A new food waste collection record for the district was reached, collecting **29 tonnes** in one day and **525 tonnes** of waste during March



Reducing Environmental impact

A **£6 million grant** from the Department of Business, Energy and Industrial Strategy (BEIS) was used to reduce the environmental impact of heating our leisure centres and other corporate buildings by installing air source heat pumps and solar panels.



Helping our communities with Fuel poverty



Through the Green Homes Grant, we helped **30 households** in fuel poverty to improve the energy efficiency of their homes.



Protecting our wild habitats



Cherwell's **Community Nature Plan** continued its funding of projects that, with the support of community partners, protect and enhance wild habitats.



Electric charging

We launched Oxfordshire's **first Park and Charge** hub in Bicester, providing electric vehicle charging for drivers who cannot access off-road parking.



Our priorities: An enterprising economy with strong and vibrant local centres



Business after COVID-19

The government's Welcome Back Fund scheme funded new planting, benches, picnic tables, cycle racks and planters. Kidlington's Lyne Road Green hosted a popular tree-planting event and Bicester enjoyed a 'Welcome Back Pop-Up Art Gallery', with independent artists selling their wares.



Business grants

We continued to distribute government COVID-19 grant schemes to Cherwell businesses and other organisations. The council has awarded a total of **10,700 grant payments** to businesses, totalling **£55.5m** since the start of the pandemic.

Supporting the Visitor Economy

To promote the district and relevant businesses, we worked in partnership with Experience Oxfordshire on their new digital Oxfordshire Hospitality and Visitor Guides



Superfast broadband

98 per cent of the district now has superfast broadband, with **90,000 connections** being added through the year.



Supporting our Young entrepreneurs

Young entrepreneurs aged 15-18 across the district were inspired at the Young Enterprise Christmas Trade Fair. The national initiative helps them set up and run their own companies over the course of a school year.



Free business support

We provided a programme of business resilience support to Cherwell businesses, offering free expert advice and confidential support to help companies recover, adapt and develop their businesses, as well as creating effective business resilience plans to cope with any future shocks or changes.

Working in Partnership

A three-year contract has been secured to service and maintain West Northamptonshire's 33 bin lorries and other waste vehicles.



Supporting our local businesses

Government COVID-19 funding enabled us to commission market summaries for Banbury, Bicester and Kidlington. They offer both existing and incoming businesses a valuable insight into the district's commercial and business potential.



Supporting our towns

Castle Quay Waterfront in Banbury saw the opening of the new Lidl supermarket and 117 bedroom Premier Inn, as well as a new pedestrian footbridge over the Oxford Canal.



Our priorities: Healthy, resilient and engaged communities



Supporting our children to be active

41 schools benefited from Youth Activators to help give children more support to take part in physical activity.



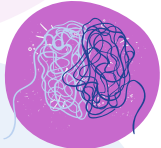
7,912 individuals and **3,012 families** took part in the FAST programme, with activities based at schools, parks and other community settings.

Supporting our diverse communities



Through Active Reach, **324 people**, primarily from the south Asian community, took part in a range of sports tailored to respect cultural requirements.

Supporting the wellbeing of our vulnerable adults



282 adults with long term physical or mental health conditions were given easier access to physical activity as part of the **Move Together** initiative.



Bicycle repair

The Dr Bike project fixed **282 bikes**, across 23 sessions, helping hundreds of children and adults to get back in the saddle.

Cycle training for our children



The partnership between Cherwell and British Cycling delivered training for 'breeze ride' leaders in Bicester and training for 150 children in primary schools.

Raising funds for local causes



The Cherwell Lottery supported **93 local causes** raising £81,198 and providing annualised funds of £30,000.



Active schools



39 out of the 47 schools in the district took part in Street Tag, a family-friendly game app that rewards primary school pupils, communities and schools for physical activity.



Activity packs



Cherwell's communities team, in partnership with Age Friendly Banbury, gave away **over 100 activity and information packs**, including seeds for residents to grow.

Leisure centres



Cherwell's leisure centres reported a total of **1,301,656 visits**.

Interactive data

The Story Map tool is the first of its kind and now helps us target support to those who need it most in our communities.

It was developed in partnership with Active Oxfordshire, Sport England and Public Health England.



How we spend your money



Below you can see in detail how these funds have been used.

Where did our funding come from?

£0.120m came from government grant

£7.704m from council tax

£10.171m from business rates

£4.423m from new homes bonus

This adds up to:

£22.418m - our funding for 2021-2022

The Council monitors both its ongoing budget position and the performance of the organisation on a monthly basis to enable the Executive to make timely decisions on any changes that are required. With this robust process the Council has demonstrated it is fiscally responsible and with this strong end of year financial position has set the organisation in a good place for the year to come

Where did we spend our funding?

Here is where we spent our 2021-2022 funding and what services each directorate covers.

£10.667m - Environment and Place Environmental Services, Growth and Economy and Planning and Development

£6.797m - Customers, Organisational Development and Resources

Customers, Cultural Services, IT, Communications, Strategy, Insight finance and Human Resources

£1.312m - Housing Services

Housing

£3.273m - Public Health and Wellbeing Healthy Place Shaping and Wellbeing

£0.320m - Commercial Development, Assets and Investment

Legal, Procurement and Contracts, Property and Investments, Growth and Commercial Programmes and Regulatory Services

-£0.381m - Executive Matters

Includes corporate costs and income including pension and interest payments.

The above results in an underspend of £0.430m



Performance Summary

Listening and Learning

Throughout the year, we provided and continue to provide opportunities to our residents to have their say. Whether it is through customer satisfaction surveys, consultations on budgets, new projects and services, talking to local business organisations or feedback through our website, we are keen to listen to what you like and what needs to be improved.

To participate in live consultations and sign up to notifications of future consultations, access letstalk.cherwell.gov.uk or email consultation@cherwell-dc.gov.uk

Get in touch

If you have any feedback, please contact us by emailing us at customer.service@cherwell-dc.gov.uk or call customer services: 01295 227001

Or, write to us:
Cherwell District Council
Customer Services
Bodicote House
Banbury
Oxfordshire
OX15 4AA

Find and email your ward councillor via: cherwell.gov.uk/findmycouncillor

Below summarises the progress we have made delivering against the activities, tasks and projects outlined in our business plan under each of the four strategic priorities.

We use a **red – amber – green system**, where green refers to a target wholly met, amber to a target narrowly missed and red to a target missed by 10 per cent or more.

For more information click [here](#).

Off target

Number of measures: **1**
per cent of measures: **2%**

Slightly off target

Number of measures: **5**
per cent of measures: **13%**

On target/ Ahead of target

Number of measures: **34**
per cent of measures: **85%**

In summary...

Performance against our targets remains strong. Out of 40 measures, one didn't meet the target at the end of 2021/22. We have started to see recovery in certain areas affected by COVID-19 such as housing interventions and visits to the leisure centres. There were five measures slightly off target and the remaining 34 measures reached or surpassed the targets for 2021/22. It has been a tough year for everyone, but we have continued to make improvements to our services.

Customer Service figures

From April 2021 to March 2022, our friendly team responded in the midst of COVID-19, through our enhanced phone offer, a safe space online and COVID safe meeting arrangements when necessary:

104,374 phone calls

59,492 emails processed

1,253 customer appointments

453 face-to-face meetings

81.18 per cent customer satisfaction **88.12** per cent felt that they were treated fairly by the contact centre advisor

90.17 per cent of queries were resolved first time

This page is intentionally left blank

Risk and Opportunities Management Strategy

2022/23

Owner: Section 151 Officer
Author: Interim Assistant Director – Customer Focus
Date of next review: September 2022

Version History:

Version	Date	Section	Reviewer	Description of Amendment
0.1	28/02/2018	ALL	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments throughout Adaptation of strategy to reflect new senior management structure and implementation of new Leadership Risk Register
0.2	01/03/2018	ALL	Rakesh Kumar (Insight Team Manager)	<ul style="list-style-type: none"> Minor amendments Inclusion of version history Update to 1.5 Risk Appetite following feedback from the Director – Customer Services and Service Developments
0.3	01/03/2018	ALL	Claire Taylor (Director of Customer & Service Development)	<ul style="list-style-type: none"> Minor amendments throughout
0.4	04/04/18	All	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments
0.5	01/07/2019	All	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments reflecting separation of CDC and SNC.
0.6	31/01/2021	All	Louise Tustian (Head of Insight & Corporate Programmes)	<ul style="list-style-type: none"> Annual review of strategy pre CEDR review.
0.7	01/05/2022	All	Celia Prado-Teeling (Interim Assistant Director – Customer Focus)	<ul style="list-style-type: none"> Annual review of strategy pre CLT review.

CONTENTS		
Section 1	Introduction	Page 4
1.1	An overview of Risk Management	4
1.2	The Risk Management Framework	4
1.3	Strategy Objectives	5
1.4	Risk Appetite	5
1.5	Embedding Risk Management	6
Section 2	Risk Management Processes	7
2.1	The Risk Management Process	7
2.2	Identifying Risk & Opportunity	7-10
2.3	Assessing Risk	10
2.4	Managing and Controlling Risk	11-12
2.5	Reviewing and Reporting on Risk	12
2.6	Linking risk to business plans and performance	13
2.7	Linking risk to programmes and projects	13-14
Section 3	Roles and Responsibilities	15
3.1	Accountability	15
3.2	Council Committees	15-16
3.3	Section 151 Officer	16
3.4	Corporate Leadership Team	16
3.5	Performance & Insight Team	16
3.6	Team Managers, Officers and Staff	17
Section 4	Monitoring and Review	17
4.1	Annual Review of the Risk Strategy	17
4.2	Monitoring of the Strategy and Register	17
4.3	Internal Audit	18
4.4	External Audit and Review	18
Section 5	Corporate Governance	19
5.1	Annual Governance Statement	19
5.2	Statements of Assurance	19-20
Section 6	Contacts and Further Guidance	20
6.1	Contacts	20
6.2	Supporting Documents / Guidance	20

Section 1: Introduction

1.1 An overview of Risk Management

This strategy outlines the overall approach to risk and opportunities management for Cherwell District council.

The fundamental aim of the risk management strategy is to help the council identify and manage risk especially with regards to those risks (both financial and non-financial) that may have an impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its strategic priorities.

Risk management is recognised as being concerned with both the positive and negative aspects of risk; that is to say opportunities as well as threats. This strategy therefore applies to risk from both perspectives.

Risk, can therefore be defined as:

“an uncertain event or set of events that, should it occur will have an effect (positive or negative) on the achievement of the councils’ objectives, performing its duties or meeting the expectations of its stakeholders”

The Council is aware that risks will always arise, and most risks cannot be fully eliminated, only managed to an acceptable level. Within this context the council is committed to managing risk to reduce the impact on the organisations priorities and on service provision.

Risk management will be embedded within the daily operations of the council, from strategy and policy formulation through to business planning and general management processes. It will also be applied where the council works in partnership with other organisations, to ensure that partnership risks are identified and managed appropriately.

Through understanding risks, decision-makers (councillors and managers) will be better able to evaluate the impact of a particular decision or action on the achievement of the councils’ strategic priorities.

1.2 The Risk Management Framework

Cherwell District Council is committed to ensuring risk management is embedded across the whole organisation. For risk management to be successful, it is imperative that there is a single, yet flexible, approach for the management of business risk, adopted through all levels of the organisation.

The Council’s risk management framework follows good practice guidance to help the Council to be an effective and efficient organisation. Councillors and officers are supported in this activity by the Corporate Team, which maintains and promotes the risk management framework, which includes:

- Risk and Opportunities Management Strategy
- Risk Management Tools and Guidance
- Risk Management Training

Effective risk management is an important part of corporate governance, performance management and financial planning. It adds value by:

- Raising awareness of significant risks with priority ranking, to assist controlling them in an efficient manner.
- Allocating responsibility and accountability for risks and associated controls and any actions required to improve controls
- Aiding the process of strategic and business planning
- Identifying new opportunities and supporting innovation
- Providing a framework for the effective management of strategic risks
- Aiding effective partnership working, particularly in terms of identifying shared risks

Primarily, councillors and senior leaders of the organisation will be focused on the strategic and business critical risks that could impact on the achievement of objectives or successful delivery of outcomes. Collectively these are known as “Strategic risks” and are managed via the Leadership Risk Register.

More detailed operational risks will be the primary concern of services and functions, where managers will control and monitor their risks and escalate these to a strategic level if the risk is no longer appropriately contained and managed at an operational level.

Identified risks and controls are managed through risk registers and should be regularly discussed, reviewed and updated. Frequent risk reporting takes place across all levels of the organisation.

The Performance & Insight Team has a key role to play in supporting the operating principles of the Council and helping to achieve the strategic aims and priorities by providing oversight, challenge and assurance that risk is being effectively managed across the organisation.

1.3 Strategy Objectives

The objectives of the Risk and Opportunities Management Strategy are to:

- maintain a register that identifies, assesses and ranks all Leadership risks and opportunities facing the council, which will assist the council in achieving their strategic priorities through pro-active risk management
- rate all significant risks in terms of likelihood of occurrence and potential impact upon the council and ensure effective controls are in place to mitigate significant risks
- allocate clear ownership, roles, responsibilities and accountability for risk management
- facilitate compliance with best practice in corporate governance, which will support the Annual Governance Statements (issued with the annual statement of accounts)
- raise awareness of the principles and benefits involved in the risk management process, and to obtain staff and Member commitment to the principles of risk management and control
- ensure that good quality risk information is provided to the Corporate Leadership Team (CLT) and Members, providing a framework for assurance that the controls identified to mitigate a risk are operating effectively

- ensure there is a link to the business plan

1.4 Risk Appetite

Risk management should not focus upon risk avoidance, but on the identification and management of an acceptable level of risk. The council aims to proactively identify, understand and manage the risks inherent in services and associated with business/service plans, policies and strategies, so as to support responsible, informed risk taking and as a consequence, aim to achieve measurable value. The council provides a supportive culture but will not support reckless risk taking.

As such, Cherwell District Council will use risk management to add value. The Council will aim to achieve a balance between under-managing risks (i.e. being unaware of risks and therefore having little or no control over them) and over-managing them (i.e. a resource heavy and bureaucratic level of management and control which could stifle innovation and creativity).

Appropriately managed and controlled risk-taking and innovation will be encouraged where it supports the delivery of the councils' strategic priorities.

Particular focus will be on the council's ambitions for increasing income generation and self-sufficiency through sound investments, effective asset management, commercialisation opportunities and programmes of regeneration.

Any risks associated with these plans will be managed through the appropriate mechanisms, ensuring due diligence has taken place; these include sound business cases, effective project management and working with external partners for specialist advice. Channels will be in place to report risks into the relevant management and democratic committees to ensure full transparency and allow any actions to be taken as necessary.

1.5 Embedding Risk Management

Risk Management is a standing item on the CLT agenda (monthly basis) and ensures that identification and consideration of risk corporately and across services is emphasised and highlighted regularly. Risks can be escalated at any point to CLT (who meet regularly) to discuss and make a decision as to whether the risk is a Leadership risk or should be managed at an operational level.

Risk is reported to CDC Executive as part of an integrated finance, performance, and risk framework.

The Audit and Risk Committee receive regular risk management updates and review the Leadership risk register quarterly. This scrutiny of risk ensures there is senior officer level and political commitment to effective risk management.

The inclusion of risk registers within service plans and risk logs in key programmes and projects seeks to reinforce the importance of assessing and being aware of the risks associated with each service and major projects. Key operational risk management activities should be included within service plans and progress monitored at Directorate level meetings. As such the integration of risk into business planning, strategic priorities and performance management is an essential part of the drive to embed risk management.

Activities such as training, communication and clear risk management support arrangements help to embed risk. The following summarises key activities to be undertaken to ensure risk management is embedded across the councils:

1. A monthly review of the Leadership risk register updates at CLT who take responsibility for ensuring that management actions highlighted in the risk registers are implemented
2. The Leadership risk review is presented to the relevant council committee (Executive and Accounts Audit and Risk Committee) to ensure Councillors have good access to risk information
3. Risk management and risk escalation awareness training sessions will be facilitated for Councillors and employees and guidance is available on the intranet.
4. An internal audit of risk management will take place annually.
5. A process of annual review is undertaken by CLT to ensure the Leadership risk register remains up to date and that obsolete risks are removed.
6. The Performance & Insight team facilitates regular discussions around Risk and Performance at service team meetings, reiterating the escalation process into CLT.
7. The council will seek to learn from other organisations where appropriate, and to keep up to date with best practice in risk management.

Section 2: Risk Management Processes

2.1 The Risk Management Process

Risk Management follows a four stage process. Identifying risks, assessing risks, managing and controlling risks and reviewing and reporting risks.



Each of these four stages is set out in more detail and in the accompanying risk management handbook.

The most significant feature of this process is that risk management is seen as a comprehensive management process that helps the council meet their objectives and avoid issues, losses and situations that could result in failing to meet strategic priorities, failure of corporate systems or failure of significant partnerships, services, programmes and projects.

To ensure this process is effectively undertaken the council maintains and reviews a register of their Leadership risks and opportunities and where possible links them to strategic business priorities.

Ownership is assigned for each risk and also has a Manager of the risk. CLT identifies risks, reviews the register and the council has committees that also undertake a monitoring and oversight role on a regular basis.

2.2 Identifying Risk and Opportunity

The process of identifying risk is both formal (as part of business and project planning) and also informal, as part of everyday activity (Operational). This section sets out the organisational process for identifying risk, however it must also be recognised that Members and staff should be risk aware and as such may identify, assess and add a risk to the register at any time.

For each Leadership risk identified the following should be considered:

- An assessment of each risk for its likelihood and impact
- The identification of mitigating (key) controls currently in place
- The assurances on the key controls that have already been established
- Gaps in keys controls
- Gaps in assurance
- Appropriate management actions and allocation of responsibility for the implementation of further mitigating management action and (where possible) an implementation date

For each opportunity identified the following should be considered established:

- Details of the opportunity identified
- Allocation of responsibility for the opportunity
- Any additional risks that this opportunity raises (including financial)
- Actions necessary to make use of the opportunity and mitigate risks, if appropriate.

Identifying different types of risk:

Leadership Risks: 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 strategic priorities.

Operational Risks: are risks affecting corporate systems or processes that underpin the organisation's overall governance, operation and ability to deliver services

The Leadership risks are owned by a CLT member and managed by a senior manager.

These Leadership risks will be fully reviewed by CLT on an annual basis in the fourth quarter as part of the business planning process for the forthcoming year and provides a clear opportunity to identify new risks and opportunities. The result of this discussion will also be considered by the relevant council committees.

At any point in the year CLT and council committees may identify new risks. If this is the case the risk assessment method is followed, and the Insight team adds the risk to the register.

Operational Risks

Operational risks should be identified and owned by the relevant service, led by the Assistant Director. The annual service planning process provides an opportunity to fully review all current operational risks and delete risks that are no longer relevant and identify any new risks. However, the identification of risk is not limited to a single point in the year and new risks may be added at any time.

The Performance and Insight team is able to support services by running risk workshops as required. A member of the Insight team attends DMT meetings where they will assist in identifying risks, and the management of operational risks alongside performance updates.

Programme / Project Risks

Risk management should be incorporated into programme and project management right from the outset. The size and scope of the project will dictate the best way of managing the risks. However, all programmes/projects must undertake full risk assessments.

All significant programmes and projects should use a risk log which will be managed by the programme/project manager and reviewed by the relevant board.

For programme and projects which are likely to have an impact on the council's ability to meet its strategic objectives or have a budgetary impact of over £100,000 the additional requirements are in place:

- The high level risk and its controls will be recorded and managed through the council's Leadership risk register. Detailed risks associated with the programme/project will be recorded in its risk log.
- Risk should be a frequent item on each programme/project board meeting to review existing risks and the effectiveness of their controls and to identify any new risks.
- Risk management in programmes and projects will be supported as necessary by the Programme Manager and the Performance & Insight Team Leader.

For minor projects (low value or single service based) a risk log should still be maintained as part of good project management. However, it is unlikely that the project risks will appear on the council's Leadership risk register unless they have the potential to have significant reputational, health and safety or service provision risks, or the potential loss could exceed £100,000. If this is the case, then the approach set out above with regards to significant programme / project risks should be followed.

2.3 Assessing Risk

Once a risk has been identified (of any type, Leadership, operational or project) it needs to be assessed. The assessment process considers the likelihood that the risk may occur and its potential impact. This allows for risks to be ranked and prioritised, as not all risks represent equal significance to the councils.

The council uses a risk scoring matrix to work out the inherent risk score (likelihood' times the 'impact'). The inherent risk score helps to make decisions about the significance of risks to the organisations, how they will be managed, the controls required and the treatment of the risk.

The owner of the risk undertakes this assessment. For a Leadership risk this is checked by the Performance & Insight team, for programme/ project risks by the relevant board and for operational risks by the Assistant Director.

		Probability				
		Remote 1	Unlikely 2	Possible 3	Probable 4	Highly Probable 5
Impact	5 Catastrophic	5	10	15	20	25
	4 Major	4	8	12	16	20
	3 Moderate	3	6	9	12	15
	2 Minor	2	4	6	8	10
	1 Insignificant	1	2	3	4	5

NB inherent risk is sometimes referred to as gross risk.

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

The risk management process guide and 'new risk template' explain in greater detail what makes up the likelihood and impact scores.

The inherent risk score will determine how the risk is controlled and managed with treatment, toleration, transfer and terminate the main options (2.4 refers).

Once controls and actions to mitigate the risk have been identified a net risk score should be assessed. The inherent and net risk scores, along with the controls and actions then form the basis of reviews.

Organisational risk profile

Once Leadership risks and mitigating controls/actions have been assessed the results are then plotted on a risk matrix which is included as part of the Leadership risk register. Service/projects risks may be plotted in a similar way if required.

2.4 Managing and Controlling Risk

Once risks have been identified and assessed, the next step is to control and manage them. This will involve the consideration of cost-effective action, which is aimed to reduce the inherent risk rating. These management actions should be focussed on gaps in terms of risk controls and assurance.

The proposed action(s) to control the risk will then be mapped against the specified risk together with an implementation date, and a named person will be designated as responsible for 'owning' the risk. The 'net' risk rating is the assessment of the risk after these controls/actions have been put in place.

These actions/controls should be included in risk documentation and/or service plans. Where a risk is associated with a programme or project it should be entered into the relevant risk log.

Managing risk is an on-going process and the commentary provided as part of the risk review process should reflect the activity taken within the period to control the risk.

The Four T's

The level of the inherent risk will help determine the best treatment for a risk, whether Leadership or operational. The risk owner has a number of options:

Tolerate: The council's may tolerate a risk where: -

- The risk opens up greater benefits
- These risks must be monitored, and contingency plans should be put in place in case the risks occur.
- The risk is effectively mitigated by controls, even if it's high risk
- The risk cannot be mitigated cost effectively

Treat: This is the most widely used approach. The purpose of treating a risk is to continue with the activity which gives rise to the risk, but to bring the risk to an acceptable level by taking action to control it through either containment actions (these lessen the likelihood or consequences of a risk and are applied before the risk materialises) or contingency actions (these are put into action after the risk has happened, reducing the impact. These must be pre-planned).

Terminate: Doing things differently and therefore removing the risk. This is particularly important in terms of project risk but is often severely limited in terms of the Leadership risks of an organisation.

Transfer: Transferring some aspects of the risk to a third party. For example, via insurance, or by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks, or risks to assets. However, it is a

limited option – very few Leadership risks are insurable and only around 15 -20% of operational risks can be insured against.

2.5 Reviewing and Reporting on Risk

The Leadership risk register will be reported to committees regularly and reviewed monthly by CLT. This review involves consideration of all Leadership risks facing the council, which could impact on the achievement of council strategic priorities, which could have an effect across more than one service.

The review should focus on four key factors:

1. whether there are any changes to the inherent/residual risk scores
2. whether new controls or actions are required
3. to what extent are there any gaps in the assurance of identified controls
4. whether the risk is still relevant

Operational risks and programme/project risks will be monitored and reviewed locally, on a monthly basis within each service.

All risks will be clearly defined together with the controls that currently exist to manage them. Risk ratings will be reviewed and where relevant commentary to identify progress against planned action or any emerging issues.

It is important that the internal systems and procedures in place are adequate to manage the identified risk. Where control weaknesses are identified, these should be noted so that action can be taken to remedy such weaknesses. Action to address these weaknesses should be included within the report.

2.6 Linking risk to business plans and performance

Linking Leadership Risk to the Council Business Plan

The Leadership Risk Register is owned and managed by CLT and reported by the Performance & Insight team. Where appropriate risks will be associated with council priorities and objectives. On occasion a risk may sit outside a council priority, for example where it affects all priorities or has whole organisation impact (e.g., the risk of systems failure).

Incorporating Operational Risk into Service Plans

Each service is required to produce a service plan on an annual basis. The format of the service plan ensures there are clear links between council priorities and objectives and service deliverables.

Each service plan is required to identify operational risks associated with service delivery and ideally, they should be directly linked to service priorities. Likewise, actions to control risks should be included within the service plan or the risk documentation itself.

Responsibility for monitoring operational risk lies with the Assistant Directors and service managers.

Integrating Risk and Performance Management

Performance and risk will follow the same reporting regime and performance of risks will be clearly highlighted in reports. Where possible risk monitoring information will be captured using the same process as performance information. Risks should be reviewed at the same time as reviewing budget, performance of objectives/projects as they will impact each other.

2.7 Linking risk to programmes and projects

Programme and projects adhere to the agreed risk management strategy. It is recognised that the risk environment is different within programmes and projects and frequently risks are identified, actioned and closed on a faster basis than within the Leadership risk environment where risks are linked into longer term strategic objectives rather than projects moving within shorter delivery timescales.

Programme or project risks may be escalated to the Leadership risk register if they reach a point where they have a significant financial, reputational or strategic impact.

Risk Management responsibilities in project environments

Corporate Management CLT	Responsible for providing and ensuring adherence to the Risk and Opportunities Management Strategy
Programme Senior Responsible Owner	Accountable for risk management actions agreed at Programme Board level, following escalation from projects
Assistant Director	Accountable for risk management actions agreed at DMT following escalation from projects and operational risks within the Directorate
Project Sponsor	<ul style="list-style-type: none"> Accountable for all risk management within the project, and for putting in place a risk management approach or strategy specific to the project Ensures all risks associated with the project business case are identified, assessed and controlled Triggers an escalation
Senior user/customer/client board member	Responsible for ensuring all risks to users are identified, assessed and controlled
Senior supplier board member	Responsible for ensuring all risks to delivery are identified, assessed and controlled
Project Manager	<ul style="list-style-type: none"> Creates the project-specific risk management approach as directed by the sponsor Responsible for creating and maintaining the risk register in line with requirements of the Risk and Opportunities Management Strategy, ensuring risk identification, assessment and control measures are implemented.

Section 3: Roles and Responsibilities

3.1 Accountability

There will be clear accountability for risks and risk management. This is supported through the councils' Annual Governance Statement signed by the Chief Executive and the Leader of the Council, and by making both councils' risks and risk management process open to regular Member overview, internal audit and external inspections.

The overall responsibility for the effective management of risks rests with full council Executive (lead member/portfolio holder) as advised by CLT.

The Accounts, Audit and Risk Committee has specific responsibility for monitoring the councils' risk management arrangements, for undertaking an annual review of this strategy to ensure it remains current and up to date and reflects current best practice in risk management, and for making recommendations to Executive if it is considered that any improvements or amendments are required.

Executive Members will be briefed regularly by CLT to ensure they are aware of Leadership risks affecting their service areas/portfolios and any improvements in controls which are proposed.

Sections 3.2 and 3.3 of this strategy outline specific Councillor and Officer accountabilities and responsibilities with regards to risk management.

3.2 Council Committees

Accounts, Audit and Risk Committee

The committee will ensure that corporate governance arrangements (including risk) are in place, they consider the statement of assurance and monitor the effectiveness of risk management. The committee also commissions the risk management strategy and endorses it for Executive to adopt.

Executive

The Cherwell District Council Executive will receive a regular update on Leadership risks.

Reflecting the roles of these committees the relevant Chairmen, Lead Members will be briefed on risk matters and act as risk champions where appropriate.

3.3 Section 151 Officer

The councils' Section 151 Officer is the lead officer for risk management and ensures that the council' has robust risk management strategies in place that effectively support the system of internal control.

3.4 Corporate Leadership Team (CLT)

CLT has a number of roles with regards to risk management. As the senior management team, they are likely to own many of the Leadership risks on the councils' risk registers. As such they are responsible for risk review and monitoring monthly to CLT meeting and regularly to Audit committees.

CLT also have a role in discussing new risks and working with the Insight Team to ensure they are assessed, recorded and managed.

3.5 Performance & Insight Team

The Performance & Insight Team is responsible for preparing and updating the risk management strategy, for compiling and managing the Leadership risk register (including preparing regular reports) and for ensuring operational risk management is undertaken by services.

In addition, the team provides risk related support to managers, officers and councillors (through officer's groups and risk management training arranged by democracy) and provides information for the Annual Governance Statement.

3.6 Team Managers, Officers and Staff

Service managers and team leaders will often be responsible for operational and project risks. This includes risk identification, assessment and management. At this level risks should be included in service and project plans. For some projects a separate risk log will be required.

In some cases, CLT members may devolve the day to day responsibility for managing a Leadership risk to a service manager. If this is the case the manager will be expected to update the Leadership risk register on a monthly basis.

Staff without direct responsibility for owning and managing a risk still have an essential role to play in helping teams identify potential risks associated with service delivery and implementation of projects. As such staff should be involved in risk discussions within teams as they would be with regards to performance management.

Section 4: Monitoring and Review

4.1 Annual Review of the Risk Strategy

The Risk and Opportunities Management Strategy will be reviewed on an annual basis and this review will take into account any issues highlighted by the internal audit of risk management. In addition, the Leadership risk register will be fully reviewed by CLT during the first quarter and as part of the annual service planning process managers will be asked to fully review their operational risks.

4.2 Monitoring of the Strategy and Register

As part of the risk and opportunities management process it is expected that Leadership risks are reviewed on a monthly basis via CLT and operational risks reviewed as part of DMT meetings.

A report will be taken to the Accounts, Audit and Risk Committee providing a summary of the most recent review and in addition highlighting any issues arising with regards to the implementation of or compliance with the Risk Strategy. The review will include commentary regarding the current risk score, the controls in place and whether any gaps have been identified in terms of the assurance that the controls are effective.

4.3 Internal Audit

Internal Audit will be in a position to provide assurance on the internal control environment, in line with their planned programme of work. Internal Audit will plan the annual audit coverage based on a risk assessment, and on the levels of assurance that can be obtained from other assurance providers. The Code of Practice for Internal Audit in Local Government in the United Kingdom defines Internal Audit as:

‘An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the organisations objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources’.

It is envisaged that Internal Audit and Risk Management will co-ordinate assurance by:

- Independently reviewing the risk management strategy and process.
- Completing risk based reviews of the key controls identified to mitigate the principal risk to the council’s achievement of their strategic objectives.
- Referring to the councils’ risk registers when planning audit work.

4.4 External Audit and Review

External Audit

External Audit is a key source of assurance, and the council should consider the external audit management letter and reports. However, it is worth noting that the work of external audit has to be independent, and the council should not rely on external audit for advice and guidance as that is not their role.

Review Agencies and Inspectorates

Aspects of the organisation’s activities may be subject to independent inspection and assessment. These reports are likely to identify areas of strength and issues to address and may also provide some assurance. Reports from the Local Government Ombudsman may also provide a further source of assurance.

Section 5: Corporate Governance

5.1 Annual Governance Statement

Regulation 4 of the Account and Audit Regulations (2003) requires audited bodies to conduct a review, at least once a year, of the effectiveness of their systems of internal control. This review is incorporated within the Annual Governance Statement that is published alongside the statement of accounts for the council.

The purpose of the Annual Governance Statement is to provide a continuous review of the effectiveness of an organisation's internal control and risk management systems, to give assurance on their effectiveness and/or to produce a management action plan to address identified weaknesses in either process. The process of preparing the Annual Governance Statement will add value to the corporate governance and internal control framework of an organisation.

The statement needs to be approved separately to the accounts and signed as a minimum by the Chief Executive and the Leader of the Council. The production of the Annual Governance Statement will be reliant upon the contents of some or all of the following. These sources of assurance are:

- Internal audit annual report
- External audit management letter
- Review Agencies and Inspectorates (where appropriate)
- Other internal review mechanisms
- The Leadership Risk Register, including controls and actions
- Operational Risk Registers, including controls and actions
- Statements of Assurance
- Identification of risks highlighted by CLT
- Accounts, Audit and Risk Committee
- Performance Management Framework
- Health and Safety Adviser

5.2 Statements of Assurance

In order for the Chief Executive and the Leader of the Council to be able to sign off the Annual Governance Statement there is a requirement for each Assistant Director to complete a statement of assurance taking responsibility for their individual service/operational risk registers and the implementation of the management actions contained within it. These statements of assurance will be completed on an annual basis to feed into the Annual Governance Statement.

The Chief Executive or, in the absence of the Chief Executive, a Director/Section 151 Officer, needs to sign a statement of assurance for the Leadership Risk Register.

Section 6: Contacts and Further Guidance

6.1 Contacts

Michael Furness – S151 Officer / Assistant Director of Finance

Michael.Furness@cherwell-dc.gov.uk

Celia Prado-Teeling – Interim Assistant Director – Customer Focus

Celia.Prado-Teeling@cherwell-dc.gov.uk

Telephone: 01295 221556

6.2 Supporting Documents / Guidance

In addition to this strategy the following documents provide information and guidance with regards to risk management:

1. A quick guide to risk management – a three page summary of the council's approach to risk
2. New risk assessment template – a two page template that takes you through the process of assessing a new risk or fully reviewing an existing risk

This page is intentionally left blank

Appendix 3 – Leadership Risk Register as at 01/05/2022

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 6 of 11	5 - Catastrophic			L07		
	4 - Major		L06- L08 -	L03 - L04 - L05 - L10 - L15 - L20	L01 - L16	
	3 - Moderate		L09 -	L02 - L11 - L17-L18	L19	L12
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			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	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Tony Illot	Michael Furness	Joanne Kaye	4	4	16	↔	Review of workload and capacity across the team. Permanent Capital Accountant in post. New Finance Business Partner Corporate started in October. Permanent appointment made to support VAT and S106. Support to the corporate accountant started at the end of November. 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 and council tax rebate. Also finalising an agreement for external provider to carry out necessary checks for council tax rebate scheme.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. New financial system helping to support the monitoring process. Interim resource retained to support test and trace and business grants and council tax rebate scheme.	Risk reviewed - 08/04/22 - Potential Impact, Mitigations and Comments updated
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully								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.	Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.	
		Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Partially								Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project up and running providing improved management information.	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.	
		Reduced financial returns (or losses) on inability to deliver financial efficiencies				Good networks established locally, regionally and nationally	Fully								Asset Management Strategy being reviewed and refreshed.		
		Inability to deliver commercial objectives (increased income)				National guidance interpreting legislation available and used regularly	Fully								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		
		Poor customer service and satisfaction				Members aware and are briefed regularly	Fully								Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.	
		Increased complexity in governance arrangements				Participate in Oxfordshire Treasurers' Association's work streams	Fully								Further integration and development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded	
		Lack of officer capacity to meet service demand				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	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 2023/24 and impact on our MTFS.	
		Lack of financial awareness and understanding throughout the council				Treasury management and capital strategies in place	Fully								Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken.	
		Increased inflation in the costs of capital schemes				Investment strategies in place	Fully								2021/22 Budget set, a review of the process to be discussed at budget planning committee (13/7/21) and revised process to be developed for 2022/23. Updated budget monitoring for 2021/22 with a greater focus on savings delivery.	2021/22 budget set. Review of the 2021/22 budget setting process being planned.	
		Increased inflation in revenue costs				Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors.	
						Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the committee.	
						Regular bulletins and advice received from advisers	Fully								Analysis of Spending Review 2022/23 - 2024/25 indicated an increase in resources to local government as a sector. However no local authority specific announcements so unclear whether to what extent this could result in additional resources to the Council. No announcement made about business rates reset so this could still result in a significant loss of resources.	No detail in the Spending Review to be able to plan for additional resources with any confidence - must wait for Local Government Finance Settlement to understand the detail behind the announcement.	
	Property portfolio income monitored through financial management arrangements on a regular basis	Partially															

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
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 Financial loss/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and update plans Business Continuity Plans tested annually All services maintain business continuity plans	Fully Fully Fully Partially Partially Partially Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework being revised to align with OCC and create an incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss Corporate ownership and governance to be revisited as a result of separation of OCC and CDC BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged (on hold due to pandemic response) Updated Incident management framework agreed August 2021	Business continuity status reports no longer being collated weekly. The Council has continued to provide critical services throughout the lockdown periods and has adapted to remote working, reducing risks arising from any loss of access to property. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A new incident management framework has been adopted for the council and aligns our incident response arrangements with OCCs. Work has started on aligning the council's BC statement of intent and framework support this new incident management framework. A document repository and management system is under development for key business continuity plans. Teams to be asked to update BIAs and BCPs to reflect changed working arrangements and new business plans.	Risk Reviewed 05/04/2022 - Mitigating actions, control assessment and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
L05 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships Reputational damage	4	4	16	Emergency Plan in place and key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from Oxfordshire County Council's Emergency Planning Team. Under partnership arrangements. Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Fully Fully Partially Partially Fully Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide Refreshed incident management plan agreed to align with OCC response arrangements and roll-out being progressed Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained and to be updated to reflect recent staffing changes Authority continues to be represented at the Local Resilience Forum	The council is maintaining its duty director rota for any other emergency incidents that might arise. A new Incident Response Framework has been adopted and was introduced to duty directors in the refresh of duty director training in late 2021/early 22. Extended duty director rota introduced from January 2022 but subject to revisions as the council's management structure changes.	Risk Reviewed 05/04/2022 - Comments and mitigating actions updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			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 ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor Lynn Pratt	Steve Jordan	Martin Green	2	4	8	↔	<p>COVID-Secure arrangements and safe working practices remain effective. These are due to be replaced with consolidated PH advice post April:</p> <ul style="list-style-type: none"> - Cease asymptomatic testing except for specific groups in health and social care. - No longer requirement for specific COVID risk assessment. - Updated IPC guidance. <p>Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.</p> <p>Ongoing service redesign in Joint Property Service including single view of the asset and business systems. This will seek to improve assurance of building compliance and H&S. This includes defining the role of responsible premises manager and proving them with support, training and tools. New service Compliance/H&S specialist due to start May 22.</p>	Managers will decide on staff return to workplace based on service needs and priorities. Office protocols in place with focus on ventilation, regular cleaning and encouraging hand hygiene.	Risk Reviewed 31/03/2022 - Controls, Control assessment, Mitigating actions and Comments Updated
		Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Fully											
		Financial impact (compensation or improvement actions)				Fully											
		Reputational Impact				Fully											
						Fully											

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
L08-	Safeguarding the vulnerable - Internal procedures- Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent Reputational damage to the council	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 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.	Fully Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Yvonne Rees	Nicola Riley	2	4	8	↔	Monitoring of implementation of corporate policies and procedures to ensure fully embedded Ensure web pages remain up to date 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 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	Risk revised in April 2022 to separate internal processes supporting the council to protect the vulnerable from externally focussed operational activities (now proposed new L20 Safeguarding the Vulnerable – Operational and partnership actions-	Risk Reviewed 04/04/2022 - Risk name, description, Controls, Mitigating actions and Comments Updated
L09-	Sustainability of Council owned companies and delivery of planned financial and other objectives - 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 Jordan	Vic Kurzeja & Peter Hadley	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 CLT 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	Council dissolving partnership with SNH so CSN as a company will no longer exist after Nov 2021. Services being brought back in house. Graven Hill – company continues to respond to market changes as a result of Covid and supply chain restrictions, no areas of concern at this stage. Crown House continues to enjoy high occupancy rates but there is some concern over cash flow, which is being looked in to. Management of Crown House now being undertaken by the Property Team. CSN exit strategy being implemented. Service being brought back in house and company to be dissolved. 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 17/02/2022 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L10-	Financial sustainability of third-party suppliers and contractors	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. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction 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	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures Intelligence unit set up procurement Hub to monitor supplier and contractor market Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Partially Partially Fully Fully	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. Business continuity plans in place		Risk reviewed 31/03/2022 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L11-	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the 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 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 Partially	Councillor Barry Wood	Yvonne Rees	Shahin Ismail	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures. Induction Programme to be planned for May 2022 including governance sessions to councillors on the Constitution, data protection and FOI, finance, equalities and code of conduct. Monitoring Officer to attend management team meetings. Annual Governance Statement process for 2021/22 is in progress with sessions held with ELT to explain assurance required and to identify any areas where governance could be strengthened across the directorates. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	Risk is currently under complete review, to be completed for April 2022 reporting	Risk reviewed 12/04/2022 - Controls, Risk Manager and Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L12	Oxfordshire Growth Deal - (contract with HMG)	<p>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.</p> <p>Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)</p> <p>Accelerated housing numbers delivered late, outside of the programme time scale</p> <p>Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Put suitable arrangements in place to deliver the Project Management function.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Engage with developers to ascertain which sites would benefit most from infrastructure delivery.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>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.</p>	<p>Fully</p> <p>Fully, when implemented (not implemented yet).</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Robert Jolley	Andrew Bowe	5	3	15	↔	<p>A CDC GD programme and programme board capability.</p> <p>Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log) .</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Improved collaboration working with partners.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p>	Discussions are progressing amongst key officers to address the gaps left by the departures of the former Programme Management Officer and of a Service Manager who had subsequently been assigned, temporarily, to support the Programme. The Cherwell Programme currently remains, broadly speaking, on track.	Risk reviewed 11/04/22 - Comments updated.
L15-	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	<p>Limit our ability to recruit, retain and develop staff</p> <p>Impact on our ability to deliver high quality services</p> <p>Overreliance on temporary staff</p> <p>Additional training and development costs</p>	3	4	12	<p>Analysis of workforce data and on-going monitoring of issues.</p> <p>Key staff in post to address risks (e.g. strategic HR business partners)</p> <p>Weekly Vacancy Management process in place</p> <p>Ongoing service redesign will set out long term service requirements</p>	<p>Partially effective</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Ian Corkin	Yvonne Rees	Claire Cox	3	4	12	↔	<p>Development of relevant workforce plans.</p> <p>Development of new L&D strategy, including apprenticeships.</p> <p>Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensurate Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates.</p> <p>There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.</p> <p>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.</p>	HR continues to work closely with all service heads at the council, to address a range of HR requirements. Work continues with the implementation of iTrent, the HR payroll system, to improve the quality of data and reporting from the system. Sickness absence continues to be monitored along with the impact on services across the council. HR is working with areas experiencing recruitment difficulties. There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	Risk reviewed 11/04/2022 - Risk owner and manager updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
L16-	Covid-19 Community and Customers 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.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.	Fully Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.	The nature of the risk is such that national public health guidelines will determine the councils' response. Oxfordshire Health Protection Board. There is continuing monitoring of case numbers and infection rates in population through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk .	Risk reviewed 06/04/2022 Mitigating Actions and Comments Updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L17-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	3	4	12	Business Continuity Plans have been reviewed and tested. Guidance has been prepared for managers to support agile working and is updated in response to changing conditions. Remote working in place. Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally.	Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Richard Webb	3	3	9	↔	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. With the return to 'Plan A', managers working with all staff to oversee return to the office alongside longer term planning for Agile working.	The nature of the risk is such that national public health guidelines will determine the councils' response. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. 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. Agile working and flexibility to continue. Hybrid meetings are tested and operational.	Risk reviewed 07/04/2022 - Comments and inherent scoring Updated
		Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice. Sanitisers in washrooms. Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.				Fully Fully Partially Fully Fully								Arrangements are in place for council meetings to accommodate greater staff and member presence in the office, hybrid working remains in place to facilitate flexibility, resilience and on-going business continuity.			
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 Requirement to review service delivery Budget implications	4	4	16	Local plans have been revised in line with the national winter plan and revised contain strategy. Most legal restrictions now removed. CDC fully participates in cross county partnerships to plan for the post-pandemic period. New Council business and budget plans reflect financial, service and community impact.	Partially Partially	Councillor Barry Wood	Yvonne Rees	Nathan Elvery	3	3	9	↔	Governance programme reviewed, shared and implemented. Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March, 2022.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.	Risk reviewed 01/05/22 -Risk Manager updated
L19-	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement (formal partnership agreement) between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice, capacity and a partnership approach to the withdrawal from the formal relationship there is a risk that the of service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	Legal, governance and employment advice for both parties in place and a transitional plan is under development. Arrangements in place to establish at pace separate statutory officers for each organisation. Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models. Additional programme/project resources to be sought to oversee and implement transition. Communications plan. Decoupling delivery group established. Joint officers transitional working group and Joint service & personnel committee established Agreed set of service reviews and established set baseline position and an agreed transition plan timeframe.	Partially	Cllr Barry Wood	Yvonne Rees	Nathan Elvery	4	3	12	↔	Statutory officer posts in place - approved by Full Council on the 7th Feb. External independent Legal support in place. Transition plan, financial analysis underway. Joint officer transition group set up. Regular staff and Cllr communications in place to keep up to date with changes. High level risk, dependencies and assumptions are regularly reviewed by the JOTWG and reported to the JSSP.	Transition plan has identified 19 service reviews, of which one are has been approved (Housing services) and the meeting of the JSSP committee is due to receive three areas on 25/04	Risk reviewed 05/04/2022 - Mitigating actions, control assessment and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L20-	Safeguarding the Vulnerable – Operational and partnership actions- Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families. Council subject to external reviews Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent. Reputational damage to the council.	4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners. Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership. Representation at the Children Missing and Exploited Network meetings for north Oxfordshire. Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions. Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially Fully Fully Partially Partially	Cllr Andrew McHugh	Steve Jorden	Richard Webb	3	4	12	NEW	Engagement with CE workstream following the Jacob CSPR to identify improvements to local arrangements. Implement local changes to the child exploitation system to address findings in the Jacob CSPR. CSP to adopt improved oversight of the local arrangements to ensure these are effective. Community based exploitation disruption models to be developed and implemented. Continue to engage with partnership arrangements in place to identify risks.	Previously part of risk L08 revised April 2022 to separate internal processes supporting the council to protect the vulnerable from externally focussed operational activities.	Risk reviewed 05/04/2022 - New Risk

Appendix 4

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40062	Robert Jolley	East West Railways	10	3	7	(0)	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. The quantum and timing of recharges are entirely reactive to the volume and nature of the enquiries made by EWR, and because of this, there has been slippage and £7k has been reprofiled into 22/23.
40206	Robert Jolley	Garden Town Capital Funding	4,550	4,550	0	0	0	This is the major infrastructure scheme in Bicester's Banbury Road roundabout. Payment of the funding has been made to OCC to complete the scheme
40121	Robert Jolley	Bicester Library (phase 1b)	664	19	645	(0)	0	Bicester Library: The project received planning consent in September 2021. The overall viability of the project is currently being reviewed. Current FY expenditure has been reduced to £19k with the remaining budget reprofiled - this will be continually reviewed against project programme and scheme decision.
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	0	13	61	74	69	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	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	6	0	6	-	(6)	Creampot Crescent - Although the home is complete and has been sold under shared ownership, CDC are still holding retention money and are in the final stages of negotiations with the developer with the works associated with the retention due. This will definitely be paid before year end.
40214	Robert Jolley	Creampot Crescent Cropredy Repurchase contingency	350	0	0	(350)	(350)	Budget not required as it is a risk that can be funded from a capital reserve if required.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	0	87	17	104	97	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'.
40213	Robert Jolley	Build Team Essential Repairs & Improvements	160	11	149	(0)	0	Further work is currently underway and it is likely that capital expenditure will take place during financial year 2022-23. There is a need, therefore, to carry over the capital into next financial year and combine this with the Affordable Housing capital budget.
40224	Robert Jolley	Fairway Flats Refurbishment	140	22	118	0	0	We have worked proactively with the Planning Department to agree the scope and details of the project. Planning have endorsed the proposed scheme and have recommended we formally submit the scheme for planning consent, which was received in May 2022. The main capital expenditure is likely to happen when works commence in FY22-23.
Growth & Economy			5,880	4,704	1,003	(173)	(197)	
40015	Ed Potter	Car Park Refurbishments	79	5	74	(0)	0	£74k slippage required in to 22/23 due to resources and issues with pay on exit sites. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	18	0	0	£18k slippage required in to 22/23. This project is in conjunction with Car Park Refurbishments project CC 40015 and 40217.
40028	Ed Potter	Vehicle Replacement Programme	1,268	766	502	(0)	0	£502k slippage required in to 22/23 to allow for further investigation in to electric vehicles/decarbonisation of fleet and extension of useful life of current fleet. Current commitments of £534k (Additional £32k due to early commitment from 22/23 budget) delayed due to vehicle delivery issues.
40031	Ed Potter	Urban City Electricity Installations	15	0	15	0	0	£15k slippage required in to 22/23. This project is for the refurbishment of electric sockets in Bicester town centre. Spend is expected in early part of 2022/23, awaiting additional quotation before progressing.
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	0	Project completed.
40187	Ed Potter	On Street Recycling Bins	22	4	18	(0)	0	£18k slippage required in to 22/23 so further analysis of suitable site replacements can take place.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	16	158	(0)	0	£158k slippage required in to 22/23. Requirement of space and infrastructure is still being reviewed. Commitments expected in early 2022/23 - project also delayed due to heating improvements and disruption at Thorpe Lane Depot taking place during quarter 4 of 2021/22.
40216	Ed Potter	Street Scene Furniture and Fencing project	24	0	24	0	0	Full £24k is required to be slipped in to 22/23. This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Building Control have visited the site and deemed no immediate work required until lease ownership resolved.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	175	0	0	£175k slippage required in to 22/23. Current commitment of £80k has not progressed. Projects in conjunction with 40015 & 40026. Project has been delayed due to vacant street scene and landscape manager post who would originally lead has not been filled, resources are limited.
40218	Ed Potter	Depot Fuel System Renewal	50	15	35	0	0	£35k slippage required in to 22/23 due to delays with progression of redevelopment of Bicester depot. Spend ytd is for Thorpe lane depot, the decision was taken to put Highfield depot on hold until further along in the redevelopment plans.
40220	Ed Potter	Horsefair Public Conveniences	150	156	0	6	6	Project completed.
40222	Ed Potter	Burnehyll- Bicester Country Park	175	10	165	0	0	Slippage of £165k required in to 22/23. Delays to recruitment of Country Park projects officer and Landscape Architect have delayed progress with project.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40248	Ed Potter	Solar Panels at Castle Quay	53	0	53	0	0	Full slippage of £53k required in to 22/23. Due to staff secondments this project has been delayed. This project is being led by the joint Climate Action Team.
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	1,213	0	13	0	Project completed.
Environment and			3,428	2,208	1,237	18	6	
Environment and			9,308	6,912	2,240	(155)	(191)	
40139	Peter Hadley	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	0	100	0	0	Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £100k by July 2022
40141	Chris Hipkiss	Castle Quay 2	17,484	9,985	4,438	(3,061)	(0)	Final construction payment to McLaren scheduled in June23
40144	Chris Hipkiss	Castle Quay 1	3,303	176	3,127	(0)	(0)	Reprofiling of £3.127m required due to capital projects and lettings negotiations having been further delayed due to current economic climate and supply chain challenges
40162	Peter Hadley	Housing & IT Asset System joint CDC/OCC	100	52	48	0	0	Despite decoupling CDC are working jointly with County to purchase an overarching property system that will provide the background/database for FM and Estate Management which currently does not exist at CDC
40167	Peter Hadley	Horsefair, Banbury	55	0	55	0	0	The works design is now completed, pending tender. Expect full utilisation of budget by July 2022
40190	Peter Hadley	Banbury Museum Upgrade of AHU	35	12	0	(23)	(23)	All specialist parts now have arrived from Germany and installed. No further works required. Project completed.
40191	Peter Hadley	Bodicote House Fire Compliance Works	71	0	71	0	0	£141k c/fwd from 20/21. £70k budget held back and will be loaded in to 22/23 Reviewing scope of work to ascertain actual requirements. The delay is a result of PSDS commitments together with Bodicote House review.
40197	Peter Hadley	Corporate Asbestos Surveys	160	0	50	(110)	(104)	Surveys are now complete and assessments are being carried out to formulate the works programme. This project is linked to 'Works from Compliance Surveys' project. Anticipated saving of £110k due to some survey costs transferring to revenue as not fulfilling the requirements to capitalise
40198	Peter Hadley	Corporate Fire Risk Assessments	80	0	0	(80)	(80)	Fire risk assessments were carried out in previous financial years which resulted in an underspend of the approved budget. This was due to working efficiencies. The savings achieved were reprofiled but then not required in 21/22 and therefore a saving.
40200	Peter Hadley	Corporate Reinstatement Cost Assessments	12	0	0	(12)	(30)	No further costs are expected. The project is complete and closed from a delivery perspective.
40201	Peter Hadley	Works From Compliance Surveys	147	25	122	0	0	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023 which has slipped from original planned delivery of March 22 due to delays relating to the delivery of the PSDS works.
40203	Peter Hadley	CDC Feasibility of utilisation of proper Space	100	0	100	0	0	The £100k is requested to be reprofiled to 2022/23 financial year. This amount has been set aside to consider the future office space of the Council
40219	Peter Hadley	Community Centre - Works	197	177	20	(0)	(11)	£130k c/fwd from 20/21. Year 2 budget allocation of £190k = £320k total. £110k budget held back and will be loaded in to 22/23. Related works have now been instructed. There are 3 projects remaining that have been postponed to 22/23 due to weather (as works are mainly roofing) and delayed receipt of the licence from British Waterways
40239	Peter Hadley	Bicester East Community Centre	210	0	210	-	0	2 year scheme - £210k in yr1 and £1240k in yr 2. Preparing final design including planning application ready for planning. Working with the tenant on their design requirements to ensure smooth transition in to the new premises. Community Centres to agree to Option to Tax to progress scheme
40240	Peter Hadley	Bicester Dovecote	53	26	27	(0)	0	Main works completed in April 22 pending installation of the new electrical supply, due in July 22.
40241	Peter Hadley	Thorpe Place Roof Works	35	0	35	0	0	Currently scoping the works which will be complete by March 2023
40242	Peter Hadley	H&S Works to Banbury Shopping Arcade	127	0	127	0	0	Currently scoping the works which will be completed by March 2023
40243	Peter Hadley	West Bicester Community Centre Car Park	35	34	0	(1)	(11)	works completed. Project closed
40244	Peter Hadley	Flood Defence Works Hanwell Fields Community Centre	20	19	0	(1)	9	works completed. Project closed
40246	Peter Hadley	Banbury Museum Pedestrian Bridge	78	1	77	(0)	0	Works have been instructed pending start date, delays from British Waterways for licence to deliver works over canal. Start date on site March 2022
40247	Peter Hadley	Service Yard at Hart Place Bicester	28	36	0	8	4	Works now completed
40249	Peter Hadley	Retained Land	170	14	156	(0)	0	2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. Full spend anticipated by March 2023
40225	Peter Hadley	Drayton Pavillion - Decarbonisation Works	86	0	86	-	(86)	This scheme is no longer proceeding

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40229	Peter Hadley	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	159	-	(159)	This scheme is no longer proceeding
40226	Peter Hadley	Thorpe Lane Depot - Decarbonisation Works	595	344	250	(1)	(92)	Funds are from Salix decarbonisation grant and budget has been allocated to the individual projects to manage and monitor spend at each site. In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix. All works have been instructed and are on site and completion due by April 2022 except at the leisure centres where Salix have given the option to extend until June 2022.
40227	Peter Hadley	Banbury Museum - Decarbonisation Works	324	60	264	0	86	
40228	Peter Hadley	Franklins House - Decarbonisation Works	106	118	0	12	100	
40230	Peter Hadley	Whitelands - Decarbonisation Works	123	314	0	191	265	
40231	Peter Hadley	Bicester Leisure Centre - Decarbonisation Works	1,401	594	604	(203)	(40)	
40232	Peter Hadley	Kidlington Leisure Centre - Decarbonisation Works	1,087	412	675	0	(310)	
40233	Peter Hadley	Spiceball Leisure Centre - Decarbonisation Works	1,311	320	991	(0)	(363)	
40234	Peter Hadley	Woodgreen Leisure Centre - Decarbonisation Works	795	103	692	0	(153)	
40245	Richard Webb	Enable Agile Working	15	0	15	0	0	The agile working project has started (the £15k capital budget relates to this project) but we may not reach the point that we have decided what new equipment is required and have ordered it by the end of March. If we can have the option to utilise that funding in 2022/23 it will help us make sure we don't rush into the wrong decisions.
			28,602	12,824	12,499	(3,280)	(1,000)	
Comm Dev Assets			28,602	12,824	12,499	(3,280)	(1,000)	
40204	Michael Furness	Finance Replacement System	215	199	0	(16)	(10)	Project completion in March 2022 with £16k savings.
40250	Michael Furness	Cashier Finance System Project	45	0	0	(45)	-	Capita Pay360 upgrade was carried out in November 2021, therefore direct award through Procurement portal and budget of £50k in 22/23 may not all be required as we already have the latest system in use, however we may need to purchase some software for PCI compliance in 22/23 but this will not amount to the full £50k.
			260	199	0	(61)	(10)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	0	100	0	0	£100k required for HR system improvements, project expected to conclude end Q3 FY22/23
			100	0	100	-	-	
40054	Tim Spiers	Land & Property Harmonisation	20	11	0	(9)	20	Awaiting final invoice from supplier.
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	50	0	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 FY22/23
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	0	(30)	(30)	Budget no longer required.
40210	Tim Spiers	CDC & OCC Technology Alignment	4	0	0	(4)	(4)	£4k under spend, budget no longer needed.
40211	Tim Spiers	Legacy Iworld System Migration	30	0	0	(30)	(50)	Budget no longer required.
40212	Tim Spiers	Procurement of Joint Performance system	20	0	20	0	0	Budget required for further system enhancements, Expected Q3 FY2023
40237	Tim Spiers	Council Website & Digital Service	250	88	162	0	0	Project anticipated to extend to end Q3 FY22/23 in order to further enhance digital services.
40238	Tim Spiers	IT Shared Services	550	312	238	0	-	Programme of work to extend into 22/23 financial year. Supplier payments to be aligned with timeline
ICT and Digital Total			954	412	470	(72)	(64)	
Customers, Org Dev & Resources total			1,314	594	570	(133)	(74)	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40083	Vicki Jessop	Disabled Facilities Grants	2,271	1,700	196	(375)	(375)	The budget comprises £1,240k Better Care Fund (approved at Full Council 18/10/21), £656k reprofiled from last year and £375k base budget (to be offered up as a saving), giving a total of £2,271k.
40160	Vicki Jessop	Housing Services - capital	2,491	2,491	0	0	0	£43k Station Rd, Ardley (Platform Housing Group) funded from Growth Deal funds £1385k 90% NW Bicester (Growth Deal grant) £55k 90% NW Bicester (CDC top up grant) £248k 90% Stanbridge House (Growth Deal grant - no CDC top-up) £412k 90% Heylo sites £348k 10% Heylo sites
40084	Vicki Jessop	Discretionary Grants Domestic Properties	213	110	103	(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.
Housing Services Total			4,975	4,301	299	(375)	(375)	
Housing Total			4,975	4,301	299	(375)	(375)	
40006	Nicola Riley	Community Centre Refurbishments	9	0	0	(9)	0	External lighting project has been delayed as contractors have struggled to get materials delivered but should be fitted in the next few weeks
40009	Nicola Riley	Physical Activity and Inequalities Insight	12	0	0	(12)	0	expenditure transferred to revenue
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	0	183	-	0	The delivery of a new Astro turf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. A report will determine the profile and scale of spending on this programme.
40019	Nicola Riley	Bicester Leisure Centre Extension	34	5	29	(0)	0	£84k budget reprofiled from 20/21. £34k budget allocated to 21/22 and the remaining £50k allocated to 22/23. Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment
40020	Nicola Riley	Spiceball Leis Centre Bridge Resurfacing	5	0	0	(5)	0	Project completed
40131	Nicola Riley	S106 Capital Costs	0	482	0	482	0	funded from S106
40152	Nicola Riley	Community Capital Grants	15	25	0	10	10	Projected overspend of £10k which is offset by underspend declared in 20/21
Leisure and Sport Total			258	512	212	466	10	
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	12	0	0	(12)	(14)	works are now completed and out of the defect period
40251	Nicola Riley	Longford Park Art	45	0	45	0	0	Approval has been given by the S151 officer to repurpose this capital budget for Longford Park public art work in FY22/23
Wellbeing Total			57	0	45	(12)	(14)	
Public Health Wellbeing Total			315	512	257	454	(4)	
Capital Total			44,514	25,143	15,865	(3,489)	(1,644)	

Appendix 5

Virement Summary

Virement Movement

This table shows the movement in Net Budget from January to March 2022.

Virements - Movement in Net Budget	£m
Directorate Net Budget - March 2022	22.899
Directorate Net Budget - January 2022	23.711
Movement	(0.812)

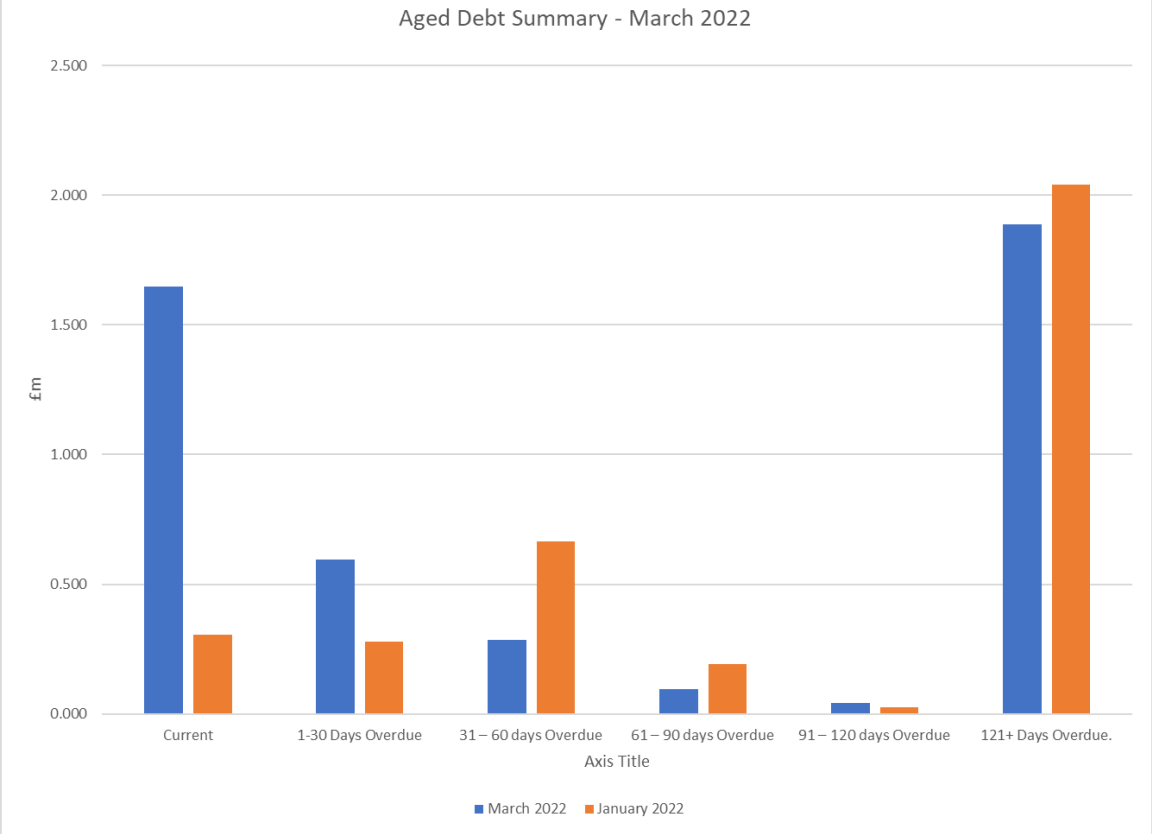
Breakdown of Movements	£m
Allocations from/to Reserves	
Redundancy Reserve - Housing, Comms and Customer services	(£0.160)
Projects reserve - funding for Cycling tour	(£0.060)
Bicester Depot - return unused allocation to reserve	£0.015
Country Park reserve - return unused allocation to reserve	£0.050
Projects reserve - return unused Brighter futures allocation to reserve	£0.042
Bicester village roundabout reserve - transfer S101 funding receipt to reserve	£0.202
Admin for Council tax rebate Scheme reserve - Transfer of grant funding to reserve	£0.069
Local Plan Charges reserve - transfer of top-up to reserve	£0.142
SPARK reserve - transfer unspent funding to reserve	£0.029
Family Physical Activity Opportunities reserve - transfer unspent FAST funding to reserve	£0.042
Cherwell Lottery Revenue reserve - transfer unspent Cherwell lottery proceeds to reserve	£0.017
North Oxfordshire Schools Sports Partnership reserve - transfer unspent funding to reserve	£0.015
COMF reserves - transfer unspent COMF grant funding to reserve	£0.903
Wayfinding scheme reserve - transfer unspent grant funding to reserve	£0.025
Homelessness prevention reserve - transfer unspent grant funding to reserve	£0.292
Rough Sleep Initiative reserve - transfer unspent grant funding to reserve	£0.067

Appendix 5

Next Steps Accommodation Programme reserve - transfer unspent grant funding to reserve	£0.008
Community Development grant admin - emergency assistance reserve - transfer unspent CEV grant to reserve	£0.093
Bicester Garden Town reserve - return unspent budget allocation to reserve	£0.212
Health & Safety - Public food reserve - transfer to reserve	£0.030
Dilapidation's reserve - return unspent Canalside development budget	£0.100
Election's reserve - transfer to reserve	£0.050
Transformation and Projects Reserve - use of reserve for Agilysis fee	(£0.012)
Public food safety reserve - transfer unspent grant to reserve	£0.005
Heat network delivery reserve - transfer unspent funding to reserve	£0.010
Other	
Funding of agency Finance member from Policy Contingency	(£0.050)
VAT penalty covered by policy contingency	(£0.066)
Funding 1.75% Cost of living increase from Policy Contingency	(£0.332)
Leisure centre utilities funded from Policy Contingency	(£0.465)
Separation costs funded from Policy contingency	(£0.050)
Bad debt write offs funded from Policy Contingency	(£0.411)
Total	£0.812

Aged Debt Summary

The graph below shows a comparison of the aged debt between January 2022 and March 2022, you can see from the graph that there has been a reduction in debt over 60+ days.



This page is intentionally left blank

Appendix 6

COVID Funding for 2021/22

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
MHCLG	ARG Top up	1,588,950
MHCLG	New Burdens	161,320
MHCLG	Test and Trace + Admin Fee	683,500
MHCLG	Omicron Hospitality & Leisure	1,422,090
MHCLG	Protect & Vaccinate - Rough Sleeping Response	104,149
		12,642,754

General Funding

Description	£
Forecast Sales, Fees & Charges compensation	113,000
Covid Grant	720,000
Total Grant Funding	833,000

This page is intentionally left blank

Appendix 7

Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Community Dev't Assets and Investments	Earmarked	Elections	Transfer of saving made against the district election budget	(0.160)
Environment and Place	Earmarked	Heat Networks Delivery	Carry forward of revenue match funding for heat networks grant (note: actual grant to be treated as RIA rather than transferred to reserve as conditions not yet met)	(0.010)
Environment and Place	Earmarked	Local Plan Charges	Transfer of planning policy underspend - £150k approved by Exec on 7/3/22, but only £142,360 used in actual	0.07
Public Health and Wellbeing	Earmarked	Projects	Returning unspent Brighter Futures usage previously agreed in year, to be used next year	(0.043)
Public Health and Wellbeing	Earmarked	Cherwell Lottery - Revenue	Unspent Cherwell lottery revenue	(0.017)
Environment and Place	Earmarked	Bicester reserve	Return unspent budgeted amount	(0.015)
Customers, Organisational Dev't and Resources	Earmarked	Admin for Council Tax rebate Scheme	Unexpected reimbursement of court costs in 21/22 transferred to reserve to prepare for Council Tax rebate scheme costs in 22/23	(0.069)
Community Dev't Assets and Investments	Earmarked	Dilapidations	Unspent Canalside Development Budget	(0.100)
Community Dev't Assets and Investments	Earmarked	Health & Safety - Public Food	Unspent Primary Authority consultancy budget	(0.030)
Community Dev't Assets and Investments	Earmarked	Public Food Safety	Allergens New burden	(0.005)
Customers, Organisational Dev't and Resources	Earmarked	Projects	Transfer underspend on policy contingency	(0.829)
Customers, Organisational Dev't and Resources	Capital	Capital Reserve	Transfer underspend on MRP	(0.457)

Appendix 7

Public Health and Wellbeing	Earmarked	Sports and physical activities	Return unspent approved usage	(0.055)
Customers, Organisational Dev't and Resources	Earmarked	Redundancy reserve	Return unspent budgeted amount	(0.078)
Environment and Place	Earmarked	Bicester Depot	Return unspent approved usage	(0.015)
Environment and Place	Earmarked	Country Park	Return unspent approved usage	(0.050)
Total Earmarked Reserves				(1.926)

Appendix 8

Transfers to reserves to be released in 2022/23

Directorate	Description	Amount £
Environment and Place	Country Parks	25,000
Environment and Place	Bicester Depot	14,897
Public Health and Wellbeing	Brighter Futures	42,553
Public Health and Wellbeing	Cherwell Lottery	17,503
Community Development Assets and Investments	Primary Authority (unspent consultants budget)	30,000
Community Development Assets and Investments	Canalside development (unspent budget)	100,000
Environment and Place	Local Plan Reserves	90,015
		319,968

This page is intentionally left blank

Cherwell District Council

Executive

6 June 2022

Appointments to Partnerships, Outside Bodies and Member Champions 2022/2023

Report of Assistant Director – Law, Governance and Democratic Services (Interim)

This report is public

Purpose of report

To appoint representatives to Partnerships, Outside Bodies and Member Champions where these are executive functions, for the municipal year 2022/2023.

1.0 Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies, the Shareholder Committee, Member Champions and advisory groups for 2022/2023 as set out in Appendix 1 to this report.
- 1.2 To delegate authority to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader of the Council, to appoint Members to any outstanding vacancies and make changes to appointments as may be required for the 2022/2023 Municipal Year.

2.0 Introduction

- 2.1 Appointments to outside bodies and partnerships and Member Champion appointments are made annually.
- 2.2 Paragraph 2.2 of section 2 of the Constitution, Committee Terms of Reference, states that appointing representatives to outside bodies is a Full Council function, “unless the appointment is an executive function” The appointments listed at Appendix 1 are Executive functions.
- 2.3 To enable appointments to be made in a timely manner, Executive is requested to consider and agree appointments for 2022/2023 and delegate authority to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader, to appoint to any vacancies and make changes as required during the municipal year.

3.0 Report Details

- 3.1 Appointments are required to be reviewed following local elections each year, following retirement of Councillors or Councillors not being re-elected and where there are changes to Executive portfolios.
- 3.2 Appendix 1 gives details of the appointments made for the 2021/2022 Municipal Year. Following the 2022 elections, there are vacancies as a result of retiring or non-retained members. The proposed appointments for 2022/2023 are set out on Appendix 1 and are in accordance with nominations by the Leader.

Representatives on Outside Bodies and Partnerships

- 3.3 The business of local government includes considerable partnership working and work in the community. The Council's and a Councillors' representational role is enhanced and strengthened by participating in outside bodies.
- 3.4 Members are appointed annually to serve as representatives on outside bodies and partnerships.
- 3.5 Part 19 of the council's [Constitution](#), "An Advice Note for Councillors serving on Outside Organisations", was agreed by all Oxfordshire councils and adopted in August 2015. The note provides general advice for councillors about some issues which can and do arise when they are appointed to serve on partnerships and outside bodies.

Shareholder Committee

- 3.6 The Shareholder Committee is a sub-committee of Executive, comprising three Executive Members. The role of the Committee is not operational, it is the means by which the Council shall:
- Be the body for approving council nominated non-executive directors, and approving best practice policies in relation to such appointments, considering any reserved shareholder matters within the company articles;
 - Be responsible for agreeing and approving the framework within which the council interfaces with Council owned/influenced companies;
 - Exercise strategic functions flowing from the council's ownership of shares.
- 3.7 The membership of the Shareholder Committee in 2021/22 was Councillors Wood, Illott and Wing. Councillor Wing stood down from the council and Councillor Illott was not re-elected in May 2022.
- 3.8 Executive is asked to confirm the membership of the Shareholder Committee for 2022/23.

Member Champions

- 3.9 Following a review of Member Champions in December 2021, only one Member Champion role has been retained, Military Member Champion, as this role is not covered by an existing Executive Portfolio.

- 3.10 The role of Military Member Champion was previously held by Councillor Andrew McHugh, who stood down in May 2022.
- 3.11 Within their Terms of Reference, a Member Champion may carry out the following functions with regard to the issue for which they have been appointed Member Champion:
- Ambassador - to raise the profile of an issue, provide a visible focus and raise the profile of an issue both internally and externally to the Council;
 - Adviser to the Council in relation to the issue to provide a source expertise;
 - Bringing issues to the Council's attention;
 - Liaising with and providing a bridge between the Council and external groups, bodies and communities; and
 - May be appointed by Council to outside bodies by virtue of office.

Informal Advisory Groups

- 3.12 There are currently two established cross-party informal groups: Castle Quay Working Advisory Group and the Local Plan Review Members' Sub-Group.
- 3.13 The groups operate in an advisory capacity only and have no decision making powers. They are administered by the relevant service area.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions as set out at Appendix 1 to ensure that the Council is represented and maintains links with partnerships and outside bodies.
- 4.2 Delegation to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to any outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

5.0 Consultation

Leader of the Council

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: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these outside bodies and could miss valuable information and opportunities.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report. Travel for members to attend meetings is included within agreed budgets.

Comments checked by:

Michael Furness, Assistant Director of Finance. 01295 221845

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from this report. Appointments to the roles listed are within the remit of the Executive, as explained in paragraph 2.2 above.

Comments checked by:

Helen Lolas, Solicitor. 07801 400941 helen.lolas@cherwell-dc.gov.uk

Risk Implications

- 7.3 Through providing support for representatives and indemnity insurance the council has mitigated the risks posed through appointing members to partnerships and outside bodies.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556

Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 There are no equalities and inclusion implications arising directly from this report.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556

Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no sustainability implications arising directly from this report.

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Not applicable

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Barry Wood, Leader of the Council & Portfolio Holder for Policy and Strategy

Document Information

Appendix number and title

- Appendix 1 – Appointments to Outside Bodies, Partnerships and Member Champions 2022/2023

Background papers

None

Report Author and contact details

Emma Faulkner, Democratic and Elections Officer.
01295 221534, democracy@cherwell-dc.gov.uk

This page is intentionally left blank

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Age UK Oxfordshire	Cllr John Donaldson	Cllr John Donaldson
ARC Leaders	Cllr Barry Wood	Cllr Barry Wood
Banbury Bluecoats	Cllr Colin Clarke	Cllr Colin Clarke
Banbury Business Improvement District (BID) Board	Cllr Colin Clarke	Cllr Colin Clarke
Banbury Charities	Cllr Colin Clarke; Cllr John Donaldson Cllr Tony Mephram	Cllr Colin Clarke Cllr John Donaldson Cllr Ian Harwood
Banbury Town Centre Partnership	Cllr Tony Mephram	Cllr Ian Corkin
Banbury Traffic Advisory Committee	Cllr Colin Clarke; Cllr George Reynolds	Cllr Colin Clarke; Cllr George Reynolds
Bicester and District Chamber of Commerce	Cllr Richard Mould	Cllr Donna Ford
Bicester Traffic Advisory Committee	Cllr Dan Sames; Cllr Lynn Pratt; Cllr Richard Mould	Cllr Dan Sames; Cllr Lynn Pratt; Cllr Richard Mould
Bicester Vision	Cllr Lynn Pratt	Cllr Lynn Pratt
Cherwell Community and Voluntary Services	Cllr Andrew McHugh	Cllr Phil Chapman
Cherwell Local Strategic Partnership (LSP)	Cllr Barry Wood	Cllr Barry Wood
Cherwell Safer Communities Partnership	Cllr Andrew McHugh	Cllr Eddie Reeves
Citizens Advice North Oxon and South Northants	Cllr Andrew McHugh	Cllr Phil Chapman
Community First Oxfordshire	Cllr Andrew McHugh	Cllr Phil Chapman

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Community Partnership Network	Cllr Andrew McHugh	No appointment required as Network has been superseded by other health scrutiny arrangements.
Cotswold National Landscape <i>(formerly Cotswold AONB Conservation Board)</i>	Cllr Phil Chapman	Cllr Phil Chapman
District Councils Network	Cllr Barry Wood	Cllr Barry Wood
Kidlington & District Information Centre	Cllr Maurice Billington	Cllr Maurice Billington
Kidlington Neighbourhood Action Group (NAG)	Cllr Maurice Billington	Cllr Maurice Billington
Kidlington Traffic Advisory Committee	Cllr Maurice Billington	Cllr Maurice Billington
Oxford Airport Consultative Committee	Cllr Timothy Hallchurch	Cllr Ian Corkin
Oxfordshire Association of Local Councils (OALC)	Cllr Phil Chapman	Cllr Barry Wood
Oxfordshire Blue Plaques Board	Cllr Timothy Hallchurch	Cllr John Donaldson
Oxfordshire Health Improvement Board	Cllr Andrew McHugh	Cllr Phil Chapman
Oxfordshire Waste & Resources Partnership <i>(formerly Oxfordshire Environment Partnership)</i>	Cllr Dan Sames Sub: Cllr Andrew McHugh	Cllr Dan Sames Sub: Cllr Barry Wood
Oxfordshire Safer Communities Partnership	Cllr Andrew McHugh	Cllr Eddie Reeves
Oxfordshire Sports Partnership	Cllr Phil Chapman	Cllr Phil Chapman

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Oxfordshire Stronger Communities Alliance (OSCA)	Cllr Andrew McHugh	Cllr Phil Chapman
Sanctuary Group	Cllr Mark Cherry; Cllr Lucinda Wing Cllr Barry Wood Cllr Andrew McHugh	Cllr Mark Cherry Cllr Nick Mawer Cllr Barry Wood Cllr Amanda Watkins
The Mill Arts Centre Trust	Cllr Andrew McHugh	Cllr Phil Chapman
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	Appointment to be made; this is a new appointment required as a result of the change to Civil Enforcement Parking	Cllr Eddie Reeves

Member Champions

CDC Member Champion appointments are made annually. One role remains for 2022-23

Member Champion for	Appointment for 2022-23
Military	Cllr Dan Sames

Shareholder Committee

The Shareholder Committee is a subcommittee of Executive. It has historically comprised the Leader of the Council, Portfolio Holder for Finance and Portfolio Holder for Housing. This continues for 2022/23.

Leader of the Council & Portfolio Holder for Policy and Strategy - Councillor Barry Wood
Portfolio Holder for Finance - Councillor Adam Nell
Portfolio Holder for Housing - Councillor Nick Mawer

For information - Advisory Groups

The following groups operate in an advisory capacity only, with no decision-making powers:

Castle Quay Working Advisory Group

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Cllr Ian Corkin
Cllr Adam Nell
Cllr Rebecca Biegel
Cllr Lynn Pratt
Cllr Dr Chukwudi Okeke

Local Plan Review Members Sub-Group

Membership to be advised.