

**Committee:** Overview and Scrutiny Committee  
**Date:** Thursday 15 November 2018  
**Time:** 6.45 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Neil Prestidge (Chairman)</b>	<b>Councillor Sean Gaul (Vice-Chairman)</b>
<b>Councillor Mike Bishop</b>	<b>Councillor Phil Chapman</b>
<b>Councillor Mark Cherry</b>	<b>Councillor Chris Heath</b>
<b>Councillor Tony Mephram</b>	<b>Councillor Cassi Perry</b>
<b>Councillor Sandra Rhodes</b>	<b>Councillor Les Sibley</b>
<b>Councillor Bryn Williams</b>	<b>Councillor Lucinda Wing</b>

## AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

**1. Apologies for Absence and Notification of Substitute Members**

**2. Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

**3. Urgent Business**

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

4. **Minutes** (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting held on 9 October 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Show and Tell - Community Safety** (Pages 5 - 18)

Jane Carr, Executive Director - Wellbeing  
Nicola Riley, Assistant Director - Communities  
Colin Wilderspin, Interim Community Safety Manager

Attached for information is a briefing note on Community Safety, and the Community Safety Partnership Strategy.

7. **Oxfordshire Safeguarding Children Board/Oxfordshire Safeguarding Adult Board Section 11 Review and Endorsement** (Pages 19 - 58)

Report of Executive Director – Wellbeing

**Purpose of report**

To provide the committee with an opportunity to note and endorse the draft Cherwell District Council Section 11 return ahead of its submission to the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB).

**Recommendations**

The meeting is recommended:

- 1.1 To note and endorse the Cherwell District Council Section 11 return to be submitted alongside a summary of the outcomes of a practitioner survey carried out on front line staff (appendix 1) and a summary of safeguarding training (appendix 2).

8. **Monthly Performance, Risk and Finance Monitoring Report - September 2018** (Pages 59 - 104)

Report of Assistant Director – Performance and Transformation and Assistant Director – Finance and Procurement

**Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

## **Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note that the Performance, Risk and Finance Monitoring Report is considered by Executive on a monthly basis.
- 1.3 To review and comment on the performance update for September (Appendix 2) and identify any areas for further consideration by the Executive.

### **9. Work Programme - 2018-2019 (Pages 105 - 108)**

Democratic and Elections Officers will give an update on progress regarding subjects raised at previous Committee meetings (appendix 1, attached).

The Committee to consider the work programme 2018/2019 (appendix 2, attached).

### **10. Exclusion of the Press and Public**

The following item contains exempt information as defined in the following paragraph(s) of Part 1, Schedule 12A of Local Government Act 1972.

3– Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to resolve as follows:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part I, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

### **11. Update on Castle Quay**

Adele Taylor, Interim Executive Director – Finance and Governance and Chris Hipkiss, Interim Property Investment Manager, will give an exempt presentation updating the Committee on the Castle Quay project.

**Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.**

## **Information about this Meeting**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01327 322043 / 01295 221591 prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

### **Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates**

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

### **Evacuation Procedure**

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

### **Access to Meetings**

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

### **Mobile Phones**

Please ensure that any device is switched to silent operation or switched off.

### **Queries Regarding this Agenda**

Please contact Emma Faulkner / Lesley Farrell, Democratic and Elections  
[emma.faulkner@cherwellandsouthnorthants.gov.uk](mailto:emma.faulkner@cherwellandsouthnorthants.gov.uk), 01327 322043 /  
[lesley.farrell@cherwellandsouthnorthants.gov.uk](mailto:lesley.farrell@cherwellandsouthnorthants.gov.uk), 01295 221591

**Yvonne Rees**  
**Chief Executive**

Published on Wednesday 7 November 2018

## Cherwell District Council

### Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 9 October 2018 at 7.00 pm

Present: Councillor Neil Prestidge (Chairman)  
Councillor Sean Gaul (Vice-Chairman)

Councillor Mike Bishop  
Councillor Mark Cherry  
Councillor Chris Heath  
Councillor Tony Mephram  
Councillor Cassi Perry  
Councillor Les Sibley  
Councillor Bryn Williams  
Councillor Lucinda Wing

Also Present: Councillor D M Pickford - Lead Member for Clean and Green  
Councillor Andrew McHugh – Lead Member for Health and Wellbeing

Apologies for absence: Councillor Phil Chapman  
Councillor Sandra Rhodes

Officers: Graeme Kane, Executive Director: Environment  
Ed Potter, Assistant Director: Environmental Services  
Paul Almond, Street Scene & Landscape Manager  
Rosie Rowe, Healthy New Towns Officer  
Natasha Clark, Governance and Elections Manager  
Emma Faulkner, Democratic and Elections Officer  
Lesley Farrell, Democratic and Elections Officer

#### 19 **Declarations of Interest**

There were no declarations of interest.

#### 20 **Urgent Business**

There were no items of urgent business.

#### 21 **Minutes**

The Minutes of the meeting of the Committee held on 28 August 2018 were agreed as a correct record and signed by the Chairman.

22 **Chairman's Announcements**

There were no Chairman's announcements.

23 **Show and Tell - Street Scene, including Markets - Environment Directorate**

The Assistant Director Environmental Services gave a presentation to explain the work undertaken by the Street Scene team which sits within the Environment Directorate.

The Assistant Director Environmental Services advised the Committee that the main roles and responsibilities of the team included supporting thriving and vibrant urban centres, for example; the markets, seasonal events, the safety, maintenance, repair and installation of urban street furniture; and the annual Christmas light and Christmas tree schemes. The team also provided a service across the district with regards to road closures, small civil engineering and repair works and event management, for example, supporting the recent outdoor cinema event

The Committee requested that thanks be sent to the 'Blitz team' for the excellent work completed in Bicester.

The Assistant Director Environmental Services responded to questions from the Committee and advised that the Environmental Services team could be contacted to review problem areas. The Lead Member for Clean and Green commented that Members could also contact her as she was also available to assist members where necessary.

**Resolved**

- (1) That the presentation by the Environmental Directorate be noted.

24 **Changing Models in Primary Care**

The Committee considered a briefing paper by the Executive Director: Wellbeing and the Healthy New Towns Officer which informed the Committee of the Changing Models of Primary Care and its implications for Cherwell District Council.

In presenting the briefing paper, the Healthy New Towns Officer explained that Oxfordshire Clinical Commissioning Group (OCCG), which was responsible for commissioning general practice services, had adopted a new approach to planning for future health and care services which involved working collaboratively with local government and health and care providers to focus on how to meet the specific needs of their local population. The OCCG had indicated that their plans for developing primary care would remain iterative: as the population changes and the way the delivery of healthcare evolves, they would continue to work with patients, clinicians and

partners to ensure that primary care remains responsive, accessible and of high quality

In response to member's questions, the Healthy New Towns Officer explained that the OCCG were keen to engage with Cherwell District Council on future planning of primary care in the district and that there would be opportunity to make sure any concerns were taken into consideration.

**Resolved**

- (1) That the plans for developing primary care services in the district and the variation based on practice location, size and increased population be noted.
- (2) That it be noted that Oxfordshire Clinical Commissioning Group were keen to engage with Cherwell District Council on future planning of primary care for their district.
- (3) That the implications for Cherwell District Council's services, including the need to influence the development of health and care so that residents were able to access appropriate, effective primary care be noted.

25

**Work Programme - 2018 - 2019**

The Democratic and Elections Officers gave an update on the status of topics suggested for scrutiny.

Members requested that Emergency Planning be included in the work programme.

**Resolved**

- (1) That the progress on the Scrutiny Topics be noted.
- (2) That, subject to the addition of Emergency Planning at the appropriate time, the contents of the Work Programme be noted.

The meeting ended at 8.20 pm

Chairman:

Date:

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DISTRICT COUNCIL  
NORTH OXFORDSHIRE

### Subject: Community Safety Background

Director: Executive Director: Wellbeing, Jane Carr

Officer Responsible: Community Safety Manager, Colin Wilderspin

<p><b>Background and Reason for Briefing Note</b></p>	<p>The aim of this briefing is to provide an overview of the history and legislation of Community Safety Partnerships (CSPs). A presentation will be delivered to the scrutiny committee to provide current work and challenges of community safety in the Cherwell District area.</p>
<p><b>Community Safety Legislation</b></p> <p>The Crime and Disorder Act 1998 gave local authorities and police services duties to work together to develop crime reduction strategies and to work in partnership with other agencies to form Community Safety Partnerships to tackle identified problems. Over the years this has evolved through legislation and practice and other partners have been made statutory members of the Community Safety Partnership.</p> <p>Section 17 is a clause within the Crime and Disorder Act 1998 which seeks to ensure that public authorities ensure that they undertake their work in ways which support crime and disorder prevention and combating community safety concerns in their area.</p> <p style="text-align: center;"><b>"Without prejudice to any other obligation imposed upon it, it shall be the duty of each authority ... to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment) and the misuse of drugs, alcohol and other substances in its area"</b></p> <p>Section 17 of the Crime and Disorder Act 1998 places an obligation on local and other named authorities to consider the crime, disorder, environmental issues affecting the local area and substance misuse of all their activities and to do all they reasonably can to prevent them.</p> <p><b>Statutory Public Accountability for CSPs</b></p> <p>The provisions contained within Sections 19-21 of the Police and Justice Act 2006 extended the remit of local authorities to scrutinise the functioning of the local CSPs in England and Wales. It puts in place arrangements to ensure that every local authority has in place a committee with power to review and scrutinise, and make reports or recommendations, about the functioning of the CSPs responsible authorities (local authorities, fire and rescue authorities, police, probation services, and Clinical Commissioning Groups who make up the statutory agencies of the CSP.</p> <p>The current Community Safety Partnership Strategy 2017/18 is attached.</p>	
<p><b>Completed by: Colin Wilderspin</b></p> <p><b>Presented to: Overview &amp; Scrutiny Committee</b></p>	<p><b>Date: 28/09/18</b></p> <p><b>Date:</b></p>



# Cherwell Community Safety Partnership Plan

**2017 – 2021**

“To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.”

Robert Peels ninth principle of policing 1829

# LPA Commanders Foreword



I join the partnership at a time of change with a new chairman with a fine pedigree in community safety, representing Cherwell at the County wide partnership and the police and crime commissioners' panel. Thames Valley Police have just completed a force-wide restructure and implemented a new policing model, which

puts the right officers in the right places at the right times. This includes dedicated Neighbourhood teams who are intelligence led and take a problem solving approach to identify solutions.

Our commissioner has published his new plan for the next three years and I have determined our priorities based on his plan and our local needs. I have chosen residential burglary, domestic abuse, drugs supply and child sexual exploitation. These may seem simplistic and obvious, but they are all interwoven into the most serious threats to our community.

Alcohol and substance abuse are sometimes precursors to all of the above and these offences are the most damaging to our vulnerable children and adults alike. The long term emotional impact of these crimes is significant and should not be

underestimated. Victims of burglary often have their confidence in their security shaken, Victims of

Domestic Abuse often suffer long term abuse before reporting to the Police and young people are sexually exploited after grooming with illicit substances.

Working with our partners in councils, health and other agencies including importantly our third sector we aim to tackle these issues using our new policing model. Problem solving is the key to this model and we will problem solve at the local level. Problem solving means what it says, understanding and solving problems to achieve long-term or permanent solutions, getting to grips with the real and pressing issues that impact on where you live and work.

We want you to take part in these problem solving groups working with us to make your community safer and help protect those who are vulnerable.

**Superintendent Mark Johns**

# Chairman's foreword



Welcome to the Cherwell Safer Communities Partnership business plan which is the rolling plan that delivers the Police and Crime Commissioners priorities for Cherwell for the next three years.

It sets out how the responsible authorities, such as the police, county council, probation, health and fire service, will work together to tackle crime

and disorder across Cherwell to make our district a safe place to work live and visit.

We do this by identifying local community safety priorities, through the commissioners policing plan, strategic assessments and the priorities local to Cherwell identified by our partners.

I welcome our new Local Police Area Commander Superintendent Mark Johns and look forward to a collaborative successful partnership. It is clear that in our current financial climate that we as partners have to work collaboratively and need to make the best use of our resources and to maximise the impact of our limited resources.

Recent events nationally have brought safeguarding of vulnerable adults and children to the fore. It

is important that we have strong engagement with other countywide partnerships, such as the safeguarding boards and the Health & Wellbeing

Board. Keeping our communities safe is everybody's business and partnership working is the spring board of success.

Our priorities; child sexual exploitation, domestic abuse, drugs supply, residential burglary, young

people and anti-social behavior, reflect our intention to protect vulnerable

adults and children by tackling offending and working with our community to keep them safe.

The Police and Crime Commissioners plan is critical to our work as it provides the 'vision' for us to focus our intentions and Cherwell is committed to supporting this vision. We are pleased that once again the commissioner is continuing his financial support to the partnership and we will continue to spend wisely delivering those priorities in his plan.

Finally as Peel said the 'police are the public and the public are the police', we need you to be the eyes and ears of our community, together we can make a difference.

**Councillor Kieron Mallon,  
Chairman**

**Community Safety Partnership**



# Cherwell District Council's demographics



## Cherwell

Named after the River Cherwell which flows through it, the district is located between London and Birmingham, at the most northern point of the South East region, where it meets the West Midlands and East Midlands.

Cherwell borders Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire, Aylesbury Vale, South Northamptonshire and Stratford on Avon districts. The M40 passes through Cherwell and there are good rail connections to both London and Birmingham.

The district is growing with over half of the population living in the principal centres of Banbury, Bicester and Kidlington. The remainder live in more than 70 smaller

settlements. Cherwell's population has increased significantly over the past 20 years and this trend are set to continue with the population predicted to reach 155,650 by 2021.

The population of Cherwell is continuing to age, with the number of residents aged 60 and above predicted to increase by over 7,000 between 2011 and 2021. By 2021, nearly a quarter of Cherwell's population will be aged 60 or over.

One of key priorities is to work with partners to help ensure the district remains a low crime area.

## What is the role of the Community Safety Partnership (CSP)?

The CSP develops and implements strategies in tackling crime and disorder. This includes anti-social behaviour and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances and re-offending.

The CSP acts as a network to bring people together for the benefit of communities across all of Cherwell District.



## Who is involved with the CSP?

There are seven statutory partners that make up the CSP. Their contribution to the CSP's work links to their relevant plans/strategies as set out below:

- **Cherwell District Council**  
– Anti Social Behaviour Policy
- **Oxfordshire County Council**  
– community safety agreement
- **Thames Valley Police**  
– 2017–2021 Police and Crime Plan
- **Oxfordshire Fire and Rescue Service**
- **National Probation Service**  
– Reducing Re-offending Strategy
- **NHS Clinical Commissioning Group**  
– Quality and Safeguarding Strategy

Many other organisations form part of the CSP and support each other in the community to deliver our shared aims and objectives for Cherwell. These include registered social housing providers and the voluntary sector infrastructure organisation.

## Why do we have a three year plan?

Under the Crime and Disorder Act 1998 a number of statutory obligations must be met by the responsible authorities at the local Community Safety Partnership. This includes formulating and implementing a Community Safety Plan, informed by a Partnership Strategic Assessment (PSA).

This looks at crime and disorder statistics and reflects the views of local communities who have guided us on what the top issues are in Cherwell. From this the priorities are set.

The plan is refreshed annually to reflect changes in objectives, legislation and the districts' priorities. 2018 will see further work to support the most vulnerable through initiatives like Safe guarding Children in Banbury programme.

New initiatives to reduce ASB, drug abuse', domestic abuse and alcohol related disorder provide an opportunity for your CSP to make Cherwell even safer.

Changes in the partnership landscape also require a regular review of our plans.

## Police and Crime Commissioner for Thames Valley

In May 2016 a new Police and Crime Commissioner was elected in Thames Valley.

Their role is to hold the Chief Constable to account and set the policing priorities and budget each year. Police and Crime Commissioners replaced the former Police Authorities.

The Police and Crime Commissioner for Thames valley Police has put in place a new Police and Crime Plan setting out the things the police will focus on over the coming 12 months.

### The priorities of the Police and Crime Plan are:

- Vulnerability
- Prevention and early intervention
- Reducing re-offending
- Serious organized crime and terrorism

Vulnerability	Prevention and early intervention	Reducing re-offending	Serious organized crime and terrorism
Mental Health	Road Safety	Gangs and Knife Crime	Public Awareness
Criminal Justice Experience	Cyber Crime	Domestic Violence Perpetrators	Dare to Share
Hidden Abuse	Peer on Peer Abuse	Substance Abuse	Prevent Violent Extremism
Elder Abuse	Hate Crime Technological Surveillance	Offender Management	Exploitation of Vulnerable People
Multi Agency safeguarding Hubs (MASH)	Female Genital Mutilation		

This CSP plan links up with the Police and Crime Plan priorities, in particular those relating to the district priorities.

The partnership structure of the CSP make it an ideal forum to support commission aims. The Commissioner

intends to use the county forum as a platform to secure funding to support initiatives, that reach across the county and are sustainable.

### This is what we have achieved over the last 12 months:

Business Area	What we achieved
ASB	<p><b>Public Space Protection Order (PSPO)</b> introduced December 2016. To date there have been 13 fixed penalties issued for drinking and begging. Numerous warnings and three targeted day time interventions. The order has received some media attention and the feedback has been supportive.</p> <p>With regard to Police reported ASB Signal Crime and repeat callers are closely monitored and problem solving initiatives are put in place by the neighbourhood officers in conjunction with the police ASB officer to address these issues. Overall satisfaction for service received by Victims in Oxfordshire stands at 88.5 per cent.</p> <p>Four out of the six neighborhoods’ in Cherwell have had <b>a reduction in ASB</b> in the last 12 months.</p>
Young People	<p><b>Conditional Youth Cautions</b></p> <p>Partnership arrangements are in place between the Youth Justice Service and Thames Valley Police to deliver <b>Conditional Youth Cautions</b> to prevent first time entrances to the criminal justice system. To date the Youth Justice service has worked with 37 young people referred by Thames Valley Police for a Conditional Youth Caution of which 13 were from the Cherwell/West Oxon areas.</p> <p>Success rate taking to account those we have worked within Cherwell/North Oxfordshire since January 2015 is 52 per cent.</p> <p><b>Cherwell youth activators</b></p> <p>Recreation and Sport Activator initiative from April 2016 – June 2016 has <b>engaged 2,115 young people</b> in positive activities across the district, visiting 20 different park and informal youth settings.</p> <p><b>12 young people engaged</b> in the Recreation and Sport Activator <b>leadership scheme</b> helping to sustain opportunities in voluntary youth settings.</p> <p>Sanctuary Housing and Sport England <b>funding has been secured</b> for another year to deliver additional sessions in Brighter Future Wards in Banbury under the <b>‘Activate Banbury’</b> initiative, delivering <b>four bespoke sessions a week</b> for 8–16 year olds in Ruscote and Neithrop wards.</p> <p>July 2016 – Feb 2017 the Recreation and Sport Activator initiative has <b>engaged 4,850 young people</b> in positive activities and alternative sports sessions across the district focusing on hard to reach young people and challenging communities.</p> <p>The Activator initiative has delivered <b>six road show style events</b> across the district bringing together youth organisations and key stakeholders working with young people to showcase opportunities for young people in the district.</p>



CSE	<p><b>Barnardos</b></p> <p>Two group programmes completed of six and four weeks with one group of Year 10 males and one mixed group of 16 plus at Meadowbrook and The Foyer.</p> <p>North Oxford Academy – <b>six sessions of one to one work</b> with vulnerable boy (15 years) who was groomed online. Completed: grooming, staying safe online, drugs and alcohol bullying, anger management. At the last session the male student said he was “in a good place”. During sessions did written work on identifying dangers, minimising risk, what to look for on the internet.</p> <p>Meadowbrook – <b>four sessions of group work</b> with two boys (15 years). Resource used: Real Love Rocks, topics covered included consent, grooming, sexting, porn, relationships. During sessions boys identified risks and positive behaviours.</p> <p>Banbury Foyer – <b>four week group session</b> with young males.</p>
SCIB	<p>SCIB – <b>Safeguarding Children In Banbury</b>. Is collaboration between Primary/Secondary Schools and other partners such as TVP/LCSS/CDC in Banbury to coordinate and deliver consistent messages around key safeguarding themes. One theme will be delivered each term by all schools in the group at the same time for maximum impact. Themes for next year are Substance Abuse/CSE/Cyber Safety.</p> <p>The group will work to identify suitable inputs for use by schools and where applicable arrange training sessions for schools to increase Teachers capacity and confidence to deliver more of these inputs and at a younger age.</p> <p><b>A training day for teachers</b> was held on 5 July with Paul Newman the Schools Officer and Marc Borja from Aquarius and provided them with a number of inputs on a wide variety of topics that could be used by teachers in both Primary and Secondary Schools. Membership list attached. The idea is to get Primary Schools doing inputs earlier and doing it in such a way that Secondary School can build on the work they have done when the pupils move up.</p> <p>The Head from Hill View School has taken an action away over the summer to write up a SCIB document pulling together aims, contacts and how propose to achieve this. And is also going to create a survey monkey to measure knowledge of parents before and after delivery of themes.</p> <p>In September 2017 we are going to have a competition in those schools who want to participate to design a SCIB logo.</p> <p>Banbury and Bicester College have indicated they may be able to get some of their students to do a publication at the end of the year detailing the work of the SCIB group.</p> <p><b>Three objectives to be used:</b></p> <ul style="list-style-type: none"> <li>• I know how to keep myself safe from...</li> <li>• I know how to keep my child safe from...</li> <li>• We know how to keep our community safe from ...</li> </ul>
Have Your Say day	<p>On 3 March 2017, a <b>‘Have your say’ event</b> was held in Cherwell District Councils chamber, which was very popular, being opened by the elected member and portfolio holder, Councillor Tony Ilott and attended by MP Victoria Prentis. Eight schools sent teams to compete in delivering a community safety initiative and the winner was the Warriner school. Small prizes were allocated to the winners and a cup.</p>
Vulnerable Adults Meeting	<p>This is a partnership meeting which is led by Cherwell District Council and TVP. The aim of the meeting is to <b>identify adults at risk of exploitation</b> and in particular those being exploited by Organised Crime Groups looking to supply controlled drugs. The aim being to identify support available to these adults and get them re-engaged with organisations that can help them such as Turning Point.</p> <p>The Police will also look to <b>offer help to vulnerable individuals</b> and target those offenders who are exploiting these adults. As a result of this partnership working Police have been able to use Closure Order Powers to safeguard vulnerable adults and prevent offenders using their addresses. Since January 2017, 25 Closure Orders have been used across Cherwell. Op Reacher in March 2017 and Op Refresh in July 2017 saw multiple addresses being subjected to drugs warrants and offenders being arrested. Following the execution of these warrants Closure Orders were used to protect vulnerable people in their addresses.</p>

## What are the new priorities?

The Safer Oxfordshire Partnership strategic assessment completed with Thames Valley Police in 2017, identified the priorities for the County Community Safety Agreement and CSP 2018–2021 plan. The Police and Crime Plan priorities and their relationship to our plan are illustrated below.

The CSP regards these priorities as ‘Business Areas’. The six Business Areas will each be led by an individual member.

They will be accountable to the CSP for ensuring the delivery and achievement of the outcomes and targets.

The table below sets out the six Business Areas with details about each.

Business Areas
<b>Anti-social Behaviour (ASB)</b> Supporting priority: Community Partnerships
<b>Young People</b> Supports Police Ethics and Reform
<b>CSE</b> Supports Vulnerability and prevention and Early Intervention
<b>Burglary</b> Supports Reducing Re-offending
<b>Drugs</b> Supports Serious Organized Crime and Terrorism
<b>Domestic Abuse</b> Supports Reducing Re Offending and Vulnerability



Your involvement in this work can be through volunteering your time to local groups including **Neighbourhood Watch**, supporting your parish council to deliver community safety activities, sharing information with your local police officer or councillor, or just keeping a watchful eye out for problems in your area and reporting them promptly.

**Your CSP will also:**

- Actively involve, support and work with voluntary sector
- Work in partnership to tackle crime involving children and young people
- Build resilient communities, confident in their ability to address local crime and ASB issues ensuring that public participation and engagement is built into the heart of everything that public services do to keep our communities safe
- Tackle anti-social behaviour to increase perceptions of safety and reduce fear in our communities whilst ensuring victims of anti-social behaviour are satisfied with our response

## Delivering the new Business Areas

The six new Business Areas; Anti-social Behaviour, Drugs, Burglary, CSE, Domestic Abuse and Young People will each have an identified lead officer. Each business lead will be supported by key people from relevant partner organisations who can help deliver the actions to achieve the outcomes and targets set.

A number of activities will be set for the next 12 months, based on statistics, geographical information, resources available and other related factors.

Working groups will also be set up to specifically work on projects and obtain any funding available to them.



## Engaging local people in our work

As a CSP, we recognise that whilst we have a good oversight of issues in this part of the county, it is only part of the picture. The views of local people, local businesses and community groups are very important to the CSP, not only in telling us whether we are achieving what we have set out to do, but also in working with us to deliver a safer Cherwell. Your participation is essential.



Each of the CSP's partner organisations carry out a range of engagement and consultation activities and a lot of valuable information is gathered from these to help shape the activities of the CSP. These include PCSOs chatting to members of the public on their concerns about safety and healthcare workers talking to patients in their own homes.

Find out more about community safety, including the work of the CSP online at [www.cherwell.gov.uk](http://www.cherwell.gov.uk).

Here you will find useful information about staying safe, contact details of support agencies including **Neighbourhood Watch** and the performance framework showing how things are progressing.

## Performance management

To support the delivery of this plan, the CSP has developed a performance framework which identifies the outcomes, targets, actions and resources required in each area.

It also gives the board important information such as budget spend, risk control and how projects are progressing. The board will use this framework at its meetings to determine priority actions are on track and the plan outcomes will be achieved.

The involvement of local residents has played a key part in our achievements so far. Please help us to continue this.

**Contact your Community Safety Team** with the issues that matter to you.

## Be connected to Community Safety - A-Z

- **Alcoholics Anonymous** 08457 697 555
- **ChildLine** 0800 1111
- **Crimestoppers** 0800 555 111
- **Drink line** (free help and advice on alcohol related problems) 0800 917 82 82
- **Cherwell District Council** Safer Communities Team 01295 227989
- **Environmental crime** can be reported to Cherwell District Council by accessing the councils web site:  
[www.cherwell.gov.uk/index.cfm?articleid=1641](http://www.cherwell.gov.uk/index.cfm?articleid=1641)
- **FRANK** (advice and information on drugs and alcohol) 0800 776600
- **Oxfordshire County Council, Fire & Rescue Service**,  
Banbury Fire Station,  
Cope Road Banbury OX16 7EH  
[www.facebook.com/Oxfordshirefireandrescueservice/#](http://www.facebook.com/Oxfordshirefireandrescueservice/#)  
[www.365alive.co.uk](http://www.365alive.co.uk)  
[www.oxfordshire.gov.uk/cms/content/community-risk-management-plan](http://www.oxfordshire.gov.uk/cms/content/community-risk-management-plan)
- **Oxfordshire County Council, Clinical Commissioning Group**  
<https://www.oxfordshire.gov.uk/cms/>
- **Oxfordshire Safeguarding Adult Board**  
[www.osab.co.uk/public/reporting-concerns/](http://www.osab.co.uk/public/reporting-concerns/)
- **Oxfordshire Childrens Safeguarding Board**  
[www.oscb.org.uk/reporting-concerns/](http://www.oscb.org.uk/reporting-concerns/)
- **Thames Valley Police**  
non emergency 101  
[www.thamesvalley-pcc.gov.uk/police-and-crime-plan/](http://www.thamesvalley-pcc.gov.uk/police-and-crime-plan/)
- **National Probation Service**  
[www.gov.uk/government/organisations/national-probation-service](http://www.gov.uk/government/organisations/national-probation-service)  
01869 255300
- **Registered Social Housing** - for a list of social landlords operating in Cherwell  
[www.cherwell.gov.uk/housing](http://www.cherwell.gov.uk/housing)
- **Community Safety Teams**  
[www.cherwell.gov.uk/index.cfm?articleid=1382](http://www.cherwell.gov.uk/index.cfm?articleid=1382)  
[www.cherwell.gov.uk/media/pdf/t/o/ASB\\_Policy\\_March\\_2017\\_v2.pdf](http://www.cherwell.gov.uk/media/pdf/t/o/ASB_Policy_March_2017_v2.pdf)
- **Victim Support**  
[www.victimsupport.org.uk/](http://www.victimsupport.org.uk/)
- **Victims First**  
Supporting victims across Berkshire, Buckinghamshire and Oxfordshire.  
[www.victims-first.org.uk](http://www.victims-first.org.uk)

## For more information

If you would like more information about the partnership plan and action plans 2017–2021, please contact the Community Safety Teams at:

[www.cherwell.gov.uk](http://www.cherwell.gov.uk) / 01295 227989

This document can be made available on tape, in large print or in another language on request. You can also download this document from our website: [www.cherwell.gov.uk](http://www.cherwell.gov.uk)



## Cherwell District Council

### Overview and Scrutiny Committee

15 November 2018

<p><b>Oxfordshire Safeguarding Children Board/Oxfordshire Safeguarding Adult Board Section 11 Review and Endorsement</b></p>
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### Report of Executive Director Wellbeing

This report is public

#### Purpose of report

To provide the committee with an opportunity to note and endorse the draft Cherwell District Council Section 11 return ahead of its submission to the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB).

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note and endorse the Cherwell District Council Section 11 return to be submitted alongside a summary of the outcomes of a practitioner survey carried out on front line staff (appendix 1) and a summary of safeguarding training (appendix 2).

#### 2.0 Introduction

- 2.1 Section 11 of the Children Act 2004 places duties on district councils (and other organisations) to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.
- 2.2 Cherwell District Council has been requested by the OSCB and OSAB to complete a self-assessment of its arrangements against four broad safeguarding standards with a total of six sub categories against which we were required to RAG rate our compliance. The standards cover both safeguarding children and adults with care and support needs and adults at risk.
- 2.3 This year we have also been asked to include an impact assessment reflecting current safeguarding pressures and activity (historically this has been reported separately as part of a joint return with City and District partners).



- 2.4 This year Cherwell District Council requested that front line staff complete the OSCB/OSAB practitioner survey. It was reported that Cherwell District Council had the best response rate of any partner agency in Oxfordshire.

### **3.0 Report Details**

- 3.1 This report is accompanied by the draft OSCB/OSAB Section 11 Self-Assessment 2018 for review.
- 3.2 The Self-Assessment 2018 requires confirmation of the degree by which Cherwell District Council can meet and evidence adherence to the prescribed safeguarding standards and has received input from Service Managers from across the Council in its completion.
- 3.4 The Self-Assessment has identified some areas where improvements could be made and action plans have been documented to address these. All of which are planned to be completed over the next 12 months.
- 3.5 The Self-Assessment 2018 identified that of the six standard sub categories, Cherwell District Council could evidence full compliance in four areas; were compliant but needed further evidence in one area; and could not fully meet one area however recognises that work is in progress to address the identified weaknesses.
- 3.6 The Self-Assessment was approved by the Safeguarding Leads Group on 18 October 2018.
- 3.7 Submission of the Section 11 Self-Assessment 2018 to the OSCB/OSAB is required by 3 December 2018.

### **4.0 Conclusion and Reasons for Recommendations**

- 4.1 We recommend the endorsement of this Section 11 Self-Assessment 2018 return which we believe accurately reflects the adequacy of our safeguarding arrangements and will enable us to meet our statutory reporting duties.

### **5.0 Consultation**

The following have been consulted and provided approval of the OSCB/OSAB Section 11 Self-Assessment Return:

Nicola Riley, Assistant Director: Communities (and Designated Safeguarding Lead)  
Colin Wilderspin, Community Safety Manager  
Natasha Barnes, Contact Centre Services Manager  
Tim Mills, Private Sector Housing Manager  
Joanne Barrett, Strategic Housing Manager  
Alison Adkins, Housing Team Leader  
Helen Povey, Housing Management and Marketing Team Leader  
Mandy Emery, Team Leader: Entitlements



Nicholas Sutcliffe, Licencing Manager  
Liam Didcock, Leisure Contracts and Sports Hub Officer  
Claire Cox, Human Resources Business Partner

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 No alternative options have been identified as it is a statutory requirement for Cherwell District Council to submit a return.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 None arising from this report

Comments checked by:

Kelly Wheeler, Principal Accountant. 01327 322230,

Email: [Kelly.wheeler@cherwellandsouthnorthants.gov.uk](mailto:Kelly.wheeler@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 Section 11 of the Children Act 2004 places duties on the Council to ensure its functions, and any services that it contracts out to others, are discharged having regard to the need to safeguard and promote the welfare of children. The recommendation contained in this report will assist the Council in discharging these duties.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious, Tel: 01295 221695,

Email: [richard.hawtin@cherwellandsouthnorthants.gov.uk](mailto:richard.hawtin@cherwellandsouthnorthants.gov.uk)

### **Risk Implications**

- 7.3 Completion of this Section 11 Self-Assessment 2018 will give corporate assurance that Cherwell District Council are meeting the requirements of a district council as outlined in the Children's Act 2004 and the Working Together 2015 guidance. It also enables us to identify areas where improvements are required and action plans can be put in place to address any shortfalls. This will be managed as part of the services operational risk register and escalated as and when necessary.

Comments checked by:

Louise Tustian, Team Leader, Insight Team. 01295 221786

Email: [louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:louise.tustian@cherwellandsouthnorthants.gov.uk)

- 7.4 **Equality Implications**

The Section 11 process ensures we meet our obligations under the equalities legislation. Actions taken in the last 12 months have been necessary and sufficient to ensure Cherwell District Council has discharged its duties.

Comments checked by:  
Caroline French, Business Improvement Officer. 01295 221586.  
Email: [Caroline.french@cherwellandsouthnorthants.gov.uk](mailto:Caroline.french@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

**Key Decision – Not applicable**

**Wards Affected**

All

**Links to Corporate Plan and Policy Framework**

Thriving Communities & Wellbeing

**Lead Councillor**

Andrew McHugh, Lead Member for Health & Wellbeing

## Document Information

Appendix No	Title
1	Cherwell District Council Section 11 Self-Assessment 2018
2	Practitioner Questionnaire Summary
3	Safeguarding Training Summary
Background Papers	
None	
Report Author	Maria Wareham, Safeguarding Officer
Contact Information	01295 221777 maria.wareham@cherwellandsouthnorthants.gov.uk

## Oxfordshire Safeguarding Self-Assessment 2018

Agency: Cherwell District Council

Completed By: Maria Wareham

Date: 01/11/18

This template incorporates the standards from the safeguarding self-assessment against the Children Act 2004 (known as the Section 11 audit) carried out by the OSCB as well as the standards developed by the LGA for Adult Services and published within the LGA Adult Safeguarding Improvement Tool.

This combined audit covers both safeguarding children and adults with care and support needs and adults at risk, recognising that most agencies attending the Safeguarding Boards provide services to both children and adults with care and support needs.

The standards are broken down into four areas:

1. Leadership, Strategy and Working Together
  - a. Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs
  - b. There is a clear statement of the agency's responsibility towards children and adults with care and support needs and this is available to all staff
  - c. Local Safeguarding Board Effectiveness
2. Commissioning, Service Delivery and Effective Practice
  - a. Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families
  - b. There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs
  - c. Commissioning arrangements are robust, effective and cost-effective
3. Performance & Resource Management
  - a. There is effective training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or, depending on the agency's primary functions, in contact with children and adults with care and support needs
  - b. Safer recruitment procedures including vetting procedures and those for managing allegations are in place
4. Outcomes for, and Experiences of, People Who Use Statutory Services
  - a. People's experiences of safeguarding
5. Impact assessment

### Timescales and deadlines

The self-assessment will be circulated in August 2018 for **return by Monday 3rd December 2018**. All returns must be sent back to [oscb@oxfordshire.gov.uk](mailto:oscb@oxfordshire.gov.uk) and [osab@oxfordshire.gov.uk](mailto:osab@oxfordshire.gov.uk). An initial analysis will be completed in **January 2019** which will inform the **Peer Review** event to be held in early 2019. Invitations to the Peer Review will be sent soon. You must ensure that the person completing the form attends the peer review and please email [osab@oxfordshire.gov.uk](mailto:osab@oxfordshire.gov.uk) if you have not received an invitation by the end of August. A final analysis report will be produced in **March 2018**.

### Guidance on completing the self-assessment

Guidance on the rating system can be found on page 2 of this document.

Separate guidance has been produced on completing the Provider form and is included in the circulated documents.

## Safeguarding Self-Assessment Practitioner Questionnaire

**Note:** The practitioner questionnaire should be used with a number of frontline staff. We would like to hear from at least 10% of the frontline workforce. As responses to electronic surveys are known to be around 10%-20% of those asked this means the questionnaire should be aimed at all frontline staff. Please arrange for the link to be circulated to your frontline teams. **To obtain a blue rating** you need to have completed this or, an alternative safeguarding questionnaire, which helps you assess the effectiveness of strategic arrangements for safeguarding children and adults with care and support needs. Results will be collated by the Safeguarding Board and agency leads will be sent the collated returns for their agency. Agencies are expected to provide a summary of the findings from your agency.

The link to circulate to frontline staff is: <https://www.surveymonkey.co.uk/r/3YWNXLV> All responses are anonymous. The Survey should take 15-20 minutes to complete.

## Guidance notes to support the completion of the self-assessment tool

This assessment tool has been designed to provide agencies with the opportunity to highlight areas of strength and to identify areas for development in respect of their section 11 duties and responsibilities as well as the expectations from the LGA in regards to their duties towards adults with care and support needs.

**In completing the assessment tool please note if an agency decides that a strand within the assessment tool is not applicable the agency must set out why the standard is not relevant (e.g. where the strand states it's for 'Commissioners Only' and your service does not commission any external people or agencies).**

This tool covers the continuum of safeguarding need from early safeguarding provision to statutory protection processes.

### BRAG rating and evidencing the standards

The form uses the BRAG colour rating. These are as follows:

**Blue** – the standard/compliance point is fully met and can be evidenced as completed. **Organisations cannot rate themselves as Blue unless they can evidence all elements in the standard and have completed a safeguarding practitioner questionnaire.**

**Green** – the standard/compliance point is near completion or fully met but cannot be evidenced at this point.

**Amber** – the standard/compliance point is not met but work has begun or work is underway but has experienced delays in completion.

**Red** – the standard/compliance point is not met, work is not underway and there are issues with commencing work.

When providing evidence to support compliance with standards you must be assured that statements made within the completed tool are correct and based on **accessible evidence**. This self-assessment tool does not require agencies to submit documentation as evidence; however, evidence may be subsequently requested.

The self-assessment must demonstrate the **impact** of policies and practice on identifiable improved outcomes for children and adults with care and support needs, for which evidence is available. Standards rated as Blue or Green will be downgraded to Amber if they do not complete the two follow-up sections "describe / identify how your organisation meets this standard" and "what impact has this had on outcomes for children and adults with care and support needs" addressing all the points in the compliance checklist (where they are relevant).

## Safeguarding Self-Assessment – Update on 2017 Actions

All agencies are asked to use the table below to record what progress has been made against the actions noted for their agency in the **2017** Safeguarding self-assessment.

### Progress Against 2017 Actions

Action	Lead and timescale	2018 update
A review of job descriptions of front line roles is to be completed over the coming months and these updated to reflect safeguarding responsibilities where gaps are identified.	Maria Wareham, Safeguarding Officer, relevant Service Managers and Claire Cox, HR Business Partner  30 June 2018	A review has been completed. All front line roles have their responsibilities with regarding to safeguarding vulnerable groups outlined. Adherence to these responsibilities should be monitored as part of interim/annual appraisals however we are looking into the possibility of including something more formal in the appraisal template to ensure focus on this important area.  Action completed and closed.
Introduce mechanism whereby identified risks/trends/intelligence is shared with our commissioned service providers (where they have exposure to vulnerable groups) to ensure they are able to adapt their approach to safeguarding as appropriate.	31 March 2018	Relevant information relating to safeguarding risks/trends/intelligence is shared with Legacy Leisure for onward cascade to their leisure centres in the district. It has also been recommended that they sign up to safeguarding board newsletters and other safeguarding information feeds to ensure they receive such information in a timely manner.  This advice/information will be provided to other commissioned providers following completion of further safeguarding reviews during 2019.  Action completed and closed.
Increase awareness of toolkits available via the Safeguarding Board websites and how these can be applied in CDC practice.	Maria Wareham, Safeguarding Officer.  31 March 2018	This has not been completed as it was decided that the toolkits available via the Safeguarding Board Websites are not tailored to the services/exposures of a District Council (instead being tailored for practitioners working 'with' vulnerable groups). Requesting teams following specific Safeguarding Board procedures may also cause confusion where teams are shared and thus required to follow the requirements of two different safeguarding boards. This has been fed back to the board and instead we expect our staff to rely upon internal safeguarding policy/procedures.  Action closed.
Work with the Procurement Team and Contracting Managers to ensure where a commissioned service is to be contracted which impacts upon children, young people or vulnerable adults, clear expectations of them in relation to safeguarding are outlined and agreed and that a formal reporting required is specified.	Maria Wareham, Safeguarding Officer  Richard Stirling, Corporate Procurement Manager  30 June 2018	Work ongoing to formalise procurement and contract monitoring processes to ensure safeguarding arrangements of commissioned providers (where exposed to vulnerable groups as part of service delivery) are considered at tender stage, expectations explicitly outlined in contracts and compliance with expectations monitored as part of regular provider review.  Completion of this has been delayed due to a change in personnel.  Action superseded (See 2C.1 below).
Working with the Leisure Contracts and Sports Hub Officer, carry out a series of Safeguarding Audits of the Leisure Centres across Cherwell that they manage on our behalf. These audits will seek to confirm that appropriate safeguarding arrangements are in place and that these align with CDC safeguarding policy and meet national guidelines.  Working with the Corporate Procurement Manager and Contract Managers the Safeguarding Officer will also identify other commissioned providers of services which may impact on vulnerable groups and prioritise Safeguarding Audits of these	Liam Didcock, Leisure Contracts and Sports Hub Officer  Maria Wareham, Safeguarding Officer  Richard Stirling, Corporate Procurement Manager  Leisure Safeguarding Audits: 31 March 2018  Other commissioned services to vulnerable groups: 31 December 2018	Safeguarding audits of Legacy Leisure Centres across district completed. A report of findings was produced and despite overall good practice, some recommendations for improvements were made. Action progress will be monitored as part of regular contract review meetings and a follow up visit will be conducted in early 2019.  See 2C.4. A safeguarding audit schedule and methodology will be documented and safeguarding audits of all other providers to whom CDC commission the provision of services to vulnerable groups will be completed over the next 12 months.  Partial completion and supersede (see 2C.2 below).

<p>during 2018.</p>		
<p>Via Safeguarding Audits of commissioned providers, ensure that protocols are in place to safeguard vulnerable groups in the event that substandard services are identified.</p> <p>Ensure that such a protocol and CDC’s expectations of commissioned providers to take such steps to protect vulnerable groups in the event that substandard services are identified is formalised and documented (and included as part of contract agreements).</p>	<p>Liam Didcock, Leisure Contracts and Sports Hub Officer</p> <p>Maria Wareham, Safeguarding Officer</p> <p>Richard Stirling, Corporate Procurement Manager</p> <p>Leisure Safeguarding Audits: 31 March 2018</p> <p>Other commissioned services to vulnerable groups – Safeguarding Audits: 31 December 2018</p> <p>Amendments to contractual expectations if applicable: 30 June 2018</p>	<p>Safeguarding audit of Legacy Leisure identified that the provider and its staff were aware of protocols for reporting concerns and that standards of services are monitored and reported upon as part of monthly contract meetings with CDC. Should any areas of weakness be identified, action would be taken to ensure vulnerable groups were not placed at increased risk (the contract manager would see advice from the Safeguarding Officer where required).</p> <p>Work is ongoing to ensure safeguarding expectations are explicitly outlined in contractual agreements. See 2C below. This has been delayed due to a change in personnel.</p> <p>Partial completion and supersede (see 2C.2 &amp; 3 below).</p>
<p>Improvements should be made to the escalation process to ensure that where concerns/allegations regarding staff may impact on the welfare of children; this is referred to the Safeguarding Officer. This process should be documented and accessible to all staff.</p>	<p>Claire Cox, HR Business Partner, 31 December 2017</p>	<p>All staff in HR are aware of the requirement for the Designated Safeguarding Lead to be involved in investigations should a concern/allegation be raised regarding a member of staff, if this poses a risk to the welfare of children, young people or vulnerable adults. The risk is therefore effectively managed, however this process/requirement has not yet been formally documented as part of HR procedures. This delay is due to a current internal review of HR policy/procedures as part of which this requirement will be included.</p> <p>Completion delayed, yet minimal risk exposure.</p>

DRAFT

**Part 1: Leadership, Strategy and Working Together  
CHECKLIST**

Compliance Criteria	Response
There is a named person at senior level responsible for safeguarding and championing safeguarding is clearly in their job description and that they understand and undertake their responsibilities	Yes
Strategies and plans include reference to safeguarding and are clear about responsibilities in relation to: <ul style="list-style-type: none"> <li>a. the impact of our services in safeguarding children and adults with care and support needs</li> <li>b. what are the criteria for deciding who we work with</li> <li>c. The quality of our work</li> <li>d. Whether the timing of our interventions, where measured, are appropriate for the child and adults with care and support needs safety</li> </ul>	No
There are clearly documented lines of accountability from staff through the organisation to the named person, a clear escalation and whistleblowing policy and a clear complaints procedure.	Yes
Anyone who comes into contact with children and adults with care and support needs or their families has their responsibility towards the person's welfare explicitly stated in job description and this is reviewed in appraisals and 1 to 1s.	Yes
Senior managers demonstrate good understanding of safeguarding, keeping abreast of local and national developments and learning, to ensure that practice continues to improve	Yes
Your representative on the safeguarding board is sufficiently senior on the Safeguarding Boards (SB), ensuring effective leadership and coordination in the delivery of Safeguarding policy and practice.	Yes
You contribute human and financial resources to the Safeguarding Boards to enable it to function effectively.	Yes
You contribute towards the Safeguarding Boards multi-agency safeguarding training agenda.	Yes
You provide challenge at the SBs, ensuring the impact and effectiveness of service delivery.	Yes
You contribute towards the SBs understanding of how well it is performing and what difference it makes through regular self-assessment and benchmarking and have a positive attitude to learning and improving across partners.	Yes
You contribute towards the SB's duties to safeguard children and adults with care and support needs both proactively, through awareness raising and prevention of abuse and neglect, and responsively, by creating frameworks to effectively respond once concerns are raised.	Yes
You act upon data; information and intelligence gathered by the SB to identify risk and trends and formulates action in response to these.	Yes
You share issues raised at the board with your organisation	Yes
You consider the SB to have good quality specialist advice e.g. legal, medical or social work, when necessary.	Yes
You understand the links between the Safeguarding Adults Board, Children's Safeguarding Board, Health and Wellbeing Board & Community Safety Partnerships and reporting mechanisms (to the SBs, between the SBs and the boards of partner organisations) are clear and effective.	Yes
There are clear protocols in place that integrate different agency procedures for reporting serious incidents.	Yes
There are mechanisms in place to ensure that the views of people who are in situations that place them at risk of abuse, and carers, inform the work of the SBs.	Yes



### Part 1: Leadership, Strategy and Working Together

1 - Senior management have commitment to the importance of safeguarding and there is a clear line of accountability and a clear statement of the agency's responsibility towards children and adults with care and support needs				
How clearly are the agency's responsibilities towards children and adults with care and support needs communicated to all staff and how clear are the lines of accountability within the organisation for work on safeguarding & promoting welfare?				
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
1. Safeguarding activity is routinely monitored within the organisation, issues are identified at the appropriate level and resources are put in place to resolve them. We can explain (a) our agency's internal escalation arrangements for safeguarding concerns and (b) how we know that they are complied with	<p>On an annual basis a staff survey is carried out as part of the self-assessment process to assess the embeddedness of safeguarding policy and procedures. The outcome of the survey feeds into the development work undertaken by the Safeguarding Officer/DSL to ensure appropriate arrangements are in place to protect the most vulnerable in our communities.</p> <p>CDC has a See it, Report it, procedure which outlines how staff should escalate safeguarding concerns and provides an online form for reporting. This is well communicated via the Intranet and as part of new starter training. There has been a marked increase in the volume of safeguarding referrals made to the Safeguarding Team since the mechanisms introduction in 2016, where the monthly average number of reports has more than doubled in this time. This indicates the success of the recent training programme and demonstrates a good awareness of safeguarding and associated employee responsibilities for identification/referral.</p> <p>The See it, Report it form has seen a relaunch and some further revisions over the last 12 months to ensure the quality of referrals and improved user experience. This is continually monitored and feedback acted upon.</p>	Children and Adults with care and support needs are identified by staff, referred via the See it, Report it mechanism, assessed against thresholds and escalated to the necessary agency in a timely manner. Thus ensuring the fastest and best possible outcome for the vulnerable person involved.	N/A	
2. Senior managers communicate to their organisation that safeguarding is core business and can demonstrate that staff are aware of their individual responsibilities.	<p>Safeguarding and the implications for services are not currently outlined in each area's Service Plan (devised by the Director/Service Manager). It was understood this was included in the Service Plans for 2018/19 but had been omitted. Safeguarding is to be included as a matter of importance in the service planning process for 2019/20 onwards.</p> <p>There is a standard corporate objective for all staff to ensure all relevant training is completed. This includes safeguarding training in accordance with</p>	Staff awareness of safeguarding and their personal responsibilities in relation to it ensures that safeguarding concerns for children and vulnerable adults are identified, referred via the appropriate process and escalated to the relevant agency in an accurate and timely manner. Ensuring the best possible outcome for the vulnerable person involved.	<p>Safeguarding implications and responsibilities of each service area to be included in service plans for 2019/20 onwards.</p> <p>Service area management to comment quarterly on how their service area conforms to statutory safeguarding</p>	<p>Louise Tustian, Team Leader, Strategic Intelligence and Insight Team</p> <p>April 2019</p>



	<p>CDC's Safeguarding Training Framework.</p> <p>All roles who are exposed to vulnerable groups as part of their role for CDC have the following included in their JD's as standard:</p> <p><i>Fully understands their role in the context of safeguarding children, young people and vulnerable adults.</i></p> <p>Leisure (and some other roles as is now included as standard on the JD template) roles also have the following:</p> <p><i>Ability to form and maintain appropriate relationships and personal boundaries with children, young people and vulnerable adults.</i></p> <p>Performance against these role requirements are assessed by line managers as part of annual performance reviews.</p> <p>Training and PDP returns for all staff are provided to HR on an annual basis. These will outline staff attainment of corporate objectives and individual personal development plans which may include safeguarding aspects, depending on the role (although all roles are required to complete some form of safeguarding training).</p>		<p>requirements and on their service areas specific performance/compliance in this area.</p>	
<p>3. Staff feel able to raise concerns, including about workloads, and encourage service users to raise complaints when they are dissatisfied with the service they are receiving, e.g. <i>"we know because we can cite examples of frontline practitioners doing this because..."</i></p>	<p>Staff are able and feel confident raising concerns about workload with their line managers and Safeguarding Team, if this relates to their ability to meet their safeguarding duty.</p> <p>If a service user indicates dissatisfaction then they are signposted to our Complaints Procedure.</p> <p>Leaflets are available in our public offices which outline our complaints procedure and this information is also available via the CDC Website: <a href="https://www.cherwell.gov.uk/info/5/your-council/341/comments-and-complaints">https://www.cherwell.gov.uk/info/5/your-council/341/comments-and-complaints</a></p>	<p>Children and vulnerable adults can feel assured when using our services that CDC has clear, understood and well communicated mechanisms in place for addressing complaints regarding service provision or individual staff members.</p>	<p><b>N/A</b></p>	
<p>4. Effective complaints systems are in place, in line with current statutory guidance, for children and adults with care and support needs, staff &amp; other people to make complaints and themes of these complaints are addressed, e.g. <i>"we know because we know what has bothered them over the last 12 months is..."</i></p>	<p>CDC has an effective complaints procedure in place which is available via the CDC Website: <a href="https://www.cherwell.gov.uk/info/5/your-council/341/comments-and-complaints">https://www.cherwell.gov.uk/info/5/your-council/341/comments-and-complaints</a></p> <p>A Whistleblowing policy is in place and is accessible via the Intranet. All new employees are required to read the policy as part of induction.</p>	<p>Children and vulnerable adults can feel assured when using our services that CDC has clear, understood and well communicated mechanisms in place for addressing complaints regarding service provision or individual staff members.</p>	<p><b>N/A</b></p>	

<p>5. Child / Service User friendly complaints information is used, which includes information on what safeguarding issues are and how to raise a safeguarding concern</p>	<p>The Leisure Team do have in place a child friendly feedback form which they use for children attending Holiday Hubs.</p> <p>No complaint has ever been received to date in relation to a member of staff or the quality of our service.</p>	<p>Children have ability in a tailored way to give feedback and raise concerns about our service.</p>	<p>N/A</p>	
<p>6. Recommendations / outcomes on practice and changes to procedures are communicated to staff, e.g. "we do this via..."</p>	<p>Should a complaint or learning be identified, this would be communicated to employees via email/monthly newsletter (Communications Team) or via training sessions should the change in practice be considered material.</p> <p>If a change to the overarching Safeguarding Policy is required and the change considered material, then staff will be requested to read the policy and sign a declaration of understanding and compliance.</p>	<p>Developmental changes would impact on an improved experience and outcome for children and vulnerable adults.</p>	<p>N/A</p>	
<p>7. Staff feel there is clear communication of the legislative framework within which safeguarding sits, including in relation to domestic abuse, mental health, etc.</p>	<p>Staff are made aware via training, policy and via the Safeguarding Pages on the Intranet that CDC has a duty (in accordance with the Children Act 2004 and Care Act 2014) to have appropriate safeguarding arrangements in place to protect the most vulnerable in our communities. All staff are aware of how their role/responsibilities fit into these arrangements.</p> <p>We have commissioned Oxfordshire Mind to deliver training to our Leisure Team (holiday hub staff) on Young Persons Mental Health (this was carried out in March and July 2018) to ensure they are equipped to identify the signs and appropriately deal with those under their supervision who are in need of additional support with a mental health concern.</p> <p>Oxfordshire Mind have also been commissioned to deliver training to our Customer Service teams, to equip them with the skills to deal with (including signposting) customers presenting with mental ill health and/or threatening suicide/self-harm. This took place in October and November 2018.</p>	<p>Children and vulnerable adults are dealt with in line with legislation and they can be assured that we invest in the development of our staff to be able to deal with presenting safeguarding/mental health concerns in an appropriate way. Thus ensuring the best outcome for vulnerable groups accessing our services.</p>	<p>N/A</p>	
<p>8. Staff receive adequate reflective supervision and support, e.g. "We can explain (a) our agency's <b>supervision policies</b> for safeguarding issues and (b) how we know that they are complied with..."</p>	<p>All staff receive adequate supervision and guidance in relation to safeguarding via the Safeguarding Leads and their line management.</p> <p>If an individual's role sees them exposed to vulnerable groups, their responsibilities are reflected in their job description (See 1.2) and appropriate objectives set to ensure the welfare/protection of these groups. These are monitored as part of the</p>	<p>Mechanisms to ensure appropriate supervision and guidance of staff to ensure accurate undertaking of their responsibilities in relation to the welfare of those who they deal with in their role. This ensures that children and vulnerable adults will have a positive experience when accessing CDC services.</p>	<p>N/A</p>	

appraisal process.

Discussions regarding safeguarding issues/concerns may also be held as part of team meetings as necessary and the Safeguarding Officer may be invited to cascade learnings.

If the safeguarding situation has resulted in the health and wellbeing of a staff member being affected, their Line Manager is required to complete an Accident, Incident or Near Miss Report which will ensure the staff member receives the appropriate support.

**How do you rate your compliance with this standard?**

Blue     Green     Amber     Red

**Part 2: Service Delivery and Effective Practice  
CHECKLIST**

Compliance Criteria	Response
We ensure effective contribution to joint working and safeguarding investigations by participating in operational or strategic multi-agency meetings, ensuring that non-participation is addressed to ensure that there is a sustained contribution to the process.	Yes
If we lead multi-agency safeguarding meetings we take, circulate and store minutes and ensure that any regular meetings are appropriately tied in to the safeguarding system so that strategic issues can be escalated	Yes
Staff, managers, officers and members work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes.	Yes
There this a clear policy on appropriate information sharing both across and within agencies to ensure children and adults with care and support needs are safeguarded and their welfare promoted and that this policy is complied with and made explicit to all service users.	Yes

**Part 2: Service Delivery and Effective Practice**

**2A - Service delivery & development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of service users and their families**

**How effectively does service development take into account need to safeguard? How can you demonstrate improved outcomes?**

Compliance Criteria	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. Service development has taken into account the need to safeguard and promote the welfare of children and adults with care and support needs and they are actively involved in design and development of services.</p>	<p>Service Areas do not currently have Safeguarding included as a factor on their Service Plans. This was an omission in 2018/19 planning cycle and will be included as a matter of importance for 2019/20 planning.</p> <p>When new services are developed an equality impact assessment is completed which would highlight any safeguarding considerations so they can be dealt with through the Safeguarding Leads Group.</p>	<p>Children and vulnerable adults can be confident when accessing CDC services that their welfare and protection is taken into account and that our staff are trained to identify and refer via the 'See it, Report it' mechanism, any safeguarding concerns. This ensures support is provided in a timely manner where deemed necessary by partner agencies.</p>	<p>See 1.2.</p>	
<p>2. Children and adults with care and support needs from black and minority ethnic backgrounds and other diversity strands are appropriately consulted in the development of services and of equality policies to ensure that all aspects of the planning and delivery of services reflect the needs of the changing population of Oxfordshire.</p>	<p>When new services are developed an equality impact assessment is completed which would highlight any safeguarding considerations so they can be dealt with through the Safeguarding Leads Group.</p> <p>CDC does not discriminate based on race, language, religion, faith, gender or disability with any of the services we offer.</p> <p>Where tailoring is required this is addressed on a case by case basis by the team (i.e. if translation is required or documentation provided in another language etc.) and advice would be sought from the DSL if required.</p>	<p>Children and vulnerable adults from minority or other diversity backgrounds can be confident when accessing our services that their welfare and protection is taken into account and that our staff are trained to identify and refer via the 'See it, Report it' mechanism, any safeguarding concerns.</p>	<p>N/A</p>	
<p>3. There is a responsive process in place to act on identified unmet need and feed into business planning and identify where gaps are met elsewhere and what happens if there is not</p>	<p>The service planning process is designed to identify unmet need and inform plans to meet any gaps in service provision.</p>	<p>Identifying service gaps helps in updating procedures to meet the needs of users better.</p>	<p>N/A</p>	
<p>4. Children and adults with care and support needs who have experienced abuse are supported and are able to access services that are appropriate to them, including signposting to and supporting through effective criminal, civil or social justice frameworks</p>	<p>Cherwell residents benefit from the OCC provided Domestic Abuse Service (to which we contribute financially). CDC previously commissioned 'Reducing the Risk' to provide low level support for victims of domestic abuse, however this is now wrapped up into the OCC provision which is provided by A2 Dominion (who work closely with and commission 'Reducing the Risk' across Oxfordshire for that low level support).</p> <p>Housing Team have an in-house Tenancy Support Officer who can provide support to households who</p>	<p>Children and vulnerable adults can be assured that CDC work alongside multi-agency colleagues to ensure their best interests are looked after. Staff are also equipped to escalate or signpost customers to appropriate services if a need is identified, thus a user's experience should be a positive one.</p>	<p>N/A</p>	

	<p>have experienced abuse who approach the Council as requiring housing assistance/as homeless.</p> <p>The Council chairs &amp; hosts multi-agency meetings (e.g. JATAC, the Vulnerable Adults Panel, Cherwell Operations Group and MARAC) during which children and adults at risk are discussed and remedial actions/interventions determined and allocated to the most appropriate agency to ensure the best outcomes for the individuals concerned (and the community if a threat to public safety is feared).</p> <p>If a member of staff has concerns regarding the actual or suspected abuse of a member of the community (or fellow employee), the member of staff are required in accordance with the CDC Safeguarding Policy to refer this via the See it, Report it mechanism where it will be assessed and referred onward to the relevant agency to provide the appropriate support.</p> <p>Front line staff are also equipped with a 'Who Can Help?' and 'Homeless Pocket Guide' booklet which they can refer to and share with customers/those presenting as homeless to signpost them towards services which may be able to help those who have experienced abuse.</p>			
5. There are services available to support carers.	<p>We do not provide services that work 'with' children, vulnerable adults in a care provision.</p> <p>No specific services are provided by CDC to support carers but should a carer be identified by a member of staff who is considered to have a need for support (the identification of and support needs of young carers are referred to in new starter awareness briefings), this would be referred through to the Safeguarding Officer/DSL and a referral to the most appropriate support agency would be made.</p>	Carers can be assured that should a member of CDC staff identify that they have support needs (or if this is requested), they would be referred to the most appropriate agency who can provide this to them.	N/A	
6. There are services available for perpetrators to address their behaviours, where appropriate to your organisational responsibilities.	N/A This is not applicable to the services that CDC offers. However should our staff come across any queries related to such services, they would refer to the Safeguarding Officer or DSL who would refer onwards to the appropriate agency or community service.	Children and vulnerable adults can be assured that CDC has appropriate referral/signposting mechanisms in place to relevant agencies in the event that a query is received regarding perpetrator rehabilitation services.	N/A	
7. Extended family members, friends and neighbours are engaged in safeguarding when this is appropriate.	Yes. Should a safeguarding concern be reported to the Safeguarding Officer or DSL (commonly via the 'See it, Report it' mechanism), where relevant enquiries are made of family members, friends and neighbours. Due to the sensitivity of such enquiries, enquiries of friends and family are commonly referred	Children and vulnerable adults can be assured that CDC seeks to gain clarity over a reported safeguarding concern to support referrals and/or have good relationships with agencies who are able	N/A	



	<p>to and conducted by Thames Valley Police or Social Services; however CDC Community Wardens may also make such enquiries. Other front line staff may make enquiries in so far as it fits within the remit of their role.</p>	<p>to make these enquiries.</p> <p>For example Environmental Enforcement Officers or Community Wardens may make enquiries of neighbours following Anti-Social Behaviour or odour complaints.</p>		
<b>How do you rate your compliance with this standard?</b>				
<b>Blue</b> <input checked="" type="checkbox"/> <b>Green</b> <input type="checkbox"/> <b>Amber</b> <input type="checkbox"/> <b>Red</b> <input type="checkbox"/>				

<b>2B - There is effective inter-agency working to safeguard &amp; promote the welfare of children and adults with care and support needs</b>				
<b>How effective is inter-agency working by your organisation?</b>				
<b>Compliance checklist – policies &amp; procedures, organisational arrangements</b>	<b>Describe / identify how your organisation meets this standard.</b>	<b>What impact has this had on outcomes for children and adults with care and support needs?</b>	<b>Actions required to raise to green/blue</b>	<b>Lead and Timescale</b>
<p>1. We make practitioners aware of the multi-agency procedures and tools for identifying, assessing and recording safeguarding concerns, such as the Neglect Tool, CSE Screening Tool, self-neglect tool, Risk Assessment Tool, Mental Capacity Assessment Form, and we ensure that they are using them</p>	<p>Where appropriate.</p> <p>All staff have access to the CDC safeguarding policy and procedures through the intranet. Safeguarding Awareness Training (provided to all new starters) also covers the multi-agency reporting procedures.</p> <p>We make staff aware of the multi-agency procedures and tools that are relevant to the roles that they perform. Many of the tools and procedures available are not tailored to the roles of District Council staff, being more relevant to those practitioners who have care/supervision responsibility for vulnerable groups.</p> <p>An issue also exists whereby many of our staff are shared across two different local authority areas, both of which have their own safeguarding procedures. It would be too cumbersome and potentially confusing for staff to have to refer to two different sets of procedures depending on where the concern arose and as such, we tend to point staff in the direction of our own policy and procedures (which are developed in accordance</p>	<p>By ensuring that staff have access to and follow appropriate procedures to identify, assess and record safeguarding concerns, vulnerable groups can be confident when accessing our services that our staff understand the multi-agency procedures and can identify/report any safeguarding concern appropriately.</p>	<p><b>N/A</b></p>	

	with the standards/expectations set out by both safeguarding boards).			
2. We are compliant with the requirements of the Prevent duty and in particular in relation to policies and procedures regarding staff training, referring to the Channel panel and use of public resources e.g. rooms, ICT equipment, commissioning arrangements.	<p>CDC meets its duties with regard to Prevent and works with other agencies in Oxfordshire in accordance with strategies agreed as part of the Safer Oxfordshire Partnership.</p> <p>All staff are required to complete the Home Office Prevent e-learning (upon employment and all existing staff are required to complete this by the 31 March 2018).</p> <p>We have facilitated training to all staff on prevent duties and to elected members delivered under a county wide project, Operation Griffin, in 2017. CDC is represented at Channel Panel and Prevent Implementation Group.</p> <p>Prevent is a standing agenda item at the monthly JATAC meeting.</p>	The provision of staff training ensures that staff are equipped to identify and report concerns related to radicalisation which aids in ensuring the protection of those in the community.	N/A	
3. We are delivering/contributing to effective prevention and early help.	<p>Our staff are trained to identify safeguarding concerns and refer them as soon as possible via the 'See it, Report it' mechanism. They are trained to report any minor concerns/indicators they may identify during the course of their work as these may be a small part of a much bigger puzzle.</p> <p>These concerns are assessed by the Safeguarding Team, advice sought from the LCSS/Adult Safeguarding Triage Team on the best course of action. If thresholds are met, the cases are referred onto MASH/Adult Safeguarding Team.</p> <p>CDC staff are not in positions of care and would not complete the early help assessment. However where advised by LCSS and where known, we will liaise with a child's school to request that a TAF/EHA is instigated. Otherwise we expect this process to be instigated by Children Social Care.</p>	CDC aims to identify and refer safeguarding concerns at the earliest opportunity to ensure prevention and early intervention which can help stop issues escalating and ensure faster address.	N/A	
4. Training addresses need for effective information sharing both across and within agencies and encourages staff to use professional judgement and Staff know where to seek advice on information sharing both across and within agencies & have confidence in their professional judgement.	<p>The CDC Safeguarding Policy (section 5) outlines requirements in relation to information sharing where a safeguarding concern is identified. The policy also covers how information should be retained to ensure compliance with Data Protection legislation (section 6).</p> <p>Our new starter training highlights the importance of effective information sharing between agencies</p>	Users of CDC services can be confident that we take, use and hold their data securely and in line with GDPR. They can be assured however that where we are concerned for their welfare, we will not be restricted by GDPR in sharing the necessary information with our agency colleagues to ensure they receive the appropriate help and support in a timely	N/A	



	<p>in addressing safeguarding concerns. It also highlights that staff shouldn't assume someone else has passed on the information.</p> <p>Recent GDPR training completed by all staff stressed that a risk to life or wellbeing overrides any GDPR guidelines. Using a tag line of 'Prepare to share to protect welfare'.</p> <p>Staff would come to the Safeguarding Team, DSL or Information Governance Team if they had any questions/needed advice in relation to the sharing of information pertinent to safeguarding.</p>	manner.		
<b>How do you rate your compliance with this standard?</b>				
Blue <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red <input type="checkbox"/>				

**2C – Commissioning arrangements are robust and effective**

**COMMISSIONERS ONLY TO COMPLETE – YOUR COMMISSIONED SERVICES SHOULD BE COMPLETING THE PROVIDER FORM AND YOU SHOULD BE ANALYSING THIS**

**How effective are the organisations commissioning arrangements?**

Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. Commissioning and contracting set out quality assurance and service standards in order to safeguard children and adults with care and support needs.</p>	<p>Commissioned service providers are required to confirm that they can comply with the CDC Safeguarding Policy and Procedures and that they comply with DBS requirements when recruiting staff. This declaration is sought as part of the tendering process. Where the service provision involves activities with children, young people or vulnerable adults, more safeguarding questions may be asked of prospective providers as part of the tender process.</p> <p>However this is at the discretion of the Procurement Team and Contracting Manager and there is currently no documented procedure in place to support this.</p> <p>Safeguarding arrangement expectations are also not always as explicit or consistent in provider contracts where there is exposure to vulnerable groups.</p>	<p>Due to its current informality, there is currently a small risk that CDC commissions providers without full and documented due diligence of their safeguarding arrangements or explicit documentation of safeguarding expectations as part of contracts. There is therefore a small risk that vulnerable groups accessing the outsourced services may not receive the appropriate level of protection.</p>	<p>A documented procedure to be developed to ensure greater formality around the enhanced due diligence of safeguarding arrangements that is required as/when a prospective provider is to deliver a service for CDC which has exposure to vulnerable groups. This will ensure consistency of application and ensure that appropriately skilled people (Safeguarding Team/DSL) are verifying the safeguarding arrangements ahead of contract award.</p> <p>A documented procedure and draft clauses to be developed to be included as standard in any contract with a commissioned provider who may be exposed to vulnerable groups as part of providing their service for CDC.</p>	<p>Cael Sendell-Price, Commercial, Governance and Contracts Manager June 2018</p> <p>Richard Hawtin, Legal Services Team Leader March 2018</p>
<p>2. Contract monitoring has a focus on safeguarding, dignity and respect, and any shortfalls in standards are addressed.</p>	<p>Current contract monitoring practices are informal and may vary between Contract Manager and the type of service provision.</p> <p>Work is required to introduce formality and to ensure that safeguarding arrangements, dignity and respect are factored into regular contract monitoring meetings. The outcomes of which should be documented and action plans devised/monitored to address any shortfalls.</p> <p>During 2017/18 safeguarding audits were</p>	<p>Adequate monitoring/oversight of the safeguarding arrangements of commissioned providers would mean that CDC can be confident that when accessing their commissioned services, vulnerable groups are protected and treated with the dignity and respect that they deserve.</p>	<p>Development of a formal contract monitoring framework which includes regular focus/oversight of commissioned providers safeguarding arrangements and other policies to ensure dignity and respect are upheld at all times.</p> <p>All monitoring meetings to be documented/minuted to</p>	<p>Cael Sendell-Price, Commercial, Governance and Contracts Manager June 2019</p>

	<p>completed of all Leisure Centres in the CDC district (as the largest contract and one which carries out regulated activities with children on behalf of CDC) to ensure we were happy with the arrangements in place. Action plans were put in place to address shortfalls which are due for completion by November 2018. A revisit to assess the adequacy of action taken and to conduct spot checks of training/DBS/staff supervision records will be carried out in January 2019.</p> <p>Checklists were completed by some of our more exposed commissioned providers as part of this self-assessment return and further independent audits (i.e. independent of the Contracting Manager) will be scheduled in 2019 to assess in more depth the safeguarding arrangements of these, and any other existing commissioned providers with exposure to vulnerable groups.</p>		<p>evidence the oversight taking place.</p> <p>Further to its development, training will be provided to all contract managers in the delivery of the contract monitoring framework.</p> <p>A safeguarding audit schedule and methodology to be documented.</p> <p>Safeguarding audits to be completed of all other providers to whom CDC commission the provision of services to vulnerable groups over the next 12 months.</p>	<p>Maria Wareham, March 2019</p> <p>Maria Wareham, December 2019</p>
<p>3. Safeguarding referrals/alerts across providers are tracked and under or over-reporting patterns addressed.</p>	<p>Safeguarding referrals are most commonly dealt with via commissioned provider's own internal reporting/referral mechanisms directly to appropriate agencies.</p> <p>Where contracts specify a need to report such instances to us (as is the case for the contract with the Leisure Centres in the district), this will be reported as soon as possible via the Contract Manager and a 'See it, Report it' form completed.</p> <p>During the safeguarding audits completed of the Leisure Centres in 2017/18, this process was verified as understood by staff and followed, although a question was raised regarding the low number of reports received given the exposures that staff had to vulnerable groups.</p> <p>It was agreed that training provision would be reviewed to ensure staff are made aware of the importance of professional curiosity when dealing with customers and to ensure it is effective in equipping staff with the appropriate skills and understanding of their safeguarding responsibility.</p>	<p>By having adequate oversight of safeguarding referrals made by commissioned providers, CDC can be confident that providers are aware of their responsibilities and are applying safeguarding procedures appropriate to protect the most vulnerable accessing their services.</p>	<p>Ensure that where commissioned services come into contact with vulnerable groups, contracts and oversight procedures specify a need for CDC to be notified of any safeguarding concerns that have been identified (even if these concerns have already been referred to the relevant agency).</p>	<p>Cael Sendell-Price, Commercial, Governance and Contracts Manager March 2018</p> <p>Richard Hawtin, Legal Services Team Leader March 2018</p>
<p>4. Actions take place to safeguard individuals when standards in services put people at risk.</p>	<p>Should substandard services be identified which places individuals at risk, these will be addressed immediately or if not possible, measures will be taken to remove vulnerable groups from exposure,</p>	<p>Vulnerable groups accessing the services of our commissioned providers can be confident that CDC are monitoring the adequacy of</p>	<p>See 2C. 2</p>	<p>See 2C. 2</p>

	<p>this would include closing a service if the risk was considered severe enough.</p> <p>No such instances have been identified to date.</p> <p>Areas for improvement were identified as part of the safeguarding audit of our leisure centres in 2017/18, and SMART action plans were put in place to address the shortfalls. A follow up audit will be conducted in the coming months to verify completion.</p> <p>Further safeguarding audits of other commissioned providers (specifically those who provide services to vulnerable groups) will take place during 2019 and actions put in place to address any shortfalls in standards identified.</p>	<p>safeguarding standards upheld and ensuring action is taken to address any identified shortfalls in a timely manner.</p>		
<p>5. Commissioned services understand the process for escalating service gaps to the commissioning body.</p>	<p>The Safeguarding audit completed of CDC leisure centres in 2017/18 verified a sound understanding of the escalation route for reporting service gaps. This is via monthly monitoring meetings with CDC and via ad-hoc reporting (as/when an issue occurs) to the Contract Manager.</p> <p>All other commissioned providers should understand that the process for escalating service gaps is via their CDC Contract Manager, however this understanding will be verified as part of forthcoming safeguarding audits of providers exposed to vulnerable groups, due to take place during 2019. Where gaps in understanding are identified, SMART action plans will be developed and monitored to completion.</p>	<p>Vulnerable groups accessing the services of our commissioned providers can be confident that CDC have sufficient oversight of service provision and ensure action is taken to address any identified shortfalls in a timely manner.</p>	<p>See 2C.4</p>	
<p>6. We have developed mechanisms for people who are organising their own support and services to manage risks and benefits e.g. Direct Payments</p>	<p>N/A This is not relevant to the services provided by CDC or its commissioned providers.</p>	<p>N/A</p>	<p>N/A</p>	
<p><b>How do you rate your compliance with this standard?</b></p>				
<p>Blue <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red <input type="checkbox"/></p>				

**Part 3: Performance and Resource Management  
CHECKLIST**

Compliance Criteria	Response
There is a clear training strategy for our organisation.	Yes
We have staff access training relevant to their roles such as radicalisation; female genital mutilation; sexting; self-harm; self-neglect, peer on peer abuse, etc.	Yes
A clear induction process is in place for all staff, trustees and volunteers that addresses safeguarding & is delivered in a timely way.	Yes
Training explores issues of diversity in relation to safeguarding.	Yes/ (where relevant)
Safer recruitment & selection procedures are in place in line with statutory guidance and is audited.	Yes
Safer recruitment training is in place for managers involved in recruitment.	Yes
A senior manager has been identified for the managing allegations process who understands when to refer to the adult safeguarding manager or Designated Officer and acts upon guidance from the adult safeguarding manager or Designated Officer appropriately	Yes

Page 19 of 28

**Part 3: Performance and Resource Management**

**3A - There is effective regular training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or in contact with these groups**

**3B - Safer recruitment procedures, including vetting procedures and those for managing allegations by children and adults with care and support needs against professionals, are in place**

**How effective is training on safeguarding & promoting welfare of children and adults with care and support needs for all staff & volunteers working with these groups? Can you demonstrate improved outcomes as a result?**

**How robust are organisation's recruitment, vetting and managing allegations procedures?**

Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. We have made staff aware of current safeguarding concerns</p>	<p>A Safeguarding Training Framework was introduced across the organisation on 8th August 2017. All staff and Councillors across CDC and SNC were asked to complete all mandatory safeguarding training elements required for their role by 31 March 2018.</p> <p>Front line staff have been required to complete the OSAB Level 2 training and/or (depending on the exposures of their role) the OSCB Generalist training. This training draws upon current and emerging themes in the Oxfordshire area ensuring learning is relevant to the district in which staff are operating.</p> <p>New Starter Briefings cover general safeguarding awareness topics plus internal procedural requirement, however does talk about current safeguarding concerns within the district, such as cuckooing, County Lines and child exploitation. It also focusses on awareness of mental ill health and the need to 'think family', two elements vital in the services we deliver/exposures our staff have to vulnerable families.</p> <p>Each year the Safeguarding Officer delivers a safeguarding awareness briefing for Councillors which will draw upon</p>	<p>Staff remain updated with current theme areas and are confident in identifying and understanding how to report safeguarding/criminal concerns which enhances the protection of children and adults with care and support needs when accessing our services.</p>	<p>N/A</p>	



	<p>current concern areas and priorities for the different County safeguarding boards. They are also asked to read and sign up to the CDC Safeguarding Policy and Procedures and complete Prevent e-learning.</p> <p>Staff are notified of key concerns/topics of interest via the monthly 'In the Loop' newsletter (Oct 2018 had a section about modern slavery) and the Staff Briefings (which all staff are required to attend and in October a presentation was given by the DSL regarding community safety and child exploitation).</p> <p>Other ad-hoc training will be provided as and when the need is identified (i.e. key themes, trends, changes in legislation, procedure etc.).</p> <p>Safeguarding Board newsletters and information is circulated to Safeguarding Lead Group members for review and further cascade. Any pertinent information is also now provided to the leisure centres.</p> <p>Completion of safeguarding training is a mandatory part of taxi driver registration process and they are required to pass a test at the end of training before they are issued their licence by CDC (training provided by external provider via OCC).</p> <p>Safeguarding awareness training is provided to hoteliers/others from the Night Time Economy to raise awareness of key risk areas such as CSE/CDE. Further test purchases and training planned in next couple of months.</p>			
<p>2. We can evidence safeguarding training undertaken by staff through a database. We have a system in place which we monitor to check who has been / needs to be trained, e.g. "we can tell you that. % of our staff are trained to the right level..."</p>	<p>Training completion is required to be evidenced by way of the provision certificates to the Safeguarding Team.</p> <p>A training register is maintained which records all members of staff and councillors and records the dates of training completion. It also flags when training renewal is due.</p>	<p>Vulnerable groups accessing CDC services can be confident that all staff have the appropriate level of training to enable them to identify and refer safeguarding concerns. They can also be confident that this training remains current and completions are monitored to ensure all staff have the skills</p>	<p><b>N/A</b></p>	

	<p>Each quarter, training completion percentages per service area are reviewed by the Safeguarding Leads group and action allocated/taken to prompt completion.</p> <p>Training completion registers per Directorate are also shared periodically with Executive Directors.</p> <p>In July/Aug 2018 individual reminders have also been sent, per training element, to prompt staff completion. This will be followed up in November/December with prompts sent to Exec/Assistant Directors, alerting them to the implications on staff performance reviews if they have not met their corporate mandatory training requirements.</p> <p>See appendix 2 for training completion figures.</p>	<p>required to ensure they can discharge their safeguarding duty appropriately.</p>		
<p>3. We can demonstrate impact of training on practice</p>	<p>Yes. This is particularly noticeable in the volume and quality of safeguarding referrals being submitted to the Safeguarding Team.</p> <p>As at the end of Sept 2018, our YTD number of See it, Report it, referrals had increased by 68%.</p> <p>The practitioner survey was completed by 119 front line staff members (greatest response of all partner agencies). The survey results are positive and indicate that the majority of staff have: completed safeguarding training within the last 12 months; have good awareness of safeguarding; a good understanding of internal policies and procedures to follow when managing safeguarding concerns and know where to get advice when required. See appendix 1 for full summary and conclusion.</p>	<p>Vulnerable groups accessing our services can be confident that staff are equipped with the skills required to identify and refer safeguarding/criminal concerns and deal with them with sensitivity.</p>	<p><b>N/A</b></p>	
<p>4. Support is available for staff who are subject to allegations.</p>	<p>Support to staff who are subject to allegations is available from HR.</p> <p>UNISON is also able to offer support and</p>	<p>Children and adults with care and support needs can be confident when accessing our services that they are not exposed to persons who may put them at risk of harm.</p>	<p><b>N/A</b></p>	



	<p>guidance to employees who are members of the union.</p> <p>Referral to occupational health for counselling or support can also be made by the individual's line manager.</p> <p>CDC has also recently introduced an Employee Assistance Programme (EAP) for all staff. The Employee Assistance Programme is a confidential counselling and information service which is available 24/7 to assist you with personal or work-related problems that may be affecting your health, wellbeing or performance.</p>			
<b>How do you rate your compliance with this standard?</b>				
<b>Blue</b> <input checked="" type="checkbox"/> <b>Green</b> <input type="checkbox"/> <b>Amber</b> <input type="checkbox"/> <b>Red</b> <input type="checkbox"/>				

**Part 4: Outcomes for and the experiences of people who use services**

**People's experiences of safeguarding**

**How do organisations capture the views and experiences of service users and use these to improve the service for them?**

Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. Safeguarding is personalised, so that service users experiencing or receiving safeguarding services are treated sensitively and respectfully and outcomes are consistent, regardless of the ethnicity, cultural identity / diversity, gender, sexuality, disability or age of the service user.</p>	<p>Our customer facing staff would not be actively managing a safeguarding matter as this would be handled by the relevant care/support agency following referral of a concern (via the CDC Safeguarding Team) but they are trained to ensure all interactions with customers are sensitive and diplomatic and this includes matters of Safeguarding and/or where vulnerabilities are known/identified.</p> <p>The Safeguarding Team aim to feedback to relevant front line staff to inform them of sensitivities to ensure communication approaches can be adapted to take into account any known vulnerabilities.</p>	<p>Children and adults with care and support needs are treated with sensitivity resulting in a positive experience when accessing CDC services.</p>	<p><b>N/A</b></p>	
<p>2. Outcomes are defined by the individuals concerned or, where people lack decision- making capacity, by their representatives or advocates. Advocacy is available and used appropriately for children and adults with care and support needs who are (or may have been) experiencing abuse.</p>	<p>Children and adults with care and support needs are treated with sensitivity resulting in a positive experience when accessing CDC services.</p>	<p>Children and adults with care and support needs are treated with sensitivity resulting in a positive experience when accessing CDC services.</p>	<p><b>N/A</b></p>	
<p>3. The safeguarding process is proportionate, puts individuals in control and where this is not possible (for instance where there is concern that an individual or organisation could harm others) this is fully discussed and the person's views considered as much as possible.</p>	<p>Children and adults with care and support needs are treated with sensitivity resulting in a positive experience when accessing CDC services.</p>	<p>Children and adults with care and support needs are treated with sensitivity resulting in a positive experience when accessing CDC services.</p>	<p><b>N/A</b></p>	
<p><b>How do you rate your compliance with this standard?</b></p>				
<p>Blue <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red <input type="checkbox"/></p>				

**Part 5 – Impact Assessment**

In the context of significant organisational change, reducing public sector budgets and high activity levels, Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB) undertake an annual joint Impact Assessment on current pressures and activity by each member agency. Each agency undertakes this from a strategic perspective across their organisation and not as an individual member of either or both boards.

To ensure we focused on the top priorities each agency was asked to list their top three pressures - therefore this report should not be seen as a comprehensive list of the pressures and issues facing the agencies but the key issues and common themes across the partnerships.

	<b>Response</b>
<p>1. What are the three key financial and organisational pressures that your organisation is facing that relate to safeguarding children and their families and adults with care and support needs?</p>	<p><b>Child Exploitation:</b> There is an increased concern amongst partner agencies for the protection of youths in the Cherwell district. Amidst a growing level of crime in the District, young people are being exploited by street gangs, organised crime groups (OCG's) and dangerous drug networks from outside of the County who are targeting disengaged young people not only to courier/deal drugs (County Lines), but also to exploit their peers into choosing such a career path, with promise of the perceived lucrative profits such a lifestyle can produce. Particular concern is for the 10 to 17 age group.</p> <p><b>Domestic Abuse:</b> This continues to be a high priority in providing a safe and secure area. There is a wider issue for Cherwell as the majority of refuge placements in Oxfordshire are now within our District and the Banbury Refuge is the only accommodation in the South East which can take large families. We support the refuge provision but this will have a knock on effect on housing and services in our area whilst not resolving the issues faced by local victims.</p> <p><b>Homelessness:</b> The new duties under the Homeless Reduction Act require increased services to all people who present to a Local Authority as homeless. The increased workload for housing services is a real financial concern. New burdens funding has been granted, but reviewing ongoing levels of service and staff resources is an ongoing cause for concern.</p>
<p>2. What is your performance data telling you about the three most worrying pressure points in relation to safeguarding children and their families and adults with care and support needs?</p>	<p><b>Child Exploitation:</b> Recent Thames Valley Police (TVP) data has identified an increase in the carrying of weapons, peer to peer violence (actual and threatened) and the presence of County Line OCGs operating in Cherwell. The Youth Offending Service (YOS) as part of the recent Locality Review of Cherwell and West Oxfordshire (conducted by the Violence and Vulnerability Unit) also identified that they are managing a more violent cohort than previously.</p> <p><b>Domestic Abuse:</b> For housing this remains the impact on the re-provision of Domestic Abuse services in Oxfordshire and Banbury being the main refuge. Acceptances of Housing duties due to DA rose in 2017/18 to 12% of cases. The highest figure since 2015.</p> <p><b>Homelessness:</b> Ensuring the needs of homeless families and vulnerable adults is about making sure the emergency, temporary or supported housing immediately available is suitable and meets needs. The provision of accommodation in the Adult Homeless Pathway is under review to ensure that it meets Cherwell's needs and sufficient spaces are available to tackle rough sleeping. There is also an issue with evictions from supported accommodation which lead vulnerable people to return to the streets.</p>

3. What steps are you taking as an individual organisation to address these pressure points and what are the risks for your agency in managing them?

**Child Exploitation:** We need to ensure that youths have the provisions available and open to them which will encourage them to make alternative, positive, lifestyle choices. Where youths are identified as being entrenched in criminal lifestyles, we want to make sure appropriate, proactive and targeted support and relevant services are available to them, and their families, to help them escape this path. To deliver on this, we have initiated an 'All About YOUth' project, working with multi-agency partners to deliver a three tiered model:

- **Tier 1:** Engage, Educate and raise **Awareness:** Enhance youth and parental engagement, education and awareness of the risks that exist, how youths are vulnerable and what they need to do to ensure protection from exploitation
- **Tier 2: Distraction:** Ensure the availability of suitable and sufficient diversionary/distraction provisions and activities within the District for 10 to 17 year olds (including family orientated activities)
- **Tier 3: Refer:** Where a youth is entrenched in criminal activity, have an appropriate referral process providing appropriate and targeted 1:1 engagement and support services available to them based on a needs approach to the young people of Cherwell.

To achieve this three tier model, the Steering Group will be required to deliver on a number of key objectives. These are as follows:

- 1) To establish and map the current 'non-statutory' provisions available to 10 to 17 year olds in Cherwell. This should include areas such as leisure/recreational activities (sport and other), work experience/apprenticeship opportunities/pathways, mentoring and support services (including programmes that CDC is already funding, e.g. Risk Avert Programme). This will not include the statutory provision of care services by Children Social Care.
- 2) To identify gaps in current provisions for 10 to 17 year olds in Cherwell and develop initiatives to 'fill' those gaps (funding options to be explored as part of this). A Survey Monkey questionnaire will be used to obtain views of our target age group to assist with identifying gaps accurately and to ensure these gaps are filled with provisions/activities that meet their needs (whilst making best use of existing assets and resources available).
- 3) To develop an Engagement Plan for the communication and cascade of the initiative and its outcomes i.e. providing information to our target age group in a relevant and accessible way on the provisions available and how they can access them (utilising social media, roadshows (school/other)).
- 4) Development of a referral mechanism. Similar to 'Social Prescribing' where professionals (via the Safeguarding Children groups or other) can refer/nominate children to specific opportunities/activities/interventions (tier 2 or 3). Also to allow self-referral.
- 5) To expand engagement/mentoring and support programmes across the District to work with

	<p>those more entrenched youths. This may include the working with and training of volunteer youth workers and children social care to enable them to better relate and engage with these youths.</p> <p>6) To build effective oversight/governance model to oversee the outcomes of the project to ensure it is delivering against its aims and objectives.</p> <p>7) To develop a 2 year action plan and delivery model beyond this period to ensure a sustainable approach to 'All About YOUth'.</p> <p><b>Domestic Abuse:</b> We monitor the impact of the approaches on the grounds of DA. We explore options to provide safe accommodation for victims. We liaise directly with the Banbury Refuge to offer advice and support to those who have been placed there.</p> <p><b>Homelessness:</b> The review of the Adult Homeless Pathway will influence decisions on necessary spending for services. We engage with partners in the county to monitor and report on issues – particularly the CCG in delivery of specialist supported accommodation.</p>
<p>4. What are the implications for your partners as a result of these pressures?</p>	<p><b>Child Exploitation:</b> Shared pressure across district. Working with partners (TVP, Social Care, charity/voluntary sector) to address.</p> <p><b>Domestic Abuse:</b> We work with the districts and County Council to provide appropriate services – if these are not sufficient or do not meet the needs of clients the welfare of vulnerable people and children would be severely compromised and support services left to pick up the pieces.</p> <p><b>Homelessness:</b> If there is insufficient services available for homeless households and single people the impact on partners would be significant. Delayed hospital discharge, impact for Criminal Justice on reoffending, impact on social care having to provide for children and possible increased placements in care are examples</p>
<p>5. What do you need from your partners to address these pressures?</p>	<p><b>Child Exploitation:</b> Pooled funding, resources to assist with steering project, developing and piloting initiatives.</p> <p><b>Domestic Abuse:</b> We need a clear understanding that this is a partnership and services contracted have a direct impact on housing. The local impact on housing and resource implications of decisions made by other commissioning bodies should be taken into account.</p> <p><b>Homelessness:</b> The same applies as above.</p>
<p>6. What are the implications and risks if this multi-agency response is not possible?</p>	<p><b>Child Exploitation:</b> There has already been discussion and multi-agency buy-in to the approach/project. However if this issue goes unaddressed, there is a high risk of further child fatality/serious injury and further children being groomed.</p> <p><b>Domestic Abuse:</b> Housing alone cannot provide the solution to issues of DA, safe and secure</p>

accommodation is only the start of a journey for victims and without multi-agency involvement it is very unlikely recovery could be sustained.

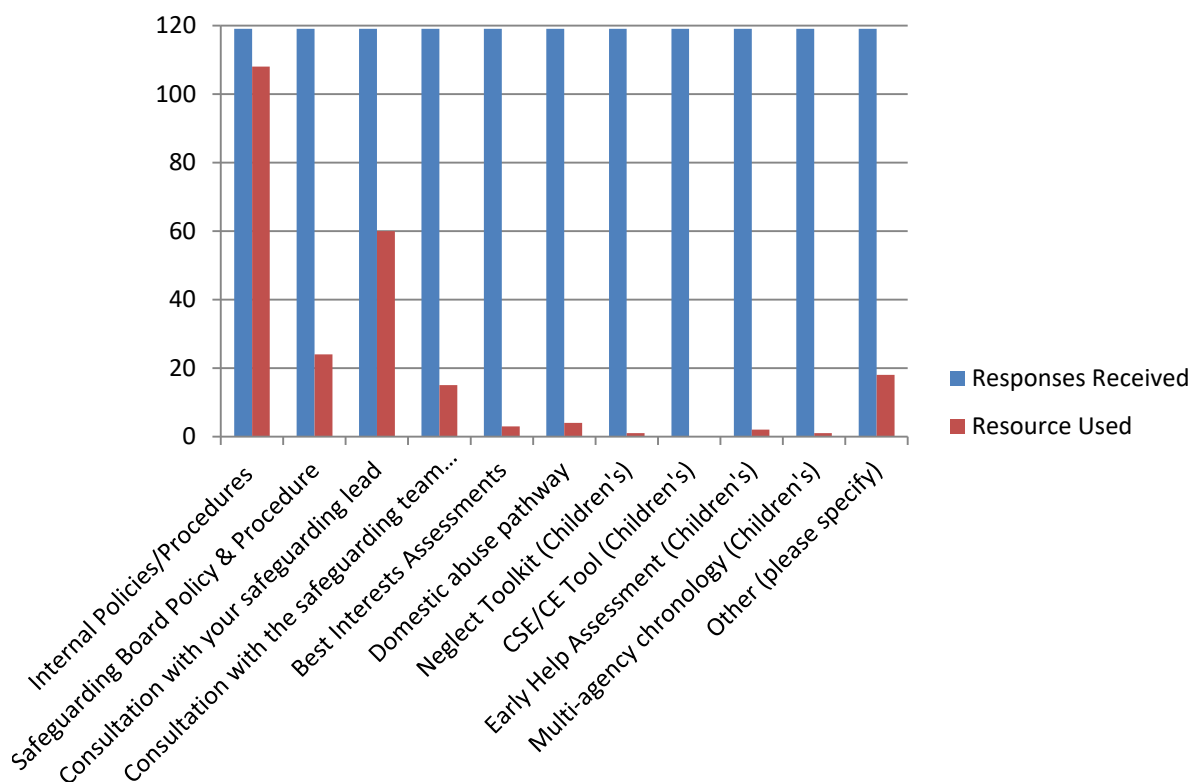
**Homelessness:** The reasons people become homeless are often due to complex and ongoing needs which if not addressed in a multi-agency way will not resolve housing issues at all, but set clients up to fail in placements again and again.

## Appendix 2: Practitioner Questionnaire Summary

119 staff members completed the Safeguarding Practitioner Survey for Cherwell District Council (CDC) which accounted for the best response rate across Oxfordshire from all partner agencies. This also shows a 53% increase in the response rate seen in 2017 (78).

Unlike in 2017 when the survey was requested of all staff, this year we requested this only of front line teams operating for CDC.

### 1. What resources do staff use when managing safeguarding concerns?

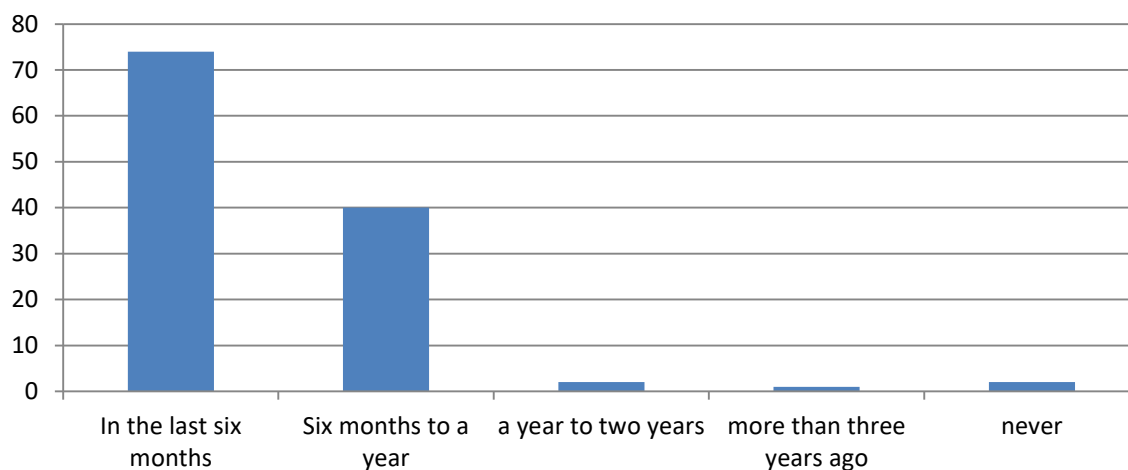


This demonstrates that staff rely more heavily upon internal policy, procedures and advice over those provided by the Safeguarding Boards. The 'Other' resources referenced were team/line manager, Police, Social Care, MASH etc. Most of the procedures/toolkits provided by the Safeguarding Boards are tailored for us by practitioners working 'with' vulnerable people (e.g. social care) and as such are not relevant to the services delivered by staff of a District Council. As such we do not signpost our staff to these toolkits and instead would ensure internal policies/procedures and awareness raising provide all staff with the required knowledge and resources they require to assess and refer safeguarding concerns appropriately.



## 2. When did you last have training?

Of 119 responses:



This shows that 96% of respondents have received safeguarding training within the last year which coincides with the launch of the Safeguarding Training Framework and subsequent all staff training exercise. Two people reported to have never received training. Whilst this is a concern as front line staff were targeted for this survey (thus these individuals are likely in roles exposed to vulnerable groups) the Safeguarding Team are working hard to ensure all staff have completed their mandatory training by the end of the financial year.

## 3. How did the training change how you have worked with any safeguarding issues you've encountered since the training?

This was an open question. Responses primarily outlined that training had provided greater knowledge and awareness of safeguarding signs, communication/reporting mechanisms and current themes and issues. A small minority responded that it didn't have much of an impact due to them either not having any exposure or already having a good understanding/knowledge in the area.

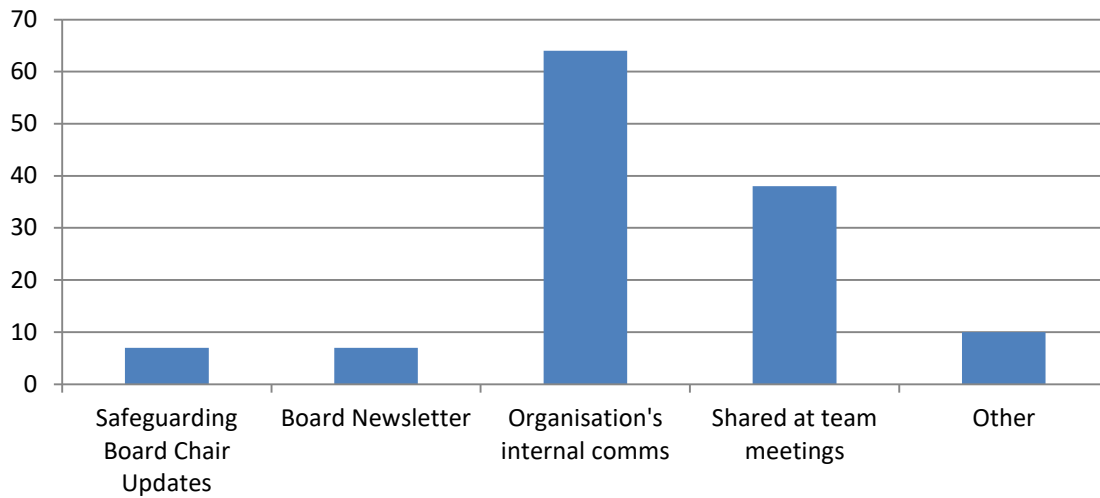
## 4. Who represents your organisation at the Safeguarding Boards?

Only 50% of respondents correctly identified Nicola Riley or Maria Wareham as the CDC representative at the Safeguarding Boards. Other responses included unknown/not sure, the suggestion of other managers/Director of Wellbeing and the Safeguarding Team.

This demonstrates a need for improved awareness raising amongst staff.

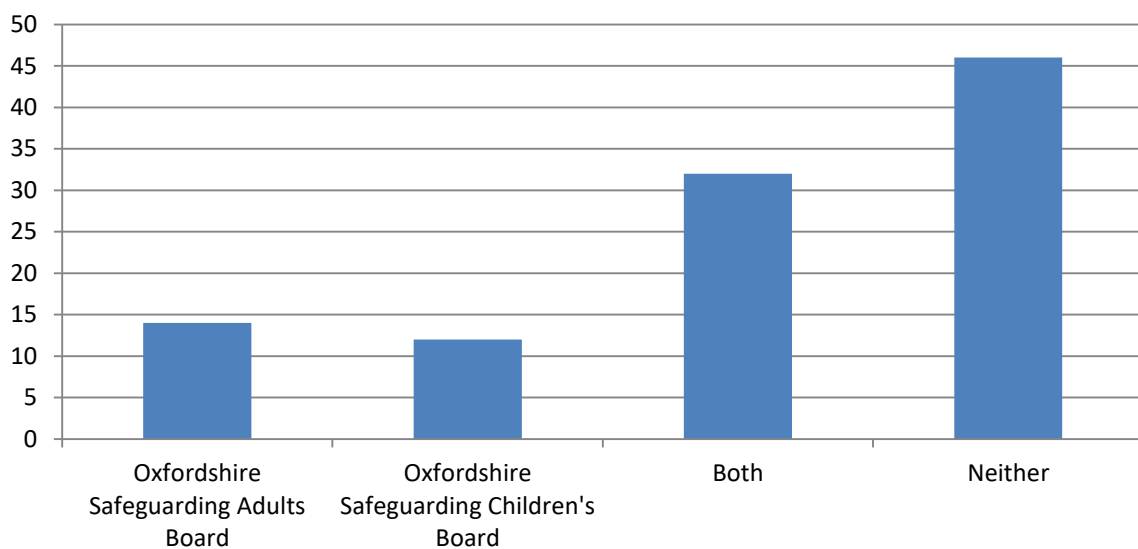


## 5. How are you kept up-to-date on the work of the Safeguarding Boards?



This emphasises that the majority of information is shared via internal communication and shared at team meetings. This aligns with CDC's approach of circulating information via the Safeguarding Leads for onward cascade to their service areas. Where appropriate, the CDC newsletter 'in the loop' will also be used to cascade safeguarding messages and learnings.

## 6. Which of these websites have you visited?



These results show that whilst some members of staff have visited the Oxfordshire Safeguarding Board websites, the majority reported having visited neither. All level 2 staff will have been required to visit the Board websites to register for and book their Generalist/Level 2 Front Line Worker training; however it is likely they have not visited for any other purpose. At present, the assessment and referral of the majority of safeguarding concerns happens via the Safeguarding Team and staff are required to refer to internal policies/procedures and reporting mechanisms.

## **7. What would you do if someone made an allegation against one of your colleagues or a member of your organisation?**

The majority of respondents reported that they would refer to the Safeguarding Lead/Officer and/or speak to their Line Manager. Some also reference use of the Whistleblowing and See it, Report it reporting procedure.

## **8. How do you know the service user feels safer as a result of your intervention/actions?**

This question received mixed responses and from only 92 respondents. Many suggested that they wouldn't necessarily know while others reported that: it would give the user assurance; that it would help to prevent further incidents; that we are here to listen; and take their concerns seriously.

Some reported that they do not receive feedback from the Safeguarding Team and so do not know how their intervention/action has helped the user. This is an area for improvement as whilst we strive to feedback to the referrer, especially where their future interactions with the user may be impacted, this is not consistent and we (the Safeguarding Team) often do not get information back from partner agencies regarding outcomes.

## **9. Do you feel you have the opportunity to discuss safeguarding concerns/ issues within your organisation?**

100% of respondents said that yes, they do have the opportunity to discuss safeguarding concerns/issues either within their teams/managers or with the safeguarding teams. Several respondents also commented that the interactions with the Safeguarding Team were very positive.

One respondent did report that they *"think some teams are very aware, and others are still blinkered, and as such there is little conversation within the organization as a whole"*. We have moved along way with our awareness raising over the last 18 months and this is apparently in the 91% increase in volume of safeguarding concern reports that we have seen when comparing our 2017 and 2018 YTD figures. We have seen concerns reported from departments other than those operating in customer facing roles, demonstrating that the learning is penetrating all areas. However our communication strategy for 2018/19 will aim to ensure this awareness raising continues and that safeguarding plays a key part in 'All Staff Briefings' and Chief Executive communications to ensure its importance is highlighted.

## **10. If you could change one thing about safeguarding in your agency or within Oxfordshire as a whole, what would that be?**

91 staff members responded to this question and responses and whilst responses were mixed, overall the majority of staff reported that they would not change anything.

A handful of respondents requested for a more user friendly reporting process, however it is unclear whether these comments relate to the See it, Report it system prior to or since the recent changes were made on the 5 Sept 2018 to improve the user experience. We will continue to respond to feedback and make amendments where appropriate (whilst still ensuring we obtain the quality of information).

A few others reported a want for greater responsiveness from social services (children's and adults') rather than asking CDC to do further investigations as our staff are not trained social workers. This is an area of continued work and agreements for greater support from the Locality and Community Support Service (front door to MASH) when contact is required with parents (for more information/consent) has already been secured. We will continue to monitor the situation.

Other responses varied in nature, but none indicated any systemic problems with the safeguarding arrangements in place at CDC.

## **Conclusion**

Overall the survey is positive and indicates that the majority of staff have: completed safeguarding training within the last 12 months; have good awareness of safeguarding; a good understanding of internal policies and procedures to follow when managing safeguarding concerns and know where to get advice when required.

There is a need for us to ensure that staff are regularly reminded of their responsibilities, are kept abreast of current themes/issues relevant to their roles and that our communication strategy for 2018/19 ensures good 'tone from the top' when delivering such messages to ensure the importance of the subject area doesn't diminish. We will also ensure that the Safeguarding area of the intranet is updated to reflect greater signposting information to help front line staff when dealing with vulnerable people. We will also ensure this reflects clearly who the Safeguarding Team for CDC is and their roles and responsibilities.

Our aim to introduce a new safeguarding software solution over the next 12 months will also help to further streamline the user experience when raising safeguarding concerns.

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# Appendix 3 – Safeguarding Training Summary

## Staff Training Completion

776 members of staff are recorded on the training register (excluding new starters in last three months who will still be within their induction period and thus may not have yet completed their training).

This includes both Cherwell District Council (CDC) and South Northants Council (SNC) staff as most roles are shared across both authorities.

All 776 members of staff were required to complete the following 'level 1' safeguarding training. The following table outlines the training requirements under level 1 and the volume/percentage completion:

Level 1 training Requirements	Volume/percentage completion (of 776 staff rounded to nearest 1%)
<b>Read CDC/SNC safeguarding policy and sign declaration of compliance</b>	686/88%
<b>Complete 'Safeguarding Everyone - Protecting Children, Young People and Adults at Risk' E-learning via the NSCB</b>	691/89%*
<b>Complete Home Office Prevent e-learning</b>	689/89%*

\* These figures include 146 waste collection/street cleansing staff who were not required to complete the online training due to lack of access to a PC. Instead they received a face to face briefing delivered by Line Management.

Some roles have been identified as requiring enhanced safeguarding training. These roles are commonly those delivering services which would bring them into contact (face to face, via the telephone etc.) with vulnerable groups or they are responsible for teams who do. 298 members of staff are currently recorded as requiring this enhanced/level 2 training.

Not all of these staff will be exposed to children, young people and vulnerable adults. The numbers below outline the volume/percentage completions based on those we expect to be completing each training element, which is dependent on their exposure to each vulnerable group:

Level 2 training Requirements	Volume/percentage completion
<b>OSCB Generalist Safeguarding Training</b>	Of 267 required to complete this training: 117/44%*
<b>OSAB Level 2 (Frontline Worker) Adult Safeguarding Training</b>	Of 251 required to complete this training: 222/88%

\* There are 68 members of the Customer Service team who are outstanding this training due to an inability for staff to be released for a half-day session. A bespoke children's safeguarding session is to be run by the Safeguarding Officer in November/December 2018 for this service area which will meet this need.

Training reminders have been sent to individuals and further requests for completion of training will be sent via Executive Directors and Assistant Directors in the coming weeks.

## Councillor Training

We have 48 Elected Members recorded on our training register, all of whom are required to complete a series of safeguarding training as part of their role for CDC.

Councillors are asked to complete this training once every three years.

The following table outlines the training requirements and the volume/percentage completions to date:

Councillor Training Requirements	Volume/percentage completion (of 48 Councillors rounded to nearest 1%)
<b>Read CDC/SNC safeguarding policy and sign declaration of compliance</b>	14/29%
<b>Complete Home Office Prevent e-learning</b>	7/15%
<b>Attend Safeguarding Awareness Briefing</b>	20/42%

A further safeguarding awareness briefing is to be held for Councillors on 7 February 2019. The portfolio holder for Safeguarding is being asked to encourage attendance.

Training reminders have been sent and further reminders will be sent via the Portfolio holder in the coming weeks.

## Conclusion

Whilst not yet at 100% training completion across the board, since the inception of the Safeguarding Training Framework in August 2017 we have come a long way in raising awareness of safeguarding amongst staff and councillors. The success of this training programme has been evident in the volume and quality of safeguarding referrals made to the Safeguarding Team.

We will strive to reach a position where every member of staff has met the core safeguarding training requirements for their role over the coming months.

Following the end of the partnership between CDC and SNC, safeguarding training requirements for each council will need to be reviewed and revised as each council will no longer be able to access the training available via its previous partner's County Safeguarding Board. This work will take place during 2019.

## Cherwell District Council

### Overview and Scrutiny Committee

15 November 2018

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

This report is public

#### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note that the Performance, Risk and Finance Monitoring Report is considered by Executive on a monthly basis.
- 1.3 To review and comment on the performance update for September (Appendix 2) and identify any areas for further consideration by the Executive.

#### **2.0 Introduction**




- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.

- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
- Performance Update
  - Leadership Risk Register Update
  - Finance Update
- 2.6 There are four appendices to this report:
- Appendix 1 – 2018/19 Business Plan
  - Appendix 2 - Monthly Performance Report
  - Appendix 3 – Leadership Risk Register
  - Appendix 4 – Capital Programme

### 3.0 Report Details

#### Performance Update

- 3.1 The Council’s performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2018-19 business plan set out three strategic priorities:
- Protected, Green and Clean;
  - Thriving Communities and Wellbeing;
  - District of Opportunity and Growth.
- 3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

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



#### Priority: Protected, Green and Clean

3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:

- Garden waste is starting to recover from the summer dry conditions – The percentage of waste recycled and composted for September is provisionally reporting only 1.31% short of the YTD target which is a similar position to the same period last year. The amount collected in blue bins is lower due to high levels of contamination (wrong items in blue bins) since we changed contractor. Plans are in place to address this.
- Mandatory Safeguarding awareness is being delivered internally and to all new applicants for private hire/Hackney Carriage licenses which is being positively received. The training is constantly being reviewed to ensure is as up to date as possible.

#### Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

3.7 Overview of our performance against this strategic priority:

- **‘Wellbeing Activity Maps’** will be available online to enable residents a search facility for activities and groups operating locally that they may wish to join. A variety of themes will be available for residents to search and find out more information. The four themes are ‘Get Active’, ‘Get Creative’, ‘Get Learning’ and ‘Get connected’. This will be launched in October via our internet and also our quarterly resident magazine ‘Cherwell Link’.
- **‘Preparing for Winter’** was the latest Connecting Communities theme. Electric blanket testing was available as well as information and resources to help our vulnerable and older residents during the winter months.
- **Safeguarding our vulnerable** residents is to be strengthened through the addition of an Accommodation Officer post. Debt and money advice as well as discretionary housing payment advice is part of the service we are delivering to help those with a shortfall in their rent.

Priority: District of Opportunity and Growth

3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.

3.9 Overview of our performance against this strategic priority:

- **Build!** During September marketing of 25 of the 40 shared ownership units at Gardener Close in Bicester continued. By the end of September we had 7 reservations and 14 purchasers proceeding through the assessment process who we expect to also reach reservation stage in October. There has been a great deal of interest in the one bedroom flats and we are doing a second launch on the 15th October for the remaining units on site. We've received really positive feedback regarding the show flat with several people requesting to purchase this fully furnished.
- **Employment and growth advice** has supported the commencement of Phase 2 at Symmetry Park, Bicester. The team have also provided advice around planning applications at Bicester Heritage. 'Cherwell link' contained examples of new commercial investments that is happening across Cherwell. The team are working on the launch of the Cherwell Business Awards which will be held in November, a great opportunity for business and partners to network.

Summary of Performance

3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

<b>Business Plan Measures and Key Performance Indicators</b>					
<b>Status</b>	<b>Description</b>	<b>September</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	27	85%	29	91%
Amber	Slightly off target	2	6%	3	9%
Red	Off target	3	9%	0	0%

3.11 **Spotlight On: Supporting and delivering change**

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.

This month we are focusing on 'Supporting and delivering change'

The Council, particularly in its partnership with South Northamptonshire Council has a long tradition of delivering change and supporting staff through those changes.

Over the past seven years, the Council has delivered a whole scale Transformation Programme which saw all services shared with South Northamptonshire Council. As we reach the end of the partnership and prepare for separation it is appropriate to reflect on how the Councils approach to delivering change has developed and how the learning and skills acquired will be put to good effect on the next stage of our journey.



This is particularly important as the scale of change to be delivered over the next few years is significant as the Council separates from South Northamptonshire, embarks on a new partnership with Oxfordshire County Council, continues its digital transformation programme and embarks on an ambitious place shaping agenda.

Change management is a structured approach to moving an organisation from the current stage to a desired future state. Typically, the change management process involves five stages:



Change is usually implemented through programmes or projects and the Council approach to programme and project management is based on best practice methodologies PRINCE2 and Managing Successful Programmes (MSP).

Sustaining change is the most difficult stage and is only achieved by bringing people with you on the journey so they understand the reasons for change and are committed to delivering the benefits of change. To do this requires strong communication and staff engagement throughout the process.

The Council is committed to the principle of working in partnership with employees and trade unions in managing organisational change and seek to achieve changes through appropriate involvement and consultation. This approach has been a fundamental part of the joint working partnership with South Northamptonshire and

has underpinned all joint working business cases and will underpin our approach to separation.



Ensuring effective engagement with staff and trade unions takes p

In order to sustain change, communication and engagement with staff must not be confined to formal consultation periods. At Cherwell, this process is sustained through regular e-mails from the Chief Executive, drop-in-sessions on specific themes and updates at all staff briefings.

The Councils HR Service plays a key role in supporting change across the organisation, from supporting staff through the organisational change process through regular on-going support to managers.

The Council has also just launched a new Employee Assistant Programme (EAP) to support staff. The EAP provides access to 24-hour counselling, support and guidance for all employees, whatever problems they are facing. The service is provided independently and offers confidential support for staff and managers.



## Risk Update

- 3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

		Risk Scorecard – Residual Risks				
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

- 3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	9 Low risk	↔	No changes
<b>L02</b> Statutory functions	9 Low risk	↔	No changes
<b>L03</b> Lack of management Capacity	12 Medium risk	↔	No changes
<b>L04</b> CDC & SNC Local Plans	8 Low risk	↔	Mitigating Actions updated for CDC & Controls updated for SNC.
<b>L05</b> Business Continuity	16 High risk	↔	Comments and Mitigating Actions updated
<b>L06</b> Partnering	12 Medium risk	↔	Comments updated
<b>L07</b> Emergency Planning	12 Medium risk	↔	Controls, Mitigating actions and comments updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Controls, Control assessment and Risk Manager updated.
<b>L09</b> Cyber Security	15 Medium risk	↔	Mitigating actions updated
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	No change
<b>L11</b> Income generation through council owned companies	8 Low risk	↔	No change
<b>L12</b> Financial sustainability of third party third party suppliers	8 Low risk	↔	Mitigating actions updated.
<b>L13a</b> Local Government	15 Medium	↔	No change

Reorganisation (CDC)	risk		
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	No changes
L14 Corporate Governance	9 Low risk	↔	No Change.

## Finance Update

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

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

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

## 3.16 Revenue Position

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

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Corporate Services	257	257	-	-
<b>CORPORATE SERVICES TOTAL</b>	<b>257</b>	<b>257</b>	<b>-</b>	<b>-</b>
Communities	2,623	2,606	(17)	-
Leisure & Sport	2,674	2,674	-	-
Housing	1,647	1,597	(50)	(91)
<b>WELLBEING TOTAL</b>	<b>6,944</b>	<b>6,877</b>	<b>(67)</b>	<b>(91)</b>
<b>Communities (£17k) consist of (£25k) savings on Management fees payable to Citizens Advise for Community transport and volunteering and a (£25k) reduction in the grant to Banbury Museum</b>				

Trust; and an additional £33k budget realignment cost.

**Housing (£50k)** income of (£32k) due to new legislation on Houses with Multiple Occupancy "HMO", further vacant posts has resulted in an additional savings of (£18K).

Planning Policy & Development	1,444	1,723	279	279
Economy & Regeneration	1,482	1,482	-	-
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,926</b>	<b>3,205</b>	<b>279</b>	<b>279</b>

**Planning Policy & Development £279k** comprises £170k under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional £34k cost for the Interim Executive Director of Place and Growth (Oct-18 to Mar-19), £75k on Building Controls due to continuous reliance on agency staffs caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential.

**Economy and Regeneration** Bicester Regeneration currently funded from reserves and under review to ascertain any potential under spend will be reflected and put back to reserves.

Environmental Services	5,187	5,288	101	102
Environmental Health & Licensing	(49)	(69)	(20)	-
<b>ENVIRONMENT TOTAL</b>	<b>5,138</b>	<b>5,219</b>	<b>81</b>	<b>102</b>

**Environmental Services £101k** Which is principally made up of £148k due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been a cost savings of (£87k) for roles filled part way through the year or yet to be filled.

**Environmental Health & Licensing (£20k)**, Environmental protection underspend cost for reactive maintenance and consultancy cost, and additional savings for an unfilled vacant role (Emergency Planning Officer).

Law & Governance	1,247	1,293	46	-
Finance & Procurement	1,715	1,835	120	120
Property Investment & Contract Management	(3,017)	(2,714)	303	258
<b>FINANCE &amp; GOVERNANCE TOTAL</b>	<b>(55)</b>	<b>414</b>	<b>469</b>	<b>378</b>

**Law and Governance £46k** consist of £25k decrease in Land charges income due to the current economic climate and use of temporary resources to cover statutory role; and a £21k to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC.

**Finance & Procurement £120k** forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

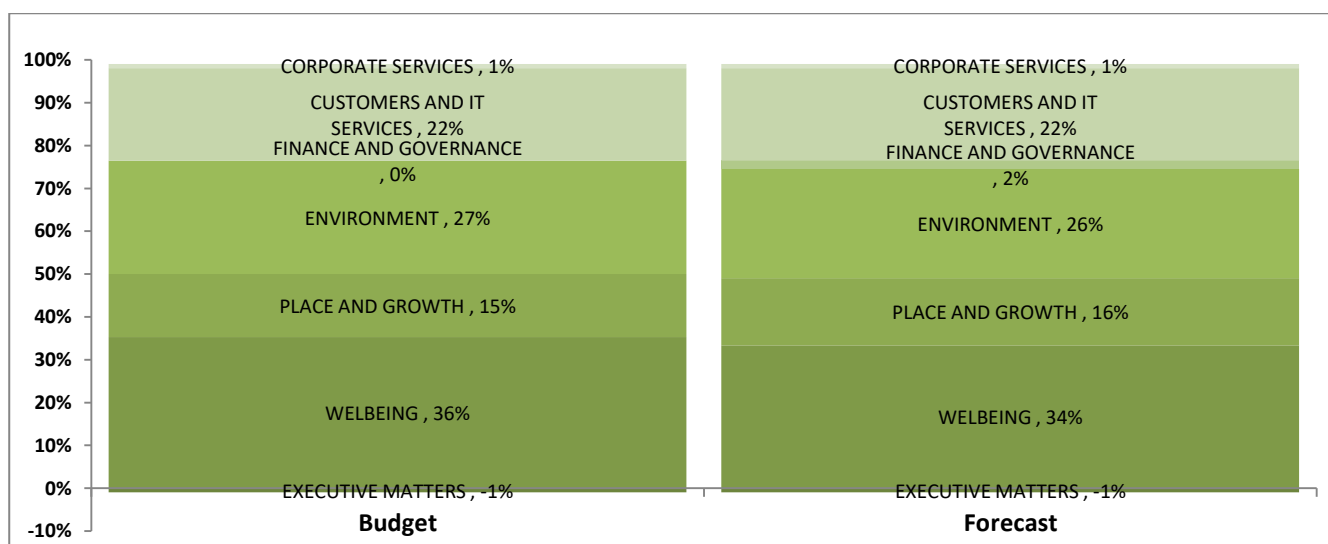
**Property Investment Contract Management £303k** mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by £289k in 2018/19 and £14k NDR Budget realignment cost.

Customers & IT services	2,722	2,722	-	-
Strategic Marketing & Communications	334	370	36	-

HR, OD & Payroll	716	736	20	-
Performance & Transformation	569	502	(67)	-
<b>CUSTOMERS &amp; IT SERVICES TOTAL</b>	<b>4,341</b>	<b>4,330</b>	<b>(11)</b>	-
<i>Strategic Marketing and Communications £36k overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.</i>				
<i>HR, OD and Payroll £20k Additional HR related legal cost.</i>				
<i>Performance and Transformation (£68k) Savings due to staff budget realignment cost.</i>				
<b>TOTAL DIRECTORATES</b>	<b>19,551</b>	<b>20,302</b>	<b>751</b>	<b>668</b>
<b>Revenue Monitoring</b>	<b>Budget £000</b>	<b>Forecast £000</b>	<b>Current Period Variances £000</b>	<b>Prior Period Variances £000</b>
Use of Reserves	4,418	4,418	-	-
Interest on Investments	2,074	2,074	-	-
Non Distributed Costs	(2,935)	(2,935)	-	-
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>(188)</b>	<b>(205)</b>	<b>(17)</b>	<b>(17)</b>
<i>Pension Costs (£17k) reduction in pension cost.</i>				
<b>COST OF SERVICES</b>	<b>19,363</b>	<b>20,097</b>	<b>734</b>	<b>651</b>

<b>Funding</b>	<b>Budget £000</b>	<b>Forecast £000</b>	<b>Current Period Variances £000</b>	<b>Prior Period Variances £000</b>
<i>(Brackets denotes an Increase in Funding)</i>				
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
<b>FORMULA GRANT EQUIVALENT</b>	<b>(4,310)</b>	<b>(4,310)</b>	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
<b>GRANTS AWARDED TOTAL</b>	<b>(3,660)</b>	<b>(3,660)</b>	-	-
<b>BUSINESS RATES GROWTH TOTAL</b>	<b>(4,829)</b>	<b>(5,329)</b>	<b>(500)</b>	<b>(500)</b>
<i>BUSINESS RATES GROWTH (£500k) The increase as resulted from new business growth in the Cherwell District and an increase in the pooling income from growth in new businesses in the Oxfordshire Districts.</i>				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
<b>COUNCIL TAX INCOME TOTAL</b>	<b>(6,564)</b>	<b>(6,564)</b>	-	-
<b>TOTAL INCOME</b>	<b>(19,363)</b>	<b>(19,863)</b>	<b>(500)</b>	<b>(500)</b>
Reserve management			(170)	(170)
<b>(Surplus)/Deficit</b>	-	<b>234</b>	<b>64</b>	<b>(19)</b>





The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

### 3.17 Capital Programme

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

Directorate	Budget £000	Forecast £000	Re-profiled into 2019/20 £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	2,309	1,859	398	0	(52)	-
Place & Growth	2,749	1,589	1,160	0	-	-
Environment	1,830	876	864	0	(90)	-
Finance & Governance	84,522	27,116	42,694	14,667	(45)	(75)
Customers & IT Services	943	943	0	0	-	-
<b>Total</b>	<b>92,353</b>	<b>32,383</b>	<b>45,116</b>	<b>14,667</b>	<b>(187)</b>	<b>(75)</b>

#### **Budget Update:**

The Budget change from **£91,873k** (Reported Aug-18) to **£92,353k** (Reporting Sept-18), an increase of **£480k** in Finance & Governance agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

#### **Re-Profiled into 2019/20 and Beyond 2019/20:**

**Wellbeing £398k** Comprises **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19, **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£139k** Discretionary Grants Domestic Properties not required in 2018/19 but envisaged to be utilised in 2019/20.

**Place & Growth £1,160k** for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20.

**Environment £864k** made up of **£467k** budget for the replacement of parking equipment, **£50k** planned changes

to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Urban Centre Electricity Installations", and **£10k** Container Bin Replacement; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

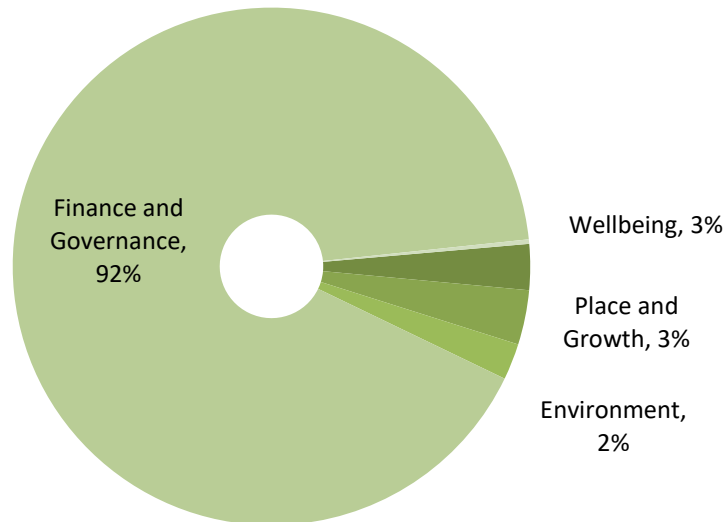
**Finance & Governance £57,361k** comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

**Current Period Variances:**

**Wellbeing (£52k)** Budget no longer required.

**Environment (£90k)** Budget no longer required.

**Finance & Governance (£75k)** is made up of, (**£104k**) savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.



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

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

## **4.0 Conclusion and Reasons for Recommendations**

4.1 It is recommended that the contents of this report are noted.

## **5.0 Consultation**

5.1 This report sets out performance, risk and budgetary information from the previous month and as such no formal consultation on the content or recommendations is required.

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

## **7.0 Implications**

### **Financial and Resource Implications**

7.1 The financial implications are detailed within section 3.15 of this report.

Comments checked by: Adele Taylor, Executive Director: Finance and Governance (Interim) [Adele.taylor@cherwellandsouthnorthants.gov.uk](mailto:Adele.taylor@cherwellandsouthnorthants.gov.uk)  
0300 003 0103

### **Legal Implications**

7.2 There are no legal implications from this report.

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

7.3 This report contains a full update with regards to the Council’s risk position at the end of the previous month. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by: Louise Tustian, Team Leader: Insight Team  
01295 221786 [Louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

**Key Decision N/A**

**Wards Affected**

All

**Links to Corporate Plan and Policy Framework**

All

**Lead Councillors –**

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

### Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Procurement
Contact Information	Tel: 0300 003 0111 <a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a> Tel: 0300 003 0206 <a href="mailto:kelly.watson@cherwellandsouthnorthants.gov.uk">kelly.watson@cherwellandsouthnorthants.gov.uk</a>

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



***“Protected, Green & Clean”***

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

***“Great places to live, work, visit & invest”***

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

Deliver the Local Plans for CDC & SNC

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Increase tourism

Increase employment at strategic employment sites

Prevent homelessness

Provide support to voluntary sector

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

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

Page 7  
***Thriving Communities & Wellbeing”***

## Shared Organisational Plan

**Operational Excellence**  
Rigorous Financial Management  
Income optimisation  
Commercial & Procurement excellence  
Effective Governance  
Alternative Delivery Vehicles

**Public Value**  
24/7 access to services  
Right first time, every time  
Service at point of need  
Efficient & effective services  
Customer Service Excellence

**Best Council to work for**  
Sustainable relationships with key partners  
Culture of Innovation & Creativity  
Effective People service  
Employer of choice  
Enabled through digitisation  
Corporate Social responsibility

***“Here to Serve”***

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# Appendix 2 – Monthly Performance Report

## September 2018

Includes:

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

Key to symbols

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

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	56.26%	57.74%	●	These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected less garden waste to the end of September 18 compared to the same period last year, therefore the recycling rate is lower than expected. The amount collected in the blue bins is lower to date because there are higher levels of contamination (the wrong items in the blue bin) since we changed contractor. We are working on plans to increase the blue bin recycling and getting people to recycle correctly.	57.60%	58.91%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	60.21%	64.19%	●	These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected around 600 tonnes less of garden waste to the end of September 18 compared to the same period last year. Therefore the recycling rate is lower than expected. Food and blue bin recycling collections are on track.	63.70%	65.09%	●

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.1C Number of households living in Temporary Accommodation (TA)</b>	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	20.00	43.00	★	The number of households in temporary accommodation at the end of September was 20, this is well below target and reflects Cherwell's continued focus on prevention of homelessness and timely intervention before households are in crisis as well as close management of TA resources.	20.00	43.00	★
<b>JBP2.2.1S Number of households living in Temporary Accommodation (TA)</b>	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	17.00	25.00	★	We are managing the numbers of people moving in to and out of temporary accommodation through our homelessness prevention work and effective use of the housing register to allocate social or affordable homes to people in need, including those residing in temporary accommodation. The delivery of new affordable homes by social landlords over the last few months is playing a significant part in this.	17.00	25.00	★
<b>JBP2.2.2C Average time taken to process Housing Benefit new claims</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	19.14	15.00	▲	The average time taken to assess new claims for benefit for the month of September is 19.14 days against a target of 15 days. The performance is below target partly due to an issue with the interface from the online claim form into our software system causing a delay in claim forms being received. Measures have been put in place to ensure this issue is rectified earlier should it reoccur. Our year to date figure continues to be above target at 13.94 days. The national average for assessing new claims for benefit is 22 days.	13.94	15.00	★
<b>JBP2.2.2S Average time taken to process Housing Benefit new claims</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.03	15.00	★	The average time taken to assess new claims for benefits is 9.03 days against a target of 15 days. The performance remains above target for the month of September and the year to date figure remains excellent at 8.10 days. New claims continue to be monitored daily to continue to perform above target of 15 days. The national average for the assessment of new claims for benefit is 22 days.	8.10	15.00	★
<b>JBP2.2.3C Average time taken to process Housing Benefit change events</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	7.94	8.00	★	The average time taken to assess change in events is 7.94 days against a target of 8 days. The year to date figure remains above target at 7.89 days. Work continues to review our processes and automate as many changes as possible following the successful automation of Atlas and Universal Credit.	7.89	8.00	★
<b>JBP2.2.3S Average time taken process Housing Benefit change events</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	6.86	8.00	★	The average time taken to assess change events is 6.86 days against a target of 8 days. The year to date figure remains excellent at 4.95 days against a national average of 8 days. Work continues to review our processes and automate as many changes as possible following the automation of Atlas and Universal Credit files.	4.95	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD	
Page 78	JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	138,014	127,285	★	<p>Whilst the throughputs have shown a reasonable increase against last year for those figures inputted this needs to be caveated with the fact that the Sports Pavilion at Whiteland's Farm was not open and Stratfield Brake had only recently transferred operation to Legacy Leisure for the same period. Therefore for the purposes of comparing like for like on Leisure Facilities (not including pavilions) the figures overall were fairly consistent with last year 123,255 in September 2018 against 123,813 in 2017. In terms of individual Centres Woodgreen Leisure Centre, North Oxfordshire Academy Sports Facility and Cooper Sports Facility were above last year's target. Kidlington Leisure Centre was also very marginally up. Spiceball Leisure Centre was down by circa 700 and Bicester Leisure Centre down by circa 1500.</p> <p>For Bicester Leisure Centre this can be attributable to a drop off in gym usage as well as some lower numbers for swimming and taking part in fitness classes. Legacy Leisure (CDC Leisure operator) is undertaking a re-development of all 3 main gyms in December (Kidlington/Spiceball/Bicester) of this year to encourage customers back into the Centres. New gym layouts have been designed with new equipment to be installed. In addition Spiceball Leisure Centre will be increasing the number of swimming lessons held to reduce any waiting times and improve participation</p>	836,668	763,710	★
	JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	64,346	60,404	★	<p>Usage across the Leisure Facilities continues to be performing well. Towcester Centre for Leisure recorded an increase of circa 1,100 more than the same period last year with Brackley Leisure Centre performing above last year's level by circa 4,000 users. A more detailed performance update for Brackley Leisure Centre would highlight over 1,000 more gym users than the same period last year as well as better usage of the football pitches (similarly a 1,000 more recorded users. Other activities increasing in usage include dry side activities and fitness classes.</p> <p>Brackley Swimming pool did show a decrease of circa 1,000 users, however overall across the Leisure Facilities a 4,000 increase in usage has been achieved.</p>	385,729	362,424	★

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.11%	9.25%	●	The amount of Council Tax due to be collected in September has increased by £285k due to the number of new builds being banded. However, we have collected £300k more in September than we did in August with the in month collection being the highest since May 2018. The growth and back dating of billing for new builds will impact on collection rates. We currently have a backlog of work which is impacting on collection rates however there are plans in place to bring the work more up to date in the next few weeks. We are still issuing recovery documents to increase collection of Council Tax. We are ahead on our cumulative collection figure compared to last year. This time last year we had collected 56.40%.	56.62%	58.25%	●
JBP2.2.6S % of Council Tax collected, increasing Council Tax Base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.12%	10.00%	●	The amount of Council Tax has increased by £100k in September due to the number of new homes being banded. We currently have a slight backlog of work however we are now prioritising house moves to ensure the new residents are billed quicker. The issuing of recovery documents will continue in October in order to increase cash collection.	58.61%	59.00%	●
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.44%	9.50%	▲	We are now concentrating in billing larger Ratable Value customers quicker in order to collect. This time last year we had collected 55.99% in NNDR. We are proactively contacting customers by phone in order to chase unpaid installments prior to formal recovery taking place.	57.85%	58.50%	●
JBP2.2.7S % of Business Rates collected, increasing NNDR base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	11.27%	9.00%	★	Having concentrated on processing all Business Rates correspondence which in turn issues bills quickly and continuing with recovery action, the collection rates have increased. An officer has been proactively chasing all customers in arrears with the Business Rates in order to increase collection rates. We have maintained our turnaround of actioning documents throughout September and will continue monitoring installment plans for customers with recovery action continuing where required.	56.61%	57.00%	●

Page 79

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

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP3.2.1C % Major planning applications processed within 13 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September. All were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	89%	60%	★
<b>JBP3.2.1S % Major planning applications processed within 13 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September and all were determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	92%	60%	★
<b>JBP3.2.2C % Non Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	103 Non-Major applications were determined during September and no Non-Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
<b>JBP3.2.2S Non major planning appeal decision allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	65 Non-Major applications were determined during September and No Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10 % of Non-Major Planning Appeals allowed.	1%	10%	★
<b>JBP3.2.3C % Planning enforcement appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
<b>JBP3.2.3S % Planning enforcement appeal decisions allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
<b>JBP3.2.4C % of non-major applications processed within 8 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	93%	70%	★	106 Non-Major planning applications were determined during September, 99 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	90%	70%	★
<b>JBP3.2.4S % of non-major applications processed within 8 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	86%	70%	★	65 Non-Major planning applications were determined during September and of those 56 were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	87%	70%	★
<b>JBP3.2.6C Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	25.00	10.00	▲	8 Major Planning Applications were determined and 2 Major Planning Appeals were determined during September. Both Appeals were allowed by the Planning Inspectorate; therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has not been met this month. It should be noted though, that the running total for Q1 and Q2 including this data is 57 Majors determined and 2 allowed at Appeal. However we are currently achieving a YTD of 4.17%, so overall we are well within 10% target.	4.17	10.00	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Application Appeals were determined during September.	0.00	10.00	★



**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.1 Maintain High Quality Waste &amp; Recycling Services</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Review of recycling disposal fee undertaken with Casepac.	On line booking on bulky waste is planned to commence in mid October - rise in demand expected as a result	★	Garden waste tonnages recovering after a reduction in June & July due to the hot weather.  Negative impact for dry recycling following falls in value of some materials. Will be reviewed again during October.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Bretch Hill blitz in CDC successfully delivered.	Preparation for gaining access for cleaning the A34 (North bound carriageway) & A43 (central reservation) early on Sundays in late October/early November. Both activities require Traffic Management and early Sunday morning starts	★	Street Cleansing performing well in both areas. CDC held an on-site walkabout with a Councillor & member of the public to highlight areas of concern in Banbury Town centre carried out - issues raised have been addressed. In SNC some concern regarding build-up of cigarette ends in kerb areas-issue now largely addressed	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Held a workshop to develop ideas for helping to reduce fly tipping	Further workshop planned to develop plans & strategies to further reduce fly tipping	★	Joined Keep Britain Tidy to access fly tipping campaign literature. Other benefits from joining include; taking up training places covering enforcement issues such as littering from vehicles	★
<b>JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC.	The work on the Bicester Air Quality Demonstration Project will be reviewed with Geospatial Insight Limited, the consultants providing the pollution monitors and developing the software for the project. The entries submitted for the poster competition will be judged and the winners announced. The monitoring of Nitrogen Dioxide levels will continue across both CDC and SNC.	★	The Bicester Air Quality Demonstration Project started in September and will run for three weeks. The project is funded by the UK Space Agency and is being led by the Bicester Delivery Team and Geospatial Insight Ltd who are providing the pollution monitors and developing the software. The aim of the project is to investigate the benefits of air pollution management to healthcare and urban planning in Bicester. As part of the project CDC, in partnership with the UK Space Agency, has been hosting a poster competition for secondary schools to increase awareness of the link between transport and air quality. Alongside the Bicester Air Quality Demonstration Project the monitoring of Nitrogen Dioxide levels continues as normal. The nitrogen dioxide data is used to calculate the annual mean concentration level for comparison against the air quality objective of 40µg/m3. The results are reported in an Annual Status Report that is submitted to Defra (Department for Environment, Food and Rural Affairs).  Three electric vehicles for CDC and one for SNC were due for delivery in September but there has been a delay due to demand and the latest update from the provider, Nissan, is that they will be delivered early November.	★
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Colwell, Adrian Newton, Jim	Schedule 17 application progressing	Schedule 17 applications will be determined.	★	Schedule 17 Requests for Approval for works related to enabling works including Chipping Warden Relief Rd are progressing. Planning Forum met September. Discussions on-going between HS2 contractors and Local Authorities on Common Design Elements for structures.	★

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP1.1.6 Maintain the District as a Low Crime Area</b></p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 83</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>All new applicants for Private Hire / Hackney Carriage Licences at CDC and SNC have undertaken Safeguarding Awareness before having their licences issued.</p>	<p>In line with the current policy all new applicants for Private Hire / Hackney Carriage driver licences at CDC and SNC will be required to undergo mandatory Safeguarding Awareness training before having a licence issued.</p>	★	<p>The mandatory Safeguarding awareness training for CDC and SNC taxi applicants continues to be well received. The training will be refreshed at both councils to ensure it remains current. Reported crime in both District areas show an YTD increase, which was largely due to a long summer period of reported crime associated with alcohol and Anti-Social Behaviour. This is reflective across the most similar groups and national data comparisons.</p> <p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	★
			<p>The main focus during September for both District areas was to agree a multi-agency approach to tackling Organised Crime Groups and County Lines which is a national area of concern. Both action plans were discussed through the Community Safety Partnerships and work is starting to deliver against these outcomes.</p>	<p>Raising awareness of Modern Slavery and the how to recognise the signs has been rolled out via staff briefings, further work and awareness will follow in October to a wider audience.</p>		<p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	
<p><b>JBP1.1.7 Protect the Built Heritage</b></p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Mitchell, Clare Newton, Jim</p>	<p>Research for heritage and conservation area reviews. Refocusing Heritage at the Risk Strategy. On-going input to major development sites. On-going input to strategic infrastructure projects including East West rail and HS2.</p>	<p>Research for heritage and conservation areas reviews. On-going input to major development sites and strategic infrastructure projects.</p>	★	<p>Heritage and conservation area reviews are underway for Stratton Audley, Somerton and Ardley (<i>please note this is a change from Duns Tew</i>) and should be complete by end of November 2018.</p> <p>Conservation support for major projects at the former RAF Bicester and RAF Upper Heyford sites will continue as required.</p> <p>The Conservation Team continues to provide heritage input on major infrastructure projects including East-West rail.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Colwell, Adrian Riley, Nicola Rowe, Rosie	SNC - Health & wellbeing Forum held 25/09. CDC - Community Connect social prescribing lead officer appointed.	Launch of online Wellbeing activity maps for Cherwell & for South Northants  Launch of 'Community Connect' social prescribing scheme in Cherwell.	★	CDC: The council is a contributing partner to the social prescribing project led by Citizens Advice  SNC: A county-wide social prescribing (SP) project is being put together by Nene Clinical Commissioning Group and progress was reported to the Health & Well Being Forum.  The SNC wellbeing activity map should be able to integrate with the SP scheme when it goes live .  The Health & wellbeing Forum was held on 25/09. Four delivery SNC priorities agreed: 1. Online directory of Health & Well Being activities 2. Reduce social isolation 3. Healthy eating, exercise & positive lifestyle activities in schools Positively engage health professionals with the planning process	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Carr, Jane	Completion of the North Oxfordshire academy Kitchen works - finalising the project.	It is expected that the Brackley Leisure Centre development will be complete or near completion.	★	Works continuing at Brackley Leisure Centre with the provision of two new swimming pools and improvements internally. Car Park works are currently being undertaken with improvements to the junction roundabout now due to start. At this stage it is expected that the new facility will fully open towards the end of October/beginning of November.  Kitchen works to the North Oxfordshire Academy Pavilion have now been completed and complements the work carried out previously to the bar lounge area.  Refurbishment works have been completed to the toilet facilities at Towcester Centre for Leisure - including new sinks/toilets/toilet cubicles/urinals/flooring etc.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.3 Provide support to the voluntary sector</b></p> <p align="center">Page 85</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p>SNC: 13 small (&lt; £1,000) grants approved for grassroots community projects. 18 large (&gt;£1,000) grants assessed and recommended to Community Funding Panel.</p>	<p>CDC: Electric Blanket Testing events in Banbury &amp; Bicester (Fire station locations).</p> <p>Nicodemus - Specialist Youth Mentoring starts in Brighter future secondary schools Age Friendly Banbury - Focus group consultation Sept / Oct</p>	<p>★</p>	<p>CDC: Electric Blanket testing events will also have a "Connecting Communities" stand attached with a theme of "Preparing for Winter" to give out information and resources to support older people during the winter months.</p> <p>Nicodemus (Youth Leadership &amp; Community Action Programme) Specialist mentoring will be delivered in Banbury with 3 secondary schools starting as part of the Brighter Futures agenda. Each school will be able to refer young people they feel are at risk of grooming, drugs, crime and violence and will work with schools for 40 weeks.</p> <p>Age Friendly Banbury initiative continues with focus group consultation taking place in a number of locations across Banbury working with a wide range of older peoples groups. The focus groups will look at the 4 themes that came out of the original consultation highlighting priority areas.</p> <p>SNC: The first SNC Seniors forum will take place working in partnership with South Northants Volunteer Bureau and Age UK Northamptonshire. The agenda will cover themes around Community Safety / Local Opportunities and Grant funding.</p> <p>Brackley Play Day event will showcase opportunities for young people and families to engage locally and allow partners to promote their services.</p> <p>Meetings and communication with SNC parishes to become more frequent, to keep them informed re Local Government Review and associated changes.</p>	<p>★</p>
			<p>CDC: Review decision upheld Asset of Community Value listing of 'Sunset &amp; Stars', Piddington.</p> <p>CDC Seniors Forum delivered 27th of September.</p>	<p>The Hill - On-going support to Banbury Community Church to develop a programme to be delivered in the new centre once built in 2019.</p> <p>CDC &amp; SNC Play Bin Initiative</p> <p>SNC: Seniors forum @ The Forum</p> <p>Brackley Play Day event - Brackley Leisure centre</p>			

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.4 Enhance community resilience as part of emergency planning</b></p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 86</p>	<p>Cllr A McHugh Cllr D Bambridge</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>CDC - Development of a joint approach to Emergency Planning with Oxfordshire County Council.</p>	<p>The refreshed Service level Business Continuity Impact Assessments and Business Continuity Plans will be reviewed by the new Business Continuity Steering Group to ensure they are consistent and robust. The review will also ensure all cross-cutting business continuity risks are identified and interdependencies are reflected in the plans. Multi-agency meetings regarding Silverstone events will be arranged to learn from this year's events, and prepare for next year.</p>	★	<p>Robust business continuity arrangements are important to provide assurance that the Councils would be able to continue to provide critical services in the event of an incident impacting on the councils' operations and to ensure that all services would recovery in a timely fashion following such an incident. Incidents affecting the ability of the Council to provide services could include adverse weather reducing access to council offices, fire or damage to Council offices and property or higher than normal staff absences due to a flu pandemic.</p> <p>All services and critical functions have business continuity plans which set out the risks to the Council's operations and the arrangements for responding to incidents. These plans need to be refreshed periodically, understood by staff and tested. Following recent changes to structures and support functions a plan is in place to review our arrangements and to ensure they remain robust.</p> <p>A briefing was provided to all staff regarding our emergency planning arrangements to ensure they were aware of our role. Selected staff have attended training on how to manage a Rest Centre for evacuated residents. Senior staff have attended an emergency planning exercise with partner agencies in Northamptonshire.</p> <p>Plans for CDC to work more closely on Emergency Planning with Oxfordshire County Council are developing.</p>	★
			<p>Refresh of all teams' Business Continuity Plans following the workshops held over the last two months relating to both CDC &amp; SNC.</p>	<p>Recruit to vacant Housing Options Officer post in CDC Housing Options Team. Host and chair the 2nd meeting of the newly established Cherwell Homelessness Prevention network.</p>	★	<p>Fixed term Tenancy Support Officer posts (roles that take a key role in homelessness prevention and tenancy sustainment) at both councils have been made permanent. Arrangements have been put in place for the new "Duty to Refer" which came into force on October 2018.</p> <p>A draft report of an internal review of the local services for single homeless people and rough sleepers will be completed for consideration by senior management by end October 2018.</p>	★
<p><b>JBP2.1.5 Prevent homelessness</b></p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian</p>	<p>Meetings regarding the implementation of the homelessness strategy and monitoring delivery have taken place. Specific actions have been allocated to teams and/or individual team members and these will be incorporated into the mid-year review appraisal process.</p>	<p>Recruit to vacant Housing Options Officer post in CDC Housing Options Team. Host and chair the 2nd meeting of the newly established Cherwell Homelessness Prevention network.</p>	★	<p>Fixed term Tenancy Support Officer posts (roles that take a key role in homelessness prevention and tenancy sustainment) at both councils have been made permanent. Arrangements have been put in place for the new "Duty to Refer" which came into force on October 2018.</p> <p>A draft report of an internal review of the local services for single homeless people and rough sleepers will be completed for consideration by senior management by end October 2018.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.6 Safeguard the vulnerable</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	Universal Credit project team has been established to support the introduction of the full service in South Northants.	Outcomes of the joint bids for funding for services to victims of domestic abuse are still awaited in Oxfordshire and Northants.	★	Support to vulnerable households in temporary accommodation has been strengthened at CDC through the addition of an Accommodation Officer post.  We continue to support the more vulnerable residents across both districts in the form of the debt and money advice service and Discretionary Housing payments to help those with a shortfall in their rent.	★
<b>Page 87</b>	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian	SNC Year to date : 5 Landlord Improvement Grants have been allocated and completed; 3 have been approved and the works are in progress and 2 proposals are currently being processed.  In addition 5 small grants for energy efficiency improvements have been allocated and completed; 2 applications are being processed.  CDC: 6 units completed in September	SNC: The total delivery for 2018-19 so far is 50. This is behind target when measured against the annual requirement for 173 new affordable homes. It is still anticipated that strong delivery in the remainder of 2018-19 will significantly boost new supply.	★	CDC: Year to date completions are 244 properties (quarters 1 and 2). The target for 18/19 is 400 so we are still on track despite a low number of completions in September.  SNC: The total number of new affordable homes completed and delivered in September in SNC was 9. These all occurred at Wootton Fields and are for affordable rent: 2 x 1 bed flats 5 x 2 bed houses 2 x 4 bed houses	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.8 Deliver the welfare reform agenda</b>	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Universal Credit full service will be introduced in the South Northants area from December 2018. A project team has been established to support the implementation for residents, stakeholders and Department of Work and Pensions (DWP). A forum will be arranged for stakeholders.	Universal Credit (UC) full roll out will be completed by December 2018.  The Department of Work & Pensions (DWP) have also announced that Councils will no longer be involved in the delivery of UC (personal budgeting support and assisted digital support), this service will be delivered by Citizens Advice Bureau from 1st April 2019.	★	At CDC we have one family in temporary accommodation that is benefit capped and we are working with them to gain exemption from the cap through access to employment.	★



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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP3.1.1 Deliver innovative and effective housing schemes</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Colwell, Adrian Douglas, Gillian	The detailed site due diligence work and financial viability appraisal work are complete. This work has informed an update of the business plan and overall financial model for the local development company.	Build! are due to complete 11 properties at Hope Close, Banbury, in October.  We are investigating the help we can offer health and social care providers in Oxfordshire to provide housing advice to keyworkers.  Consideration of up to date report on Local Development Company by SNC Cabinet on 8th October 2018.	★	A report taking into account the detailed site due diligence, up to date financial viability appraisals and updated overall financial model for the local development company will be considered by SNC Cabinet on 8th October.	★
<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	SNC: Events and promotional programme delivered.  Country pursuits publication project meeting held.  CDC: Promoted first Banbury Open Air Cinema event which proved to be a sell-out success.	SNC: Re-order any tourism based publications needed for forthcoming event programme Country pursuits publication project meeting update with designers.  CDC: Agreed new visitor information centre service level agreement by November.  Publish volume and value of tourism, economic impact assesment by November.  Completion of rural tourism development with EU funding programme by December.	★	SNC: Rural Development Programme for England Watermeadows bid full application form V2 was drafted.  Brackley Festival of Motorcycling debrief meeting held to discuss future plans.  Distribution of Tourism brochures to local sites requesting refills for point of sale.  CDC: Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell's visitor economy, enabling business involvement in regional and national support.  Contract management of Banbury and Bicester Visitor Information centres – information and marketing services <b>provided</b> .  <b>Providing support and advice</b> , enabling partners (e.g. Banbury BID) to create capacity to extend the range of events to attract more visitors to the district.  Working with accommodation providers to invest in Banbury and Bicester.  Projects - Cherwell Visitor Guide being developed.	★

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.3 Deliver the master plans for the key economic centres</b></p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg</p>	<p>SNC: Silverstone - Successful delivery of the Innovation and investment Conference at The Wing Brackley.</p> <p>Liaison with businesses and networks on enquiries regarding the A5 Towcester roadworks.</p> <p>CDC: The 'Big Feed 2' event in Banbury designed to engage families &amp; young people in local careers attracted around 200 people.</p> <p>The 'Enterprise and Skills' conference &amp; exhibition at Bicester attracted 50 businesses participated plus 30 members of the public.</p>	<p>SNC: Silverstone - Exhibitor at the Motorsport Industry Association Jobs at Silverstone Circuits.</p> <p>Towcester and Brackley - Exhibitor and attendance at MIPIM 2018 (leading event for city &amp; property Development/ investment)</p> <p>CDC: Young Enterprise Trade Fair to be held on 8th Dec in Banbury's Market Place.</p> <p>Participate in the Banbury Chamber conference on 22 Nov.</p> <p>Publish the video of the 'Skills and Enterprise' event.</p>	<p>★</p>	<p>CDC: Core information, advice and guidance provided to all enterprises in Banbury, Bicester and Kidlington.</p> <p>Support to a range of event and investment activity in the centres to promote vitality. Liaison with traders to resolve operational matters.</p> <p>Liaison with key businesses and developers to assist investment and operations.</p> <p>Engagement with local schools, for example through Young Enterprise Board, to connect business with education.</p> <p>Supporting plans for October 2018 Job Fair led by Activate Learning (Banbury College), focusing on seasonal jobs for students.</p> <p>Produce work experience directory to link schools with employers (extend to rest of district).</p> <p>On-going engagement with the Castle Quay redevelopment plans to ensure that the needs of businesses are understood and met during the two years construction phase.</p> <p>Further support to the manager and Board of the new Business Improvement District to enable it to deliver.</p> <p>SNC: Liaison lead to Highways England for their operational delivery of A5 Towcester road works to ensure impact to businesses, residents and visitors is minimised.</p> <p>Letter of support to local Business for a Local Growth Fund bid to develop an innovative project at Silverstone park.</p> <p>Business Support given to 12 Business Start Ups, and 63 contacts made/follow ups with established Businesses through the Annual Event programme delivery.</p>	<p>★</p>

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b></p> <p align="center">Page 91</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg</p>	<p>CDC: Commencement of Phase 2 at Symmetry Park, Bicester on 11 Sept.</p>	<p>SNC: Engagement with Federation of Small Businesses to develop ways of working together.</p>	<p>★</p>	<p>SNC: 6 SNC Job club Members supported back into employment – 50% above monthly target.</p> <p>Successful delivery of the SNC Innovation and Investment Conference at The Wing, Silverstone with 170 business delegates attending.</p> <p>Successful delivery of the SNC Job Match Employment workshop, 8 delegates attended this intensive 3 hour evening session.</p>	<p>★</p>
			<p>Advice provided planning applications at Bicester Heritage.</p> <p>Published examples of new commercial investment in Cherwell Link.</p> <p>Launched new 5 day a week Job Club information service.</p> <p>SNC: Attended South East Midlands Local Enterprise partnership funding meetings and Event.</p> <p>Review of the FINAL DRAFT Business incubator Feasibility Study</p>	<p>CDC: Launch the 2019 Cherwell Business Awards in Nov.</p> <p>Develop a new commercial investment website by Dec.</p> <p>Attend MIPIM in London (17-18 Oct) to promote Cherwell as a place to invest.</p> <p>Seek 98% Superfast Broadband coverage by Dec 2018.</p>		<p>CDC: New industrial units and sites being promoted and enquiries responded to.</p> <p>Cherwell Industrial Strategy is being prepared for adoption in March 2019.</p> <p>Enabling workshops and grants through both Local Enterprise Partnerships.</p> <p>Launch of Innovation Programme on 12 Sept.</p> <p>To enable investment, the broadband programme part funded by CDC has enabled with over 97% of premises to access superfast technology (&gt;24mbps). Letters also sent to encourage businesses and communities to co-operate to gain a grant towards 'next generation' infrastructure.</p>	
<p><b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b></p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC: The Partial Review of the Cherwell Local Plan was submitted to the Secretary of State for Examination on 5 March 2018 in accordance with a Service Level Agreement with the Planning Inspectorate</p> <p>SNC: The Regulation 19 (Statutory Stage of the Plan) was approved for consultation on September 19 2018. Consultation began on October 4 2018 for 6 weeks.</p>	<p>CDC: The Council is awaiting the report of the Government appointed Planning Inspector following a preliminary hearing on 28 September 2018. This will determine whether and when the Council proceeds to the rest of the local plan hearings.</p> <p>SNC: Following consultation it is intended to submit the Plan for approval to be submitted to the Secretary of State for examination before January 24 2019.</p>	<p>★</p>	<p>CDC: A preliminary hearing for the Examination of the Partial Review of the Local Plan (Oxford's Unmet Housing Needs) took place on 28 September 2018. The Inspector's preliminary report is expected by the end of October 2018. This will determine whether hearings will continue and when they will take place.</p>	<p>★</p>

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Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/10/2018

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Council	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	<b>Financial resilience</b> – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Partially Fully Fully Partially Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being established. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders.	Risk reviewed - 11/10/18 - No changes made
L02	<b>Statutory functions</b> – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service risk registers being reviewed as part of service planning. Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.	Risk reviewed 12/10/18 - No changes
L03	<b>Lack of Management Capacity</b> - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	3	4	12	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication	Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↔	Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working. Project planning for separation to be completed by September 2018. Separation will commence with senior management team, planned for Sept - Oct. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided.	Plans for senior management separation advanced. Aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. Slightly elevated risk this month due to the uncertainty caused by restructure. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 12. Regular comms being provided by CEX	Risk reviewed 12/10/18 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	<b>CDC &amp; SNC Local Plans</b> - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places  Negative (or failure to optimise) economic, social, community and environmental gain  Negative impact on each council's ability to deliver its strategic objectives  Increased costs in planning appeals  Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work  Resources are in place to support delivery including QC support for each Local Plan.  For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place.  SNC revised LDS approved September 2018	Fully  Partially  Partially  Fully  Fully  Fully	Councillor Colin Clarke  Councillor Roger Clarke	Jim Newton	Andy Darcy (SNC)  David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council  Regular Portfolio briefings and political review  LDS updated as required  Additional evidence commissioned as required  Need to review resources at CDC to speed up Local Plan part 2.  Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan is to be held on 28 September 2018. Dates for the main hearings are still awaited from the Planning Inspectorate. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) for which recruitment of staff is on-going by the Oxfordshire Growth Board.  SNC - Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 09/10/18 - Mitigating Actions updated for CDC & Controls updated for SNC.
L05	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents  Financial loss  Loss of important data  Inability to recover sufficiently to restore non-critical services before they become critical  Loss of reputation	4	4	16	Business continuity strategy in place  Services prioritised and recovery plans reflect the requirements of critical services  ICT disaster recovery arrangements in place  Incident management team identified in Business Continuity Strategy  All services undertake annual business impact assessments and update plans  Business Continuity Plans tested	Partially  Partially  Partially  Partially  Partially	Councillor Dermot Bambridge  Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated  Corporate BC Plan to be reviewed  Testing to be programmed  BC solutions between both councils to be further developed  Corporate ownership and governance to sit at senior officer level  Draft Business Continuity Strategy and Policy being updated for sign by Leadership Team.	The plan to update all the service business continuity plans is progressing to schedule. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans.	Risk reviewed 09/10/18 - Comments updated.
L06	<b>Partnering</b> - Financial failure of a public sector partner organisation  Failure to build the necessary partnership relationships to deliver our strategic plan.  Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties.  Poor service delivery  Inability to deliver council's plans and outcomes for communities  Legal challenge  Financial loss  Inability to partner in the future  Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships  Robust governance/contract management framework in place for key third party relationships  Training and development of senior officers/members to fulfil their responsibilities with partner organisations  Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents  Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially  Partially  Partially  Partially	Councillor Barry Wood  Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance  Standard agenda item at senior officer meetings  Continue Institute of Directors training for Officers and Members  Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach  Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed.  Impact of potential NCC cuts on this risk to be reviewed.  Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach  Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 10/10/18 .
L07	<b>Emergency Planning (EP)</b> Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency  Unnecessary hardship to residents and/or communities  Risk to human welfare and the environment  Legal challenge  Potential financial loss through compensation claims  Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly.  Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training  Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators  Full participation in Local Resilience Forum (LRF) activities	Fully  Partially  Fully  Fully  Fully  Fully	Councillor Dermot Bambridge  Councillor Andrew McHugh	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and forming relationships with key partners.  Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements have been established.  Training for senior officers was completed in June; further exercises were completed in September. Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans were implemented successfully for F1 and Moto GP; the group will meet again in November to reflect on this year and start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Options are being explored to fill the vacant Emergency Planning post. Senior Officers have had the opportunity to attend multi agency training exercises during September to increase their knowledge and experience.	Risk reviewed 09/10/18 - Mitigating actions updated. No change in score.



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			Probability	Impact	Rating						Probability	Impact	Rating				
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy will help to ensure that roles & responsibilities are discharged effectively. The next stage will be to begin to update Corporate H&S arrangements and guidance documents which support the policy underneath.  All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area).  Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards.  Management of H&S training & Risk Assessment Workshop training to be developed and rolled out. Robust training already in place in Environmental Services.  Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU.	Risk reviewed 03/10/18 - Controls, Control assessment, Mitigating Actions and Comments updated.
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially										
		Financial loss due to compensation claims				Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager	Fully										
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially										
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Partially										
		Increased agency costs				Effective induction and training regime in place for all staff	Fully										
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially										
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially										
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully										
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially										
L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption	4	5	20	File and Data encryption on computer devices	Fully	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	The cyber-essentials plus audit has now been completed. We expect to achieve certification by 31/10/18.  Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor and initial training session will be held with the IT Management team in October 2018. Work is also being undertaken with the Communications team to raise staff awareness of issues and recommended actions to follow through internal channels such as 'In the Loop' and the intranet.  Complete the implementation of the intrusion prevention and detection system by November 2018.  Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a Develop a comprehensive information security training programme with annual mandated completion which is assessed	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018. We are now discussing wider awareness raising with Communications Team.	Risk reviewed 11/10/18 - Mitigating Actions Updated
		Financial loss / fine				Managing access permissions and privileged users through AD and individual applications	Fully										
		Prosecution – penalties imposed				Consistent approach to information and data management and security across the councils	Partially										
		Individuals could be placed at risk of harm				Effective information management and security training and awareness programme for staff	Partially										
		Reduced capability to deliver customer facing services				Password security controls in place	Partially										
		Unlawful disclosure of sensitive information				Robust information and data related incident management procedures in place	Fully										
		Inability to share services or work with partners				Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Partially										
		Loss of reputation				Appropriate plans in place to ensure ongoing PSN compliance	Fully										
						Adequate preventative measures in place to mitigate insider threat, including physical and system security	Partially										
						Insider threat mitigated through recruitment and line management processes	Partially										

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L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/10/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Resources in place. Relevant training being provided to support resource provision	Risk reviewed 11/10/18 - No further changes.
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed 11/10/18 - Comments updated.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan and the appointment of a Joint Chief Executive with Oxfordshire County Council effective from 1st October. Risk remains the same this month as separation planning is advancing. A detailed risk register underpinning the transition will be developed during September.	Risk reviewed 12/10/18 - No changes

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			Probability	Impact	Rating						Probability	Impact	Rating				
L13b	<b>Local Government Reorganisation SNC</b> - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially	Councillor Ian McCord	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan. Senior management separation restructure to begin in September. Stand alone SNC senior structure to include clear responsibility for both LGR and separation from CDC.	Risk reviewed 12/10/18 - No changes
L14	<b>Corporate Governance</b> - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Adele Taylor	James Doble	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	Risk added to register following senior management discussion.	4/10/18 - No change

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Community Centre Refurbishments	84		84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.
<b>Wellbeing - Communities</b>	<b>84</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Biomass Heating Bicester Leisure Centre	14				(14)	-	Budget no longer required
Whitelands Farm Sports ground	25	25			-	-	
Solar Photovoltaics at Sports Centres	80		80		-	-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Football Development Plan in Banbury	20	20			-	-	
North Oxfordshire Academy Astroturf	207	207			-	-	
Stratfield Brake Repair Works	12	12			-	-	
Sports Centre Modernisation Programme	36				(36)	-	Budget no longer required
Bicester Leisure Centre Extension	122	122			-	-	
Spiceball Leis Centre Bridge Resurfacing	30		30		-	-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Corporate Booking System	60	60			-	-	
Woodgreen - Condition Survey Works	2				(2)	-	Budget no longer required
Bicester Leisure Centre - Access Road Improvements	33	33			-	-	
Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	
North Oxfordshire Academy - Replacement Floodlights	20	20			-	-	
North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	-	
Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
<b>Wellbeing - Leisure and Sport</b>	<b>770</b>	<b>543</b>	<b>175</b>	<b>-</b>	<b>(52)</b>	<b>-</b>	
Empty Homes Work-in-Default Recoverable	100	100			-	-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Disabled Facilities Grants	983	983			-	-	
Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.
Abritas Upgrade	33	33			-	-	
<b>Wellbeing - Housing</b>	<b>1,455</b>	<b>1,316</b>	<b>139</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Wellbeing Total</b>	<b>2,309</b>	<b>1,859</b>	<b>398</b>	<b>-</b>	<b>(52)</b>	<b>-</b>	
The Hill Youth Community Centre	989	989			-	-	
East West Railways	1,160		1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20.
Graven Hill - Loans and Equity	600	600			-	-	
<b>Place &amp; Growth - Economy &amp;</b>	<b>2,749</b>	<b>1,589</b>	<b>1,160</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Place &amp; Growth Total</b>	<b>2,749</b>	<b>1,589</b>	<b>1,160</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Car Park Refurbishments	467		467		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Energy Efficiency Projects	28	28			-	-	
Glass Bank Recycling Scheme	8	8			-	-	
Public Conveniences	50		50		-	-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Off Road Parking Facilities	18	18			-	-	
Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Wheeled Bin Replacement Scheme	125	125			-	-	

Page 100

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Urban Centre Electricity Installations	15		15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Bicester Cattle Market Car Park Phase 2	90	0			(90)	-	Budget no longer required
Vehicle Lifting Equipment	30	30			-	-	
Container Bin Replacement	20	10	10		-	-	Container Bin Replacement will not be required in 2018/19, but in the next budget year, hence re-profiled to 2019/20.
Banbury Market Improvements	20	20			-	-	
<b>Environment - Environment</b>	<b>1,750</b>	<b>796</b>	<b>864</b>	<b>-</b>	<b>(90)</b>	<b>-</b>	
Customer Self-Service Portal CRM Solutn	80	80			-	-	
<b>Environment - Environment</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Environment Total</b>	<b>1,830</b>	<b>876</b>	<b>864</b>	<b>-</b>	<b>(90)</b>	<b>-</b>	
Financial System Upgrade	0				-	-	
Academy Harmonisation	119	119			-	-	
<b>Finance &amp; Governance - Finance &amp;</b>	<b>119</b>	<b>119</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Condition Survey Works	77	77			-	-	
Bradley Arcade Roof Repairs	85	35			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Orchard Way Shopping Arcade Front Serv	20	16			(4)	(4)	Savings for work completed for less than the original bid value achieving the same goals.
Old Bodicote House	0				-	-	
Bicester Town Centre Redevelopment	0				-	-	
Banbury Museum - Refurbishment Programme	0				-	-	
Community Buildings - Remedial Works	150	100			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Car Parks Resurfacing	0				-	-	
Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
NW Bicester Eco Business Centre	2,236	2,236			-	-	

Page 101

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Build Programme Phase 1a	1,047	1,047			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Banbury - Antelope Garage	0	29			29	29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	270			-	-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	
Castle Quay 2	62,000	4,689	42,644	14,667	-	-	
Castle Quay 1	7,636	7,636			-	-	
Franklins House - Travelodge	783	783			-	-	
Bicester - Pioneer Square	135	135			-	-	
Cherwell Community Fund	100	100			-	-	
Build Programme Phase 1b	1,875	1,875			-	-	
Build Programme Phase 2	6,500	6,500			-	-	
Housing & IT Asset System joint CDC/SNC	50	50			-	-	
Orchard Way - external decorations	95	95			-	-	
Retained Land	180	180			-	-	
Thorpe Place Industrial Units	175	175			-	-	
Thorpe Way Industrial Units	145	145			-	-	
Horsefair Banbury	100	100			-	-	
Thorpe Lane Depot - Tarmac / drainage	110	110			-	-	
EPC certification & compliance works	40	40			-	-	
Sunshine Centre	440	440			-	-	S106 monies of £320k and CDC funding of £120k. Works tendered ready to proceed, hold pending transfer of lease from OCC to CDC.

Page 102



CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Woodpiece Road Parking Options	40	70			30	-	Works for 3 new parking areas on Woodpeice Road. When the works were tendered cost returned exeeded budget. Cost / funding for the overspend yet to be finalised.
<b>Finance &amp; Governance - Property, Investment &amp; Contract Management</b>	<b>84,403</b>	<b>26,997</b>	<b>42,694</b>	<b>14,667</b>	<b>(45)</b>	<b>(75)</b>	
<b>Finance &amp; Governance Total</b>	<b>84,522</b>	<b>27,116</b>	<b>42,694</b>	<b>14,667</b>	<b>(45)</b>	<b>(75)</b>	
Microsoft Licensing Agreement	110	110			-	-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Land & Property Harmonisation	83	83			-	-	
5 Year Rolling HW / SW Replacement Prog	50	50			-	-	
Business Systems Harmonisation Programme	69	69			-	-	
Website Redevelopment	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Land and Property Harmonisation	167	167			-	-	
Customer Excellence & Digital Transfer	85	85			-	-	
Unified Communications	125	125			-	-	
<b>Customers Service Devt - Customers &amp; IT Services</b>	<b>943</b>	<b>943</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Customers &amp; Service Devt - HR, OD &amp; Payroll</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Customers &amp; IT Services Total</b>	<b>943</b>	<b>943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital Total</b>	<b>92,353</b>	<b>32,383</b>	<b>45,116</b>	<b>14,667</b>	<b>(187)</b>	<b>(75)</b>	<b>187 - Under Spend</b>

Page 103

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Topic and suggested by	Update	Status / Proposed action
<p>Unlawful Gypsy and Traveller encampments</p> <p>Councillor Lucinda Wing</p>	<p>Environmental Health Officers, supported by representatives from Oxfordshire County Council, to give a presentation on the powers to respond to unlawful encampments</p>	<p>Officers will attend January 2019 meeting. Committee members to consider and submit questions they would like to be answered in advance of the meeting.</p>
<p>County Lines (Violence, Exploitation and Drug Supply)</p> <p>Councillor Neil Prestige: Awareness of a specific problem in Banbury and a growing problem in Bicester. What action is being taken?</p>	<p>Chief Constable covered this at the presentation at full Council on 30 October.</p> <p>The webcast of the presentation and questions asked by members can be viewed via the Cherwell District Council <a href="#">website</a></p>	<p>On the agenda for 15 November meeting of the Committee.</p>
<p>Car Parking</p> <p>Councillor Sean Gaul: Feasibility of free parking in Bicester Town Centre) (Councillor Neil Prestidge: Decriminalised parking in Kidlington)</p>	<p>The next meeting of the review group is arranged for Tuesday 13 November 2018, with representatives from Oxfordshire County Council attending.</p>	<p>Officers continue to discuss options for the new parking strategy with the review group.</p>
<p>Canalside Strategy.</p> <p>Councillor Cassi Perry: If done well, canals can be very successful in drawing people to a town. What is the strategy to include the Oxford Canal as an</p>	<p>A report 'Banbury Strategic Investment Vision' went to the <a href="#">1 October Executive</a>. The report set out how CDC would use its own resources to enable the overall vision for Banbury and Banbury Canal-side to be realised.</p>	<p>The Supplementary Planning Document for Banbury and Canal-side has been deferred until the February 2019 meeting of Executive.</p>

Appendix 1

attraction to Banbury Town		
<p>Kidlington and Bicester Town Centre – Progress against master plans</p> <p>Councillor Neil Prestidge Councillor Lucinda Wing: Should a strategy to encourage High Street Retailers to town centres be in the Masterplan?</p>	<p>At the previous meeting of the Committee in October, clarification was sought regarding reference to ‘failing’ town centres. Committee clarified that it was action against masterplans that was sought, therefore the topic title has been amended.</p>	<p>Officers have been advised of the clarification provided by Committee. Officers from Planning Policy have indicated they would be willing to respond to any relevant questions and the item is currently listed under “items to be allocated” pending confirmation of officers availability to attend a meeting.</p>
<p>Emergency Planning</p> <p>Councillor Cherry</p>	<p>The Executive Director – Environment has agreed to attend a future meeting of the Committee to present to members.</p>	<p>The item has been scheduled for the March 2019 meeting of the Committee</p>

Updated: 6 November 2018

**Overview and Scrutiny Indicative Work Programme - 2018/2019**

Item	Description	Contact Officer
<b>22 January 2019</b>		
Unlawful Gypsy and Traveller encampments	Presentation on the powers to respond to unlawful encampments, supported by representatives of Oxfordshire County Council	Richard Webb – Assistant Director Environmental Health and Licensing
Show and Tell – Landscape maintenance Contract – Environment Directorate	Overview of the Landscape Maintenance Contract	Graeme Kane – Executive Director - Environment
Consideration of Car Parking Review Recommendations	Outcome of Car Parking Scrutiny Review Working Group	Graeme Kane – Executive Director – Environment Ed Potter – Assistant Director – Environmental Services Natasha Clark, Democratic and Elections Lesley Farrell, Democratic and Elections
Draft Business Plan and Budget	To consider the draft business plan and budget	Claire Taylor, Director – Customers and Service Development Hedd Vaughan Evans – Assistant Director Performance and Transformation Adele Taylor - Interim Executive Director - Finance & Governance Kelly Watson – Assistant director Finance and Procurement
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections

Page 107

**Updated: 6 November 2018**

Item	Description	Contact Officer
<b>19 February 2019</b>		
Show and Tell – Wellbeing Directorate	Overview of the Wellbeing Directorate	Jane Carr – Executive Director Wellbeing
Performance risk and finance monitoring	Full Performance report for Quarter Three, October to December 2018	Hedd Vaughan Evans – Assistant Director Performance and Transformation and Louise Tustian – Team Leader, Insight Team
Work Programme Pa	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
<b>26 March 2019</b>		
Show and Tell – Directorate to be decided		
Emergency Planning	An update on the process, in particular in light of joint working with OCC	Graeme Kane, Executive Director: Environment
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
<b>Items to be allocated</b>		
Masterplan update focus on supporting thriving town centres	Information on progress of masterplan implementation and support being offered to town centres to assist regeneration	Paul Feehily, Interim Executive Director Place and Growth