

Committee: Executive
Date: Monday 3 June 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor Lynn Pratt	Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Minutes (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 1 April 2019.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Active Communities Strategy (Pages 7 - 32)

Report of Assistant Director Wellbeing

Purpose of report

To provide the rationale and context for the proposed Active Communities Strategy.

Recommendations

The meeting is recommended:

- 1.1 To approve the Active Communities Strategy and associated Delivery Plan.

7. Bicester Garden Town - Capacity funding award 2018/19 (Pages 33 - 40)

Report of Assistant Director – Planning and Economy

Purpose of report

To seek Executive's agreement for the proposed spend of the capacity funding award to Bicester Garden Town.

Recommendations

The meeting is recommended:

- 1.1 To agree the proposals for spending the capacity funding awarded to Bicester as set out in Table One.

8. CDC/OCC Signage Agency Agreement (Pages 41 - 44)

Report of Assistant Director: Environmental Services

Purpose of report

To gain the support of the Executive to go into agency agreements with Oxfordshire County Council regarding unauthorised signs, sponsorship of roundabouts and maintenance of the roundabouts outside Bicester Village.

Recommendations

The Executive is recommended:

- 1.1 To note the progress on partnership working with Oxfordshire County Council.
- 1.2 To recommend to the Council entering into Section 101 agreements with Oxfordshire County Council.

9. Monthly Performance, Finance and Risk Monitoring Report - March 2019
(Pages 45 - 100)

Report of Executive Director: Finance and Governance and Assistant Director:
Performance and Transformation

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 approve the additional expenditure and income for new grant awards in 2018/19 and 2019/20 as detailed in section 3.16 of this report.
- 1.3 That the revenue underspend for 2018/19 be transferred to the "Business Rates and Risk" earmarked reserve which will be available to mitigate any funding volatility or risks that emerge during 2019/20.
- 1.4 To approve the slippage of capital budgets from 2018/19 to 2019/20 and beyond as detailed in section 3.17.

10. Year End Performance, Finance and Risk Monitoring Report - April 2019
(Pages 101 - 130)

Report of Executive Director: Finance and Governance and
Assistant Director: Performance and Transformation

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 and approve the additional income and expenditure budgets in relation to grant funding received for "Garden Town Funding" following a successful bid of £770,000 from Ministry of Housing, Communities and Local Government (MHCLG).

11. Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2019/20 (Pages 131 - 134)

Report of Director: Law and Governance

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2019/2020.

Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2019/2020 as set out in Appendix 1 (to follow) to this report.
- 1.2 To delegate authority to the Director: Law and Governance, in consultation with the Leader, to appoint Members to outstanding vacancies and make changes to appointments as may be required for the 2019/2020 Municipal Year.

12. Urgent Business

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

13. Exclusion of the Press and Public

The following report contains exempt information as defined in the following paragraphs 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 it 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.

No representations have been received from the public requesting that this item be considered in public.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“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 ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, 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.”

14. Use of Land at The Bourne, Hook Norton (Pages 135 - 164)

Exempt report of Director Property Investment and Contract Management and Assistant Director Housing and Social Care Commissioning

15. Castle Quay Tenant Update

Exempt report of Executive Director Finance (Interim)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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 Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Thursday 23 May 2019

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 1 April 2019 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Also Present: Councillor Barry Richards, representing the Labour Group

Apologies for absence: Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance

Officers: Yvonne Rees, Chief Executive
Paul Feehily, Executive Director: Place and Growth (Interim)
Adele Taylor, Executive Director: Finance and Governance (Interim) & Section 151 Officer
Nick Graham, Director of Law and Governance / Monitoring Officer
Robert Jolley, Assistant Director: Planning & Economy
Claire Taylor, Director: Customers and Service Development
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Natasha Clark, Governance and Elections Manager

105 **Declarations of Interest**

There were no declarations of interest.

106 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

107 **Chairman's Announcements**

There were no Chairman's announcements.

108 **Minutes**

The minutes of the meeting held on 4 March 2019 were agreed as a correct record and signed by the Chairman.

109 **'Making' (Adoption) of the Mid-Cherwell Neighbourhood Plan**

The Assistant Director – Planning and Economy submitted a report to consider the outcome of the referendum on the Mid-Cherwell Neighbourhood Plan and the next steps for the Plan to be formally 'made'.

Resolved

- (1) That the referendum result of 21 March 2019 where 90.2% of those who voted were in favour of the Mid-Cherwell Neighbourhood Plan which is above the required 50% be noted.
- (2) That it be recommended to Council that it 'makes' the Mid-Cherwell Neighbourhood Plan so that it continues to have effect as part of the statutory Development Plan for the District.
- (3) That Council be recommended to approve the issuing and publication of a decision statement.

Reasons

A referendum was held on the Mid-Cherwell Neighbourhood Plan on 21 March 2019. Of those eligible to vote, 1231 voted in favour of the Plan with 128 against. The vote of 90.2 % in favour, meets the requisite majority and the Plan is now part of the statutory Development Plan. The Council is still required to formally 'make' the Plan and there is no known breach or incompatibility with EU or human rights obligations which prevents this. The Executive is therefore requested to recommend the 'making' of the Mid Cherwell Neighbourhood Plan to the meeting of Council on 14 May 2019 which would be within the prescribed eight week period.

Alternative options

There is no known breach or incompatibility with, any EU or human rights obligations. The Council has no options or alternatives to making the Plan.

110

Review of Section 113 Agreement between Cherwell District Council and Oxfordshire County Council

The Director Customers and Service Development submitted a report to provide an update with regards to the progress of the joint working partnership between Cherwell District and Oxfordshire County Councils.

Resolved

- (1) That the Partnership Review, Evaluation and Next Steps Report of the Partnership Working Group (annex to the Minutes as set out in the Minute Book) be noted.
- (2) That the recommendations in the report (annex to the Minutes as set out in the Minute Book) be endorsed, and (subject to agreement by Oxfordshire County Cabinet) it be agreed to establish a project team to develop the next phase of partnership working.

Reasons

The report at sets out the progress of the partnership since its inception in October 2018 and a series of recommendations to develop and enhance joint working. Positive progress has been shown alongside opportunities for further development. It is the view of the Partnership Working Group that the joint working model demonstrates a good opportunity for Cherwell and Oxfordshire to generate savings, deliver efficiencies and improve two tier working. The recommendations set out how this can be further developed.

Alternative options

Option 1: Executive may choose not to endorse the report. If this was the case it is likely that the joint working partnership between CDC and OCC would come to an end.

111

OVO Ladies Cycling Tour

The (Oxfordshire County Council) Project Delivery Manager, in conjunction with (Cherwell District Council), Chief Operating Officer submitted a report to highlight the requirements of delivering the OVO Energy Women's Cycle Tour in Oxfordshire over the next three years, (2019, 2020 and 2021).

Resolved

- (1) That Oxfordshire being a host venue for the OVO Energy Women's cycle tour in 2019, 2020 and 2021 be supported.
- (2) That the principle of an equal share of costs between the county, the four districts and the city council be agreed.
- (3) That a budget of £30,000 to pay the council's share of the costs in 2019 be allocated.

- (4) That the Council be recommended to agree to fund the council's share of the hosting fee for years two and three through the annual budget setting process (2020 and 2021).
- (5) That it be agreed that sponsorship, regardless of which partner attracts it, will be used to reduce the hosting costs on an equal basis.

Reasons

Oxfordshire has secured an agreement with the event organisers of the OVO Energy Women's Tour. The OVO Energy Women's Tour is the UK's biggest and most prestigious bike race. A founder member of the UCI Women's World Tour, the race attracts the world's top cyclists – including Olympic and World Champions to complete on British roads over five days each June. All councils across Oxfordshire have agreed, in principle, at an Oxfordshire Leaders meeting on 4 March for Oxfordshire to be a host venue over the next three years. This will include hosting the overall start and finish in 2020 and 2021 and hosting Stage 3 of the event on 12 June 2019. This is being led by Oxfordshire County Council who will contract with SweetSpot, the event organiser.

The OVO Energy Women's Tour presents an exciting opportunity to showcase the county, and to maximise the potential economic value. SweetSpot estimate the economic benefits of the 2018 OVO Energy Women's' Cycle Tour to be £7.7 million.

The OVO Energy Women's Tour will also bring energy and focus to engage with local communities specifically around the health and wellbeing agenda. The delivery of this event will contribute significantly towards the key priorities set out in the Cherwell Business Plan.

Alternative options

Option 1: Do not agree to be part of the host venue (Oxfordshire). Cherwell District Council could decline the opportunity to be involved in this initiative. This option is not recommended because it would fail to bring the benefits outlined in this report to the residents and businesses of Cherwell.

112

Monthly Performance, Finance and Risk Report - February 2019

The Executive Director: Finance and Governance (Interim) and Assistant Director: Performance and Transformation submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

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.

Alternative options

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.

113 **Urgent Business**

There were no items of urgent business.

The meeting ended at 7.00pm

Chairman:

Date:

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Cherwell District Council

Executive

3 June 2019

Active Communities Strategy

Report of Assistant Director Wellbeing

This report is public

Purpose of report

To provide the rationale and context for the proposed Active Communities Strategy.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Active Communities Strategy and associated Delivery Plan.

2.0 Introduction

- 2.1 Cherwell is a district that has diverse leisure opportunities – from playing a sport with one of our local clubs, or swimming in one of our pools, or taking a walk in one of our parks, there is something for everyone, whatever your age or ability. Maintaining and developing these opportunities for the community is important to ensure that Cherwell continues to be a great place to live, work and visit.
- 2.2 This paper sets out the context within which this strategy sits and then sets out a vision, strategic priorities and key indicators that the Council will focus on over the coming years.
- 2.3 The challenge facing Cherwell is clear; we have considerable health inequalities when compared with the rest of Oxfordshire, including poor physical activity levels. Increasing the level of participation in sport and physical activity can reduce those health inequalities and active people will remain healthy and so contribute to the vision of the District Council “Ensuring that Cherwell continues to be a great place to live, work and visit”
- 2.4 With a clear path to follow, the Council will be able to apply resources effectively, ensuring that local people enjoy high quality leisure opportunities that suit their lifestyle and maintain and improve the quality of their lives.
- 2.5 The continued offer of excellent leisure centres, supported by a variety of physical activity programmes delivered by our sport and physical activity function, focusing

on health inequalities and inactivity levels., will contribute to the health of our community and the prosperity of the district. This strategy will ensure that a focus is maintained on providing leisure opportunities that our communities deserve. This strategy should not be read in isolation and complements other national, regional and local strategies and information briefings

3.0 Report Details

- 3.1 Utilising a wide range of research and source reports the ambition of the strategy is to identify the key priorities for Cherwell District Council in enabling active communities
- 3.2 Working with partners to identify need, secure investment and developer contributions, the strategy will allow us to co-create programmes and facilities to improve the outcomes for residents in terms of their health and their active participation in physical activity, sport and use of informal open spaces.
- 3.2 The three studies commissioned and published last year into Open Spaces, Sports Pitches and Leisure Facilities and the accompanying Supplementary Planning Document (SPD), sets out anticipated developer contributions and articulates how it is envisaged significant financial support for new and expanded facilities will be realised.
- 3.3 The financial contributions derived from strategic housing development sites, in each urban centre, will need to be pooled to enable the scale of investment necessary to provide the leisure facilities for our future communities. This can be a complex process, with each development contributing at various times depending on build out rate and it may take several years for the proposed contributions to be realised. The delivery plan therefore focuses on projects that Cherwell District Council can deliver without reliance on developer contributions. As the pool of developer contributions grows, future work will be required to determine phased development of facilities and open spaces.
- 3.4 Reference within the strategy is made to the commitment Cherwell has made to the concept of Healthy Place Shaping and the delivery plan gives clarity on the programmes of work that will help embed the learning from the Bicester Healthy New Town programme.
- 3.5 The delivery plan also refers to the Active Oxfordshire strategic plan. By working closely with the countywide organisation, funded by Sport England, Cherwell District Council is able to tap into funds to expand the success of the FAST(Families Active and Sporting Together) programme into other communities and broaden the reach of other work. We are sharing our learning from the healthy place shaping initiative with other districts across the county and feeding into the Oxfordshire Growth board to share good practice.
- 3.6 The delivery plan is intended to promote programmes of work in areas where there are noticeable health inequalities as well as some universal projects that can be accessed by anyone wanting to improve their physical health.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Active Communities Strategy places the focus of the Council's investment into sports, recreation and physical activity into programmes of work and facilities that can improve the quality of people's experience and their health outcomes. The aspiration is to reduce the occurrence of preventable health conditions by encouraging residents to be more active, more often in good quality facilities and outdoor space. This will be achieved by linking with partners to deliver a wide range of attractive activities that will improve physical health and general wellbeing.
- 4.2 The strategy is recommended for approval as it serves to provide a context for the delivery plan and why we will be undertaking certain investment and activity over its lifespan

5.0 Consultation

As part of the previously published studies there was significant consultation with a range of partners; leisure providers, sports clubs, Active Oxfordshire. Elected members were consulted last autumn to help prioritise the actions in the delivery plan and the consideration of new or expanded facilities in each urban area. The results of that consultation are reflected in the strategy and delivery plan.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not have a strategy

Rejected. The importance of structuring future work is essential if we are to make progress in tackling the identified priorities.

Option 2: Develop a strategy focused solely on built development

Rejected. The combination of facility development and flexible projects and programmes is felt to provide the best combination of opportunities to tackle inactive communities

7.0 Implications

Financial and Resource Implications

- 7.1 The delivery plan can be met from existing resources including external fixed term funding.

Comments checked by:

Kelly Wheeler, Principal Accountant, 01327 322230,
Kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 No legal implications arise from the adoption of this strategy

Comments checked by:

Christopher Mace, Solicitor, 01327 322125

christopher.mace@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

- *Thriving Communities & Wellbeing*
- *Clean, Green and Safe*
- *District of Opportunity & Growth*

Lead Councillor

Councillor George Reynolds, Deputy Leader

Document Information

Appendix No	Title
1	Draft Active Communities strategy
Background Papers	
None	
Report Author	Nicola Riley, Assistant Director Wellbeing
Contact Information	0300 003 0116 Nicola.riley@cherwell-dc.gov.uk

CHERWELL DISTRICT COUNCIL

ACTIVE COMMUNITIES STRATEGY 2019-2023

INTRODUCTION

Sport, leisure and physical activity play an important role in helping deliver the Council's corporate vision for the District of making it a 'great place to live, work, visit and invest'. It also contributes to all three of our corporate priorities:

- *Thriving Communities & Wellbeing*
- *Clean, Green and Safe*
- *District of Opportunity & Growth*

Cherwell District Council support provision of informal open space, sports pitches and sports centres. This is to

- Encourage active lifestyles by reducing inactivity and increasing participation, thus reducing the cost of NHS spending in the District;
- Widen access to sport & physical activity participation opportunities for all, bringing social inclusion and engagement benefits;
- Improve wellbeing through more active lifestyles e.g. reductions in stress and low mood improving self-esteem;
- Promote the health benefits of exercise e.g. decreased risk of heart disease, stroke and diabetes;
- Reduce obesity levels, in turn reducing the risk of associated disease and lowering the burden on Public Health;
- Nurture success in sport by providing facilities, supporting sport development programmes, clubs and facilitating pathways for talent ID;
- Use physical activity to improve frailty levels in local residents.

And as a vehicle to deliver a range of local benefits e.g. employment, apprenticeships, reductions in anti-social behaviour & crime, improving family life, encouraging volunteering.

THE ROLE OF CHERWELL DISTRICT COUNCIL

Our role is:

- To provide facilities and services directly
- To work with Town and Parish Councils, and schools, to provide facilities where there is evidence of need
- To promote health and wellbeing amongst our communities
- To enable others to provide facilities in the district
- To secure funding through developer contributions or funding bodies to support the development of good quality facilities across the district.
- To work with health partners to reduce duplication and improve outcomes for residents.
- To seek to assist villages and minor sports

Page 12

Current facilities are provided by a range of commercial, local government and community organisations. It is expected that this mix of providers will continue in order to meet the demands and needs of our communities. The studies undertaken, and published, last year capture the current deficits and anticipated needed development to meet nationally accepted standards of provision. It is not envisaged that Cherwell District Council will be able to provide for all the demand without expanding the network of partners we deliver services alongside and attracting investment from developers, national governing bodies, commercial operators, other local authorities and communities.

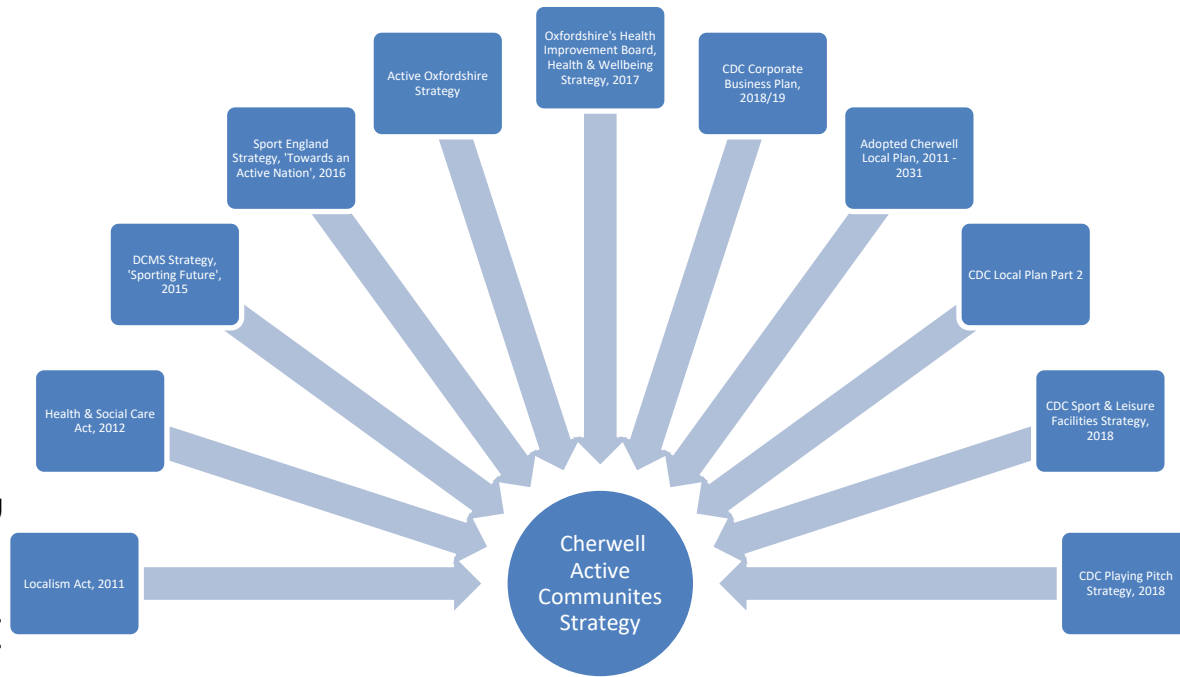
HEALTH AND WELL- BEING CONTEXT

In 2007 Sir Michael Lyons inquiry into the role and function of local authorities outlined comprehensively their role in place making. The understanding and scope of this approach has evolved and it is recognised that those distinctions can be more than how an area looks and works. Cherwell District Council has embraced these principles and extended them by being an exponent of healthy place shaping. Following on from a national, NHS guided, programme, Cherwell District Council has committed to rolling out the lessons learned across the district with other communities. We will also support other Oxfordshire authorities in the development of a new landscape that seeks to improve residents' health and wellbeing through built and formal facilities, informal provision and programmes that engage residents in activities; with the aims of encouraging individuals and communities to be more active and take more responsibility for their health, reducing the incidence of preventable disease and social isolation

THE OXFORDSHIRE GROWTH DEAL

The acceleration of housing growth, and essential infrastructure, brings many opportunities for the residents and communities of Cherwell and in Oxfordshire. This long-term approach is robustly managed through the spatial plan-making process. We have embedded within this process some key healthy place shaping principles that emphasise the need to ensure that existing and future residents have the opportunity to live health and fulfilling lives within Cherwell. These principles will be promoted through the development of the local plan for Cherwell and the Oxfordshire Plan 2050. There will be reference to the principles of healthy place shaping and active communities within these overarching policy documents so that future development plays a part in developing active and healthy communities. It must be recognised that the pressures of accelerating the development of strategic housing sites brings with it greater pressure on existing facilities. It will be imperative to promote the use of informal open space, parks and sports pitches that will continue to be available in our town and village centres and find ways to invest in the expansion of formal facilities to serve a larger population. The provision of larger and more diverse facilities as the area grows will be considered as part of the next iteration of the local plan.

The various influencers of this strategy's approach are shown in the following diagram



CURRENT INITIATIVES AND PROVISION

There are a number of publicly accessible sports facilities across Cherwell. These facilities are provided through contract with Legacy Leisure on behalf of Cherwell District Council, independent academies and Parish and Town Councils; who have an important role to play in providing sports pitches for hire and maintaining parks. The principle facilities include:

Banbury

- Spiceball Leisure Centre
- Woodgreen Leisure Centre and outdoor pool
- North Oxfordshire Academy Joint Use site

Bicester

- Bicester Leisure Centre
- Cooper School Joint Use site
- Whitelands Sports Ground

Kidlington

- Kidlington and Gosford Sports Centre
- Stratfield Brake Sports Ground

As well as providing facilities, Cherwell District Council also works with partners and our communities on informal activities and initiatives which enable access to leisure and sports provision. From Health Walks to Holiday Hubs, targeted work in schools and with families, blue line walking routes and green gyms, Cherwell sports development team seek to engage with a broad spectrum of residents to assist them in taking positive activity and health choices. We use a range of ways to encourage people to become active and make it as easy as possible for them to participate in local activities. The recently launched interactive wellbeing map is a tool that makes it easy for residents to find entry-level lower cost activities that are open to all and activities provided through community and participatory arts programmes. We also work with local health providers to enable social prescribing* for those residents who would benefit from increased levels of activity. Following initial funding from Sports England we are now extending our FAST programme which provides free and reduced entry to sports facilities enabling families to become active together. These are just some examples of our flexible and ongoing commitment to programmes of engagement that improve physical and mental health.

***Social prescribing** involves doctors, nurses and other health professionals referring patients to non-clinical services which could help their health or wellbeing. These could range from exercise classes through to support groups.

FUTURE DEMAND AND PROVISION

In order to determine the current and future needs of our communities, Cherwell District Council commissioned studies to analyse and identify current and future demands and to project what provision will be required in the future. This analysis helps us to prioritise the facilities needed across Cherwell. A workshop with elected Members guided the prioritisation of the potential investment opportunities for each urban centre. This is presented in the development plan that accompanies this strategy.

GUIDING PRINCIPLES

We have identified a number of principles which will determine the way in which we seek to promote and facilitate our communities to live active and healthy lives.

Rigour

We will draw on appropriate evidence and insight, ensuring that the delivery of the sport and leisure strategy is undertaken with full reference to the Council's and our key partners' plans and strategies and other strategic influences.

Partnership

We will facilitate partnerships and ensure that organisations work together across the public, private, third and education sectors to maximise the sport and leisure offer.

Empowerment

We will encourage and enable local communities and organisations to take responsibility for and improve their own outcomes. We will also ensure that targeted support is available where necessary to increase community resilience, self-reliance and enable the least active to participate.

Local Action

We will recognise local resources and strengthen the ability of communities to develop their own solutions to local issues.

Involvement

We will respect the views of residents, user groups, providers and other stakeholders and ensure that they have an opportunity to shape how sport and leisure opportunities are organised and provided

**Transparency and
Accountability**

We will be clear about the impact we expect from investment and action to improve sport and leisure opportunities and be open about the progress we are making.

The strategy has 4 priorities with actions detailed in the accompanying delivery plan the priorities are

Priority 1: To enable all residents to lead an active life, increase physical activity and improve inactivity levels

Priority 2: To increase accessibility to physical activity opportunities and services for all ages

Priority 3: To improve and develop the quality of local sport and leisure facilities

Priority 4: To support the improvement of health and mental and physical wellbeing for the Cherwell District through our delivered services and working with our partners

Cherwell District Council - Leisure & Sport Delivery Plan 2019-22

Priority 1: To enable all residents to lead an active life, increase physical activity and improve inactivity levels				
Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
1.1) Increase in number of Children aged 5 - 16 that participate in Physical Activity per week, in CDC	Deliver Youth Activator Programme in Schools and community settings for 5 - 16 year olds	10% increase in attendance annually 6,000 attendances across school and community sessions		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Deliver Holiday Hub programme for 5 - 15 year olds in school holidays	10% increase in attendance annually 4,000 attendances £50k income		
	Work in partnership with the NOSSP and schools at a strategic level to deliver elements PE & School Sport Plan and utilise School Sport Premium funding	Deliver activities in 30 schools annually		
	Increase participation of 11-25 years olds through the delivery of the Satellite Club programme, Girls Active and Active Teen programmes in partnership with Active Oxfordshire and Legacy Leisure	6 satellite clubs and 2 Girls Active programmes delivered annually, with 120 young people attending		

1.2) Increase in the number of elderly people that participate in PA per week	Deliver Health Walk programme across Cherwell	10% increase in attendance on walks over year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing - Improve Leisure and Community Facilities
	Delivery of 50+ Physical Activity programme across Cherwell	2 50+ year old programmes established over the year		
1.3) Increase in adult activity levels and reduction in inactivity levels	Continue to work with local communities to develop opportunities for adults to participate in sport & physical activity programmes being delivered such as Go Active Diabetes, FAST, Health Walks, Active 50+ programmes, Legacy Leisure Centres, British Cycling Partnership guided ride opportunities and more.	2% reduction in inactivity through Active Lives results		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
1.4) Go Active Diabetes - Delivery of a programme to increase the physical activity levels of people with diabetes and	Deliver programme for adults with diabetes in Cherwell to increase their Physical Activity levels and help manage condition	346 adults on the programme 6 engagement events		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote

signpost individuals into local subsidised opportunities.				<i>Health & Wellbeing</i>
1.5) Increase in the number of people with a disability and long term limiting illness participating in PA	Coordinate and deliver disability sport and physical activity forum to ensure a coordinated approach to disability sport in Cherwell.	Increase membership of Disability Sport Forum by 5 organisations annually.		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
	Deliver Inclusive Activity Programme course for volunteers to learn and improve skills	2 Inclusive Activity courses run across the year		
	Deliver ‘Have a go Day’ events to showcase local opportunities for people with disabilities.	2 “Have a go Days” delivered across the year		
	Delivery of Dementia friendly activities and training to upskill volunteers.	2 dementia training courses delivered annually to upskill volunteers		
	Develop multi-sport inclusive club			
	Deliver Changing Minds clinics for adults with Mental Health	25 clinics delivered across the year		

1.6) Increase the number of people attending PA sessions aimed at targeting the least active.	Deliver range of targeted Physical Activity Place Based interventions in targeted wards in Cherwell as instructed through insight	Implement Action plan for targeted wards		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Delivery of Physical Activity opportunities for known disengaged groups.	6 new physical activities delivered specifically targeted at disengaged groups across the year		
1.7) Increase participation in club membership and sports spectating.	Provide start up programmes to local clubs to enable increased opportunities where lack of provision	5 new clubs / development sessions delivered linked to existing clubs across the year.		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Provide support to local clubs in the promotion of their activities.			
1.8) Increase in the number of people using the parks and open spaces	Promote the open spaces in the district for recreational activities focus on jogging, walking and cycling	10 new activities delivered utilising open spaces across the year.		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Deliver Youth Activator programme in community parks and open spaces to maximise usage			

Priority 2: To increase accessibility to physical activity opportunities and services for all ages

Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
2.1) Increase number of sports clubs and physical activity opportunities in the District through support and start-up programme.	Provide Start up programme for clubs to increase delivery where known lack of provision - Examples establish Parkrun, Walking Football, Walking Netball, Beginner Jog Groups and 50 + activities.	8 new physical activity opportunities established across the year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
2.2) Increase the number of members and opportunities of the Disability Inclusive Sports Club	Deliver ‘Have a go Day’ events to showcase local opportunities for people with disabilities	2 “Have a go Days” delivered across the year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	SEN delivery in Local Schools	3 SEN programmes delivered in local schools across the year		

2.3) Place Based Approach by increasing PA opportunities in targeted wards with high levels of long term health inequalities and lower socio economic groups.	Delivery of targeted programmes in highlighted wards of high inactivity in partnership with Active Oxfordshire as part of the Healthy Place Making agenda	Targeted wards of Kidlington, Bicester, Heyford Banbury targeted areas		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
2.4) FAST - Delivery of a physical activity programme for families particularly targeted at specific wards and in line with Sport England requirements	Deliver programme in Banbury for targeted wards to meet funding requirements of Sport England with the target of 104 families accessing the programme annually, 3 monthly reports and follow up survey	104 families participating		
	Expand the FAST programme in Bicester, Kidlington and Heyford to meet Sport England requirements	KPIs - TBC		
2.5) Increase in the amount of external funding from National Governing Bodies (NGB'S) and Sport England to deliver national initiatives at a local level.	Delivery of FAST programme to meet Sport England guidelines £215,000 in Banbury over four years and £375,000 for expanding to 3 additional areas over three years	£50,000 external funding obtained for delivery on annual basis		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
	Delivery of Go Active Diabetes programme across Cherwell and satisfy £22,000 CCG funding requirements			

	<p>Delivery of Sport England Satellite Clubs programmes for 11 - 25 year olds</p> <p>Delivery of Football Association Wildcats programme</p> <p>Youth Activator deliver takeover programme obtaining School Sport Premium funding to ensure sustainability of Youth Activator programme</p> <p>Increase external funding obtained for delivery of Physical Activities in Cherwell</p>			
2.6) Increase in the provision and number of children attending affordable holiday programmes	Delivery of Holiday Hub programme across CDC	<p>10% increase on holiday programme across the year</p> <p>£50,000 income</p> <p>4,000 attendances</p>		<p>Thriving Communities & Wellbeing</p> <p>- <i>Promote Healthy Place Making</i></p> <p>- <i>Promote Health & Wellbeing</i></p>
2.7) Increasing the number of volunteers in the district	<p>Increase delivery of Physical Activity programmes through volunteers.</p> <p>Support local clubs and community groups to increase and upskill workforce</p>	10% Increase volunteers on CDC programmes		<p>Thriving Communities & Wellbeing</p> <p>- <i>Promote Healthy Place Making</i></p>
2.8) Innovate and improve booking	Continue to improve capturing monitoring information required			Thriving Communities &

systems to improve online service provided for residents.	for projects linked to funding requirements and demonstration of service impact			Wellbeing - <i>Promote Healthy Place Making</i>
Priority 3: To improve and develop the quality of local sport and leisure facilities				
Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
3.1) Delivery of the action plans set out within the Sports Facilities and Playing Pitch Strategies	To work with planning colleagues, Town and Parish Councils, and other third sector partners, to deliver local S106 based leisure facility projects	Over the lifetime of the plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Oversee / support the delivery of a new 3G artificial sports pitch at North Oxfordshire Academy	Complete by 2020		
	Secure the relocation site for Banbury Utd, and ensure funds are sought from the Canalside development	Complete by 2021		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community</i>

				<i>Facilities</i>
	Investigate (through feasibility work) the opportunity to deliver a new indoor tennis facility / sports hub in Banbury	Complete by 2020		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Develop / confirm plans, and secure developer contributions for the expansion of Bicester Leisure Centre	Complete by 2021		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Develop / confirm plans, and secure developer contributions for the expansion of Spiceball Leisure Centre	Complete by 2022		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and</i>

				<i>Community Facilities</i>
3.2) Increase in the number of community access hours offered by local educational establishments for their sport and leisure facilities	Monitor user groups requests for changes to programmes to ensure accessible facilities	Quarterly monthly reports		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i>
	Proactively support local sports clubs to increase access to local educational establishment's sports facilities	Over the lifetime of the plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
3.3) Increase in developer contributions being invested in sport and leisure facilities in the District.	Improve efficiency of spending / distributing funds received on their associated projects	Quarterly monthly reports		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.4) Increased throughput in the Council's leisure facilities.	Throughputs monitored on a monthly basis with discussion and evaluation on with Legacy Leisure to ensure targets are met	2% increase in annual throughput figures		Thriving Communities & Wellbeing - <i>Promote Health</i>

				<i>& Wellbeing</i> - <i>Improve Leisure and Community Facilities</i>
3.5) Increased customer satisfaction levels at the Council's leisure facilities.	Benchmarking surveys undertaken annually at each leisure centre to determine customer satisfaction levels	2% increase on last year		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.6) National Benchmarking Surveys undertaken at the Leisure Centres as a measure against Industry Standards.	Benchmarking survey results to be compared regionally and nationally against similar sized leisure facilities	Yearly benchmarking		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.7) All Leisure Centres within the Districts achieve QUEST accreditation in relation to the Services delivered (including the Inclusive Fitness Initiative module where appropriate).	Spiceball Leisure Centre, Bicester Leisure Centre and Kidlington and Gosford Leisure Centre to achieve Quest Accreditation with action plan in place to reassure progress	Annual Quest accreditation and action plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i>
3.8) Improved quality of the Council's leisure facilities.	Review options for improving Council Leisure Facilities in line Council Capital Programmes	Capital bids to be submitted annually		Thriving Communities & Wellbeing

				- <i>Improve Leisure and Community Facilities</i>
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Priority 4: To support the improvement of health and mental and physical wellbeing for the Cherwell District through our delivered services and working with our partners

Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
4.1) Increase in the number of clubs formed to meet gaps in provision and existing clubs successfully obtaining grant funding.	Promote Clubmark to all clubs and provide targeted guidance materials and advice to sustain the range and quality of sports clubs within the district	Encourage and assist 5 clubs to obtain funds and improve skills, knowledge and ability to sustain their club.		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
4.2) Increase in the number of residents accessing the GP referral scheme and other health intervention programmes.	Coordination of the Exercise on Referral Scheme with Legacy Leisure	5% increase completion of Exercise on Referral programme		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Promote Health & Wellbeing</i>

	Engage and influence with key stakeholders at the Cherwell Health & Wellbeing Forum to ensure Sport and Physical Activity is profiled as a priority.			
4.3) Increase in the number of business in the District worked with to attain the Workplace Wellbeing Charter.	Delivery of Workplace Wellbeing programme to staff members at Cherwell District Council	Deliver Wellbeing programme for CDC employees		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
	Develop workplace wellbeing programme for local businesses			
4.4) Working with partners to successfully increase the profile of sport and leisure and embed it in wider policy areas e.g. health, crime, environment, housing, transport etc.	Engage and influence other departments within Cherwell District Council to embed PA into their work stream and practice	Attend Quarterly Heads of Leisure meetings and actions		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i> <i>- Improve Leisure and Community Facilities</i>
4.5) Delivery of targeted promotions aimed at improving wellbeing working with local businesses and	Produce locally focused information on sport and physical activity through website and targeted social media campaigns.	20 Social Media campaigns across the year		Thriving Communities & Wellbeing <i>- Promote Healthy Place</i>

residents.				<i>Making - Promote Health & Wellbeing</i>
4.6) Improve the quality of our workforce by increasing the number of our staff joining CIMSPA and undertaking CPD.	All Leisure & Sport Staff CIMSPA become members	All Leisure Staff complete membership to CIMSPA		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i>
	CPD to be undertaken by all staff to ensure improvement of service	Staff to undertake 2 CPD courses each across the year		

Glossary

Page 32

FAST - Families Active and Sporting Together

NOSSP - North Oxfordshire Schools Sports Partnership

SEN - Special Educational Needs

QUEST - Sport England quality mark

CIMSPA - Chartered Institute for the Management of Sport and Physical Activity

CPD - Continuous Professional Development

Cherwell District Council

Executive

3 June 2019

Bicester Garden Town – Capacity Funding Award 2018/19

Report of Assistant Director – Planning and Economy

This report is public

Purpose of report

To seek Executive's agreement for the proposed spend of the capacity funding award to Bicester Garden Town.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the proposals for spending the capacity funding awarded to Bicester as set out in Table One.

2.0 Report Details

- 2.1 In 2014 Bicester was the first town nationally to be identified as a Garden Town by the Government under its current Garden Town Programme in recognition of the ambitious plans for the growth of the town. The Garden Town Programme nationally has now grown to include 28 garden towns and villages; local garden towns include Didcot, Aylesbury and Cotswold Garden Village.
- 2.2 Since the inception of the Garden Town Programme MCLG has supported sites in the programme with *capacity funding* to support high quality housing delivery. This support for Bicester has enabled a team to be established and funded and the delivery of a range of projects including work on the Healthy New Town, funding bids to be pursued, feasibility studies to be commissioned and the local community effectively engaged.
- 2.3 For 2017/18 an invitation was received from MHCLG to bid for part of a £7m fund to support the development of the Garden Town with a deadline of July 2018 for the submission of bids. The prospectus advised;

'The focus of the bidding process will be on identifying and supporting those places that have made or are making significant progress towards delivery of their garden community and demonstrating a sustained commitment to high quality place making and innovation in delivery. The aim of the Garden Towns and Villages programme is to

foster the delivery at pace of a new generation of attractive and sustainable communities that are exemplars of good design and best practice.'

2.4 The prospectus went on to identify the following criteria for bids:

1. Scale of housing numbers likely to be delivered
2. Evidenced expenditure of the of the previous capacity funding awarded in 2017/18 to put in place to put in place measures to progress or town project towards delivery
3. Evidence of appropriate resources in place within the local authority to drive forward the garden village or town project
4. Evidence of continued progress towards meeting milestones identified for delivery of the garden village or town and delivery of housing numbers
5. Implementation of measures to secure quality outcomes in the project

2.5 A bid was made for Bicester which was able to demonstrate the work that had been done and was being undertaken. New funding was sought against the project criteria for £1.06 million (see attached table). The focus of the Cherwell bid was upon increasing delivery particularly targeted upon actions emanating from existing master planning work, strategic infrastructure, supporting high quality development, innovation and staff resource.

3.0 Proposals for the Garden Town Capacity Funding

3.1 The outcome of the funding round has been announced and Cherwell has been awarded £770,000; this funding has been received very recently. The award was lower than the sum that was bid for and, in the light of funding received, a review was undertaken and a number of factors were considered including the bid criteria, previous Garden Town consultation and current priorities. The key areas that will be progressed are set out below.

3.2 It is proposed to use work from the emerging master plan to develop development and design briefs for town centre sites and progress the design of environmental improvement of Market Square. In addition, housing delivery will be facilitated which will help to support the town centre and the work to revitalise it. Furthermore, a more visionary plan for the town will be required and funding would support the development of this. Funding would be used to commission consultants to undertake the work.

3.3 It is also proposed to continue to use funding to provide capacity to embed healthy place making, particularly focused on the built environment and new development areas. The NHS funded Healthy New Town Project has made good progress particularly in engaging and activating the community. However the short term nature of the project has limited the progress on influencing the new developments being delivered. Additional capacity will support the creation of a stronger policy basis for the built environment and healthy and sustainable new development. In addition the capacity would support the negotiation on development proposals to ensure future development achieves a healthy environment. This will complement and support the work already underway to achieve healthy and sustainable communities.

- 3.4 The creation of high quality green spaces is central to a Garden Town. The Town and Country Planning Association (TCPA) identify '*Development that enhances the natural environment, providing a comprehensive green infrastructure network and net biodiversity gains, and that uses zero-carbon and energy-positive technology to ensure climate resilience*' as one of the key principles for garden towns. To rebalance the focus on new building and address local feeling that the town and green spaces are under threat from development, it is proposed to develop the green infrastructure in the town. It is proposed to develop a Natural Capital strategy for the town, support enhancement of existing spaces and ensure new spaces, delivered through new development, will meet the Garden Town principles and support health and wellbeing. In addition the original Garden Town Bid included the creation of a large area of accessible countryside. Whilst it is difficult to see a route to deliver this currently; funding is proposed to explore the potential for the creation of access to the countryside along public rights of way. Funding would be used to commission the work and provide expert advice.
- 3.5 Funding to support infrastructure is identified and will be focused upon feasibility and design and includes pedestrian and cycle connectivity to the south of the town, the design of the central corridor, rail opportunities from the military railway and work to support and engage of an updated transport strategy for the town. Funding would be used in collaboration with Oxfordshire County Council (OCC) to commission work.
- 3.6 The MHCLG Garden Town Team are concerned about the quality of development in the places they are supporting and are looking for high quality development - more than "business-as-usual. As a result funding is identified to support design quality and proposals would be developed with Planning colleagues in Policy and Development Management to provide practical approaches to support good quality development.
- 3.7 Under the innovation work stream it is proposed to use funding to commission work looking at how a lasting legacy could be secured for the town, to create an opportunity for long term investment similar to the first garden towns which are still benefitting from funding from their development. This would be commissioned with the involvement of local organisations and the Town Council. A small amount of funding to support cultural activity is also proposed.
- 3.8 Finally staff funding was included in the bid and it is proposed to use it to support the Bicester team and dedicated communication resource. This will also enable continued participation in the MHCLG Garden Town forum where learning is shared.

4.0 Conclusion and Next Steps

- 4.1 The Garden Town capacity funding provides an opportunity to carry out work in Bicester to contribute to its development as a Garden Town. A holistic approach is proposed that seeks to support the growth of the town but also deliver on areas that are of particular concern to local people such as improving the town centre and green spaces and supporting cultural activity in the town.

- 4.2 The proposed budget allocations are supported by the Bicester Strategic Delivery Board and have been shared with the Garden Communities team at MHCLG. The Executive is recommended to agree the approach set out within this report.

5.0 Consultation

The Bicester Strategic Delivery Board (SBD) has endorsed the proposed approach within this report.

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: Decline the funding – that would not be an appropriate response given the benefits the funding will provide to the Bicester community.

Option 2: Amend the proposed spend – this has already been done in line with the reduced amount of funding.

Option 3: Agree the proposed spend as set out in this report – subject to the Executive agreeing the recommendations this is the preferred path.

7.0 Implications

Financial and Resource Implications

- 7.1 The funding is a grant to the Council to support the work on Bicester Garden Town. There are no adverse financial or resource implications.

Comments checked by: Kelly Wheeler, Principal Accountant (Wellbeing and Environment), Kelly.Wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising from the funding. This sort of expenditure is authorised pursuant to Section 1 of the Localism Act 2011.

Comments checked by:
Matthew Barrett, Solicitor, matthew.barrett@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Bicester East, Bicester North and Caversfield, Bicester South and Ambrosden

Links to Corporate Plan and Policy Framework

District of Opportunity and Growth, Thriving Communities and Wellbeing, Clean Green and Safe

Lead Councillor

Councillor Barry Wood, Leader

Document Information

Appendix No	Title
1	Proposed Garden Town Capacity Funding Spend
Background Papers	
None	
Report Author	Jenny Barker, Bicester Delivery Manager
Contact Information	01295 221828, jenny.barker@cherwell-dc.gov.uk

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TABLE ONE

Garden Town Funding 19/20 Draft Budget			
	£770,000		
Activity identified in bid	Bid Budget	Revised budget 19/20	Notes
Town Centre development opportunities	£30k	10,000	The Systra Bicester Masterplan identified the opportunities for three town centre sites. Funding proposed for consultation on the options and preparation of development & design briefs to guide development proposals and inform the review of the Local Plan
Market Square design RIBA stage 2/3	£100k	100,000	Environmental improvement of Market Square would support the town centre and create a destination and an events space in the historic heart of the town. Detailed design work is required prior to consultation and implementation
Magistrate Court feasibility	£50k		OCC now looking to purchase and funding available through OPE
Natural Capital strategy	£50k	40,000	As the town grows there is a need to identify the locally important areas of natural capital and ensure that natural capital is not lost due to development without mitigation.
Embedding healthy place using lessons from the HNT programme	£100k	100,000	From the NHS funded work there is a need to embed the healthy place shaping that has been started in Bicester. This funding will allow for a post and budget to take forward work on the built environment with potential over 2 years to make role more attractive
Central Corridor highway infrastructure options and rail station connectivity	£95k	40,000	The central corridor through the town is an AQMA and continues to carry high levels of traffic whilst also serving 3 schools and the leisure centre. The funding would enable design work to be progressed to enable implementation of works once the improvement to the perimeter route is undertaken.
A41 (through town) options and design assessment including southern connectivity link	£75k	50000	The A41 through the town is a barrier to pedestrian and cycle movements and of poor environmental quality. Policy refers to a southern connectivity route for walking and cycling but no details exist. This funding would enable the potential for a route to be explored and scheme feasibility to be undertaken.
Graven Hill and south east rail connectivity feasibility	£65k	30,000	Policy refers to the potential to use the MOD rail track for freight at Graven Hill. There may be wider opportunities if the track is no longer needed for MOD use. This funding would be for first phase feasibility to identify the potential to use the route.
Transport Hackathon to deliver new movement strategy for Bicester taking account of East West Rail and Oxford Cambridge Expressway	£25k	25000	The transport strategy for the town needs to be updated to take account of recent changes such as growth, EW Rail and OxCam Arc. The aim is to do an engagement that brings together all relevant parties to feed into the priorities for the town. Timing will be critical to ensure information is available and tie in with the Local Transport Plan.
Design charrette/review process established	£75k	70,000	To meet the aspiration for high quality design for the Garden Town new development needs to be of high quality and better than business as usual. Discussions with Planning Policy and Development Management over the preferred support. Some allowance to enable major sites to be supported beyond first year to ensure continuity and quality
Enhancing the cultural offer to growing population.	£20k	20,000	Funding will enable the development of the historic town trail and support some match funding to further cultural and heritage promotion in the town.
Developing a vision to 2050	£75k	75,000	A new vision for Bicester is required and this funding will support the development of the vision.
Garden Town Legacy – feasibility of creating fund to deliver a lasting legacy	£75k	40000	The original garden cities are successful as they created a legacy funding stream that enable them to continue to make interventions within their towns. This funding is to identify potential option for Bicester to create a legacy fund.

Countryside access feasibility– looking at delivery options for the 2014 Garden Town concept of accessible countryside	£25k	20,000	The original garden town bid included a vision to create accessible countryside around the town. This piece of work is to identify the options for creating more accessible countryside.
Addressing electricity grid export constraints	£25k		This has now been explored further through the OxLEP Energy Strategy
Staff Resource – additional resource to;	£175k		
<input type="checkbox"/> Engage on delivery of the masterplan, market square, healthy places, green infrastructure and		110,000	Funding support for the Bicester Team
<input type="checkbox"/> Develop the vision for Bicester 2050, working with			
<input type="checkbox"/> Communicate the benefits of the growing town through web site, newsletter, social media and other channels		40,000	To fund dedicated part time communications resource and some funding for web site and other communications
<input type="checkbox"/> Delivering projects including the writing of briefs, commissioning of work and implementation			
Total	£1,060,000	770000	

Cherwell District Council

Executive

3 June 2019

CDC/OCC Signage Agency Agreement

Report of Assistant Director: Environmental Services

This report is public

Purpose of report

To gain the support of the Executive to go into agency agreements with Oxfordshire County Council regarding unauthorised signs, sponsorship of roundabouts and maintenance of the roundabouts outside Bicester Village.

1.0 Recommendations

The Executive is recommended:

- 1.1 To note the progress on partnership working with Oxfordshire County Council.
- 1.2 To recommend to the Council entering into Section 101 agreements with Oxfordshire County Council.

2.0 Introduction

- 2.1 Officers at Cherwell District Council and Oxfordshire County Council have been jointly exploring opportunities for working more closely together and undertake formal partnership arrangements.
- 2.2 Following a joint workshop in December 2018, a programme of initial, low-risk projects was established across several service areas. This is now being progressed with the aim of delivering some tangible benefits for both authorities and customers.
- 2.3 One of the initiatives identified is temporary signage within this Council's area. This is an area that has caused some local frustration especially relating to the number of illegal signs and is being addressed with an informal joined-up approach at the moment. The proposed Agency Agreement would pass this activity onto this Council to manage. It will ensure that any non-approved signage is dealt with quickly and efficiently and would take effect as soon as the agreement is signed.
- 2.4 Another initiative being pursued is delivering landscape maintenance to the roundabouts outside Bicester Village. A further agency agreement for these roundabouts has been prepared. Under this agreement the Council will receive a commuted sum of £204k to carry out maintenance for the long term on the new

roundabout. This commuted sum covers in excess of 15 years of maintenance work.

3.0 Report Details

- 3.1 The two authorities already have an existing successful Agency Agreement with a lifetime of 5 years which covers grass cutting that has been in place since February 2016. The proposal is to extend this agreement to include the Council to approve and manage the removal of temporary signs e.g. for housing developers, local events
- 3.2 The Council already offers sponsorship on many key roundabouts. This isn't formally incorporated into an agency agreement so the opportunity will be taken to incorporate this into an agency agreement. Income generation from sponsorship will be monitored with this Council providing all the necessary information to Oxfordshire County Council (OCC). All income will be used to offset the costs of managing the temporary signs and maintaining the landscapes on roundabouts. Any surplus income will be shared between the two authorities.
- 3.3 The agreement will require that OCC policies, specifications and best practice will be adhered to. This will include ensuring required information is uploaded to the county council's asset management systems.
- 3.4 The Agency Agreements will detail the escalation process should the need arise through poor performance or other reasons. This will include clauses for termination of the agreement by either party
- 3.5 The exact process for the removal of signs will be agreed with the Lead Member for Clean & Green and will be clear & transparent.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Entering into Section 101 agreements with Oxfordshire County Council will transfer the responsibility for the removal of unauthorised signs and the landscape maintenance of the roundabouts outside Bicester Village to this Council. In addition the existing sponsorship of roundabouts will be incorporated into an agency agreement.
- 4.2 These are low risk agreements which will improve service levels.

5.0 Consultation

Oxfordshire County Council

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified

Option 1: To support the adoption of the Section 101 agreements.

Option 2: To reject the Section 101 agreements and ask officers to reconsider the strategy.

7.0 Implications

Financial and Resource Implications

- 7.1 The are no immediate significant financial implications with adopting these agreements. The costs associated with these Section 101 agreements are small and will be met by income streams from unauthorised signage. The roundabouts at Bicester Village costs will be covered by the commuted sum transferred from Oxfordshire County Council.

Comments to be checked by Kelly Wheeler Principal Accountant, 01327 32230, kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Local authorities have, in the Local Government Act 1972 (LGA 1972), section 101 specific statutory power to arrange for the discharge of their functions to a committee, sub-committee or an officer of the authority or to any other local authority. This power is subject to any express provision within LGA 1972 or any subsequent Act.

The transfer of the statutory function the subject of this report from Oxfordshire County Council to the district council shall be recorded in a formal agreement to be negotiated and concluded between the parties.

Comments checked by: Richard Hawtin, Team Leader: Non-contentious, Email: richard.hawtin@cherwellandsouthnorthants.gov.uk, Telephone: 01295 221695

Risk Implications

- 7.3 The report sets out the risk implications for the Council. The Section 101 agreements are low risk for the Council with a clear escalation process to deal with any issues or poor performance and the opportunity to terminate the agreement by either party.

Comments checked by Hedd Vaughan-Evans, Assistant Director Performance & Transformation, 0300 003 0111, hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met **No**

Community Impact Threshold Met **No**

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Safe, Clean and Green

Lead Councillor

Councillor Dan Sames, Lead Member for Clean and Green

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ed Potter, Assistant Director: Environmental Services
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Cherwell District Council

Executive

3 June 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – March 2019</p>
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Report of Executive Director: Finance and Governance and Assistant Director: Performance and Transformation

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 approve the additional expenditure and income for new grant awards in 2018/19 and 2019/20 as detailed in section 3.16 of this report.
- 1.3 That the revenue underspend for 2018/19 be transferred to the "Business Rates and Risk" earmarked reserve which will be available to mitigate any funding volatility or risks that emerge during 2019/20.
- 1.4 To approve the slippage of capital budgets from 2018/19 to 2019/20 and beyond as detailed in section 3.17.

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
- Appendix 5 – Cherwell Annual Report 2018/19

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:

Waste Collection services have run well throughout the year. The recycling rates are slightly behind where they were hoped to be. However, this is largely due to lower garden waste tonnages during the summer following fine weather and continual change in the make-up of the dry recycling waste (less paper present). Customer satisfaction is still high. Cost of collection has been higher largely due to world commodity prices being lower.



Online Bulky waste collections are proving to be popular, **92%** of customers were 'very satisfied' with the collection and a huge **99%** of customers 'would recommend the service to friends and family' during March 2019.



We will be promoting this online service further along with awareness of disposing waste sensibly over the next few months.

The Cherwell Community Wardens have focused on the public parks within the district, providing a visible presence in order to deter anti-social behaviour and help improve confidence in the parks as safe places.

The Licensing Team maintains a focus on ensuring continue to assess and review the mandatory safeguarding awareness training for taxi licence applicants to ensure that it is training ahead of being issued with a licence.



Protecting the Built heritage is reporting as delivering to plan. All 60 conservation areas in the district now have an appraisal and management plan, the 4 following have been completed as part of this year's plan:- Stratton Audley, Somerton, Ardley, Balscote and Duns Tew.

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:

Health & Wellbeing across the district is encouraging residents to participate in active and healthy lifestyles – the focus continues, and progress is being made in both project work and capital plans to make this easier. The Diabetes programme currently has 457 people signed up and the FAST Programme operating in Banbury has 172 families signed up.



Homeless prevention is reporting as delivering to plan with the review of the self-help materials which has started. We are consolidating the information on to the website and ensuring it is accessible and easy to use. Shelter have advised they will issue the Health Check report by the end of April. Across the Cherwell district the prevention and relief rates for homelessness have remained at around 30%. This means we are able to sustain housing or rehouse people before they progress to a full homelessness duty.

Homechoice (the housing register) is the main route to rehousing for homeless households and other households in housing need with 754 properties being let during this year.

Safeguarding the vulnerable is delivering to plan. We continue to take our responsibilities for Safeguarding very seriously and have excellent processes in place to assure the safeguarding Boards. In 2019 there will be a focus on training Domestic Abuse champions as well as Mental Health First Aiders. Community Safety Partnerships will continue to work on robust plans to reduce the impact of criminals on residents especially the more vulnerable, children and young people.

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:

Our development at Gardeners Close in Bicester now has 24 completions with 2 more due in early April. We have also successfully completed the conversion of the two ground floor units for the family with the child with a life changing illness and they have now moved into their new home.



Delivery of the masterplans for the key Economic Centres has seen another successful Banbury Job Fair which attracted 26 employers and support agencies serving 175 visitors. The team received 100% satisfaction from respondents to the feedback survey. As part of the Cherwell Industrial Strategy analysis of the staff workshop outcomes and further research is happening to develop the strategy and awareness further. The Young Enterprise Area Final has seen the team supporting this showcase event demonstrating the development of young people's work readiness skills.



Delivery of the Local Plan - The public hearings for the Partial Review of the Local Plan took place in February 2019. Officers are now awaiting the Planning Inspector's initial observations including his advice on points of principle, whether further work is required by the Council and whether the Inspector will proceed to writing his full report. Prior to providing his observations, the Inspector is inviting comments from representors on information submitted by the Council during and following the hearings. The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.

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.

Business Plan Measures and Key Performance Indicators (32)					
Status	Description	March	%	YTD	%
Green	On target	32	100%	31	97%
Amber	Slightly off target	0	0%	1	3%
Red	Off target	0	0%	0	0%

Highlights of the overall performance for the end of year 2018/2019 can be found on Appendix 5 (Cherwell Annual Report 2018/19).

Spotlight on: Public Art / Arts Development

- 3.11 The objectives of the Public arts and development elements of the Communities Team are:
- ✓ Promoting an Arts Development service to improve residents lived experience and sustain Community Engagement
 - ✓ Public Art services to animate new developments and add to their distinctiveness through a place shaping approach.
 - ✓ Improving the quality of the public realm

Kidlington Parish Council celebrated a unique episode in their local history through the commissioning of a new landmark artwork by Artist Tony Davies, using s106 money generated from 2 commercial developments in the village. 'Rosie the Elephant and Friends' commemorates the short-lived zoo that operated in Kidlington in the 1930's and was created by Artist Tony Davies using mild steel and wire mesh.



The life-sized elephant is depicted being led by a monkey, with a crane riding its back. A fourth element to the sculpture was devised with involvement from local secondary students, who tried their hand at wire sculpture and generated ideas for a separate figure to interact with the main sculpture to create a visual narrative.

This Public Artwork was very successful in boosting local pride of place through the creation of a unique gateway feature and promoting a shared sense of identity among many residents. All former reference to the 'Sainsbury roundabout' at Kidlington in traffic reports and directions has now firmly been replaced by the much more colourfully named 'Rosie's Roundabout'.

Kingsmere Public Art - Suzanne O'Driscoll's artwork for Kingsmere is being used and enjoyed by the community. The large 'pavilion' marks a central meeting place in front of the Community Centre and the smaller 'Umbrella' is on the corner of the site. Both designs reference the flora and fauna such as the skylarks that children saw when walking across the previously undeveloped land to the new school.

Workshops at the school with the artist enabled the school children to understand how the work came to be made and they made their own maquettes of the work using paper cut out and models.

Arts Development Community Engagement – The objectives of Arts Development within the Communities Team are around:-

- ✓ Using arts & cultural activities to engage and strengthen communities and improve health & wellbeing across the district
- ✓ NOxCEP (North Oxfordshire Cultural Education Partnership) in place and schools engaged

North Oxfordshire Cultural Education Partnership (NOxCEP) - The Cultural Education Partnership is being managed by Communities –Arts with an overall theme of 'Wellbeing' through engagement in arts activity. The proposed programme has raised £20K from Arts Council for the Schools Connect activity linking 11 schools with arts organisations on order to enrich curriculums for staff and inspire pride and ambition amongst hundreds of young people. At present 4 primary in Bicester and 7 in Banbury (including North Oxon Academy and Wykham Park) are involved. Arts Awards Advisors, 26 dedicated staff and arts organisations in all, have been trained to deliver and guide children towards achieving this qualification moderated by Trinity College.

Projects are being devised that will take place this year to enable the schools to embed high quality arts activity into their school and maintain an Arts Mark status. A partnership programme with Oxford City has just raised a further £58K to develop the growth and governance of this programme.

Taking Part initiatives delivered across the district

This year 'Taking Part' continued to support a couple of key regular group sessions with match funding to enable their groups to continue to meet for weekly sessions – Dance for Parkinsons and Dance yourself Fit, both based in Banbury. Another previous recipient 'Singing for Wellbeing' has now established itself as self-sustaining.



The Pop Up Craft Café, run by artist Tom Cross and in partnership with Sanctuary Housing, continued to run regular sessions in Penrose Close and East Street for older vulnerable residents at risk of social isolation. These session have gone from weekly to fortnightly in frequency, encouraging residents to continue to meet independently in between. Tom has also booked guest Artists from the Taking Part menu to help add more choice and variety to the sessions he has worked to establish.

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			L09		
	4 - Major		L04, L10, L12	L07, L11	L15	
	3 - Moderate			L01, L02, L05, L14	L03, L06, L08	L13
	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
L01 Financial Resilience	9 Low risk	↔	Reviewed, mitigating actions and comments updated.
L02 Statutory functions	9 Low risk	↔	Reviewed, no changes.
L03 Lack of management Capacity	12 Medium risk	↔	Reviewed, no changes.
L04 Local Plan	8 Low risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L05 Business Continuity	9 Low risk	↔	Reviewed, comments updated.
L06 Partnering	12 Medium risk	↔	Reviewed, no changes.
L07 Emergency Planning	12 Medium risk	↔	Reviewed comments updated.
L08 Health & Safety	12 Medium risk	↔	Reviewed, risk manager, mitigating actions and comments updated.

L09 Cyber Security	15 Medium risk	↔	Reviewed, Mitigating Actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, no changes.
L11 Income generation through council owned companies	12 Medium risk	↔	Reviewed, comments updated.
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Reviewed, no changes.
L13 Local Government Reorganisation	15 Medium risk	↔	Reviewed, comments updated.
L14 Corporate Governance	9 Low risk	↔	Reviewed, no change.
L15 Oxfordshire Growth Deal	16 High risk	↔	Reviewed, no change.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes within March, all risks reviewed with updates in mitigating actions and or comments etc. There is a new Leadership risk, L15 Oxfordshire Growth Deal.

Finance Update

- 3.15 The revenue and capital outturn position for the Council for the year 2018/19 and the information contained within this report will form the basis upon which the Council will present its final statement of accounts at the end of May 2019 for review by our External auditors. The year 2018/19 has seen some significant movements across all budget areas although this reflects a number of issues where service provision has changed or structurally altered during the year as well as a number of one-off additional grant funds that Central Government have provided throughout the year and reflect in additional expenditure as well as additional income. The financial position has been managed and monitored throughout the year and reported on a monthly basis and any budget differences have been highlighted at the earliest possible opportunity.

During the budget setting process for 2019/20 we reviewed any budget variances in-year that were known at that time and where the financial variations relating to structural issues, these were realigned during that process, as appropriate.

3.16 Revenue Position

The Council's forecast financial position is set out in the table below. Overall, for the financial year 2018/19 Cherwell District Council had a surplus of £431k, a slight increase in the amount that was reported in the prior month's finance report. The overall position is underpinned by an overspend of £706k on our services. The surplus for the council arises due to additional business rate growth in year and other changes of income that equate to approximately £1.137m.

Directorate overspends totalled £1.412m in year which is an increase of £367k from the previous month's report although it should be noted that we had a number of in-year grants awarded during the last few months of the year where we increased our spend to reflect the increased income that we had received targeted at specific services and projects.

For more detail on the movements at a Directorate level and across all other budgets please see the table below. These detail the main reasons for the variances in 2018/19.

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Outturn £000	2018/19 Variance	Prior Month Variances £000
Corporate Services	177	177	-	0
CORPORATE SERVICES TOTAL	177	177	-	-
Communities	1,693	1,778	85	20
Leisure & Sport	2,674	2,774	100	105
Housing	1,643	1,630	(13)	(72)
WELLBEING TOTAL	6,010	6,182	172	53
<p>Communities £85k consists of a one-off additional £25k relating to the 2018 restructure, £20k relating to The Mill professional fees and contribution for professional fees for development of Pye Gallery £22k, £8k Arts Development relating to grant overspend, Brighter Futures projects £10k.</p>				
<p>Leisure & Sport £100k consist of additional £60k for Assistant Director and Staff post; and budget realignment cost of £40k for the Parkwood contract fees. The staffing budgets have been realigned for 2019/20</p>				
<p>Housing (£13k) consists of savings within Strategic Housing Supplies and Services.</p>				
Planning Policy & Development	1,414	1,414	-	0
Economy & Regeneration	453	704	251	284
PLACE & GROWTH TOTAL	1,867	2,118	251	284
<p>Economy and Regeneration £251k consists of Build! £103k budget realignment and additional £148k cost for the Executive Director post of Place and Growth and Interim Advisor on Growth Deal</p>				
Environmental Services	5,163	5,517	354	81
Environmental Health & Licensing	911	924	13	(26)
ENVIRONMENT TOTAL	6,074	6,441	367	55
<p>Environmental Services £354k made up of £192k due to increase in the price charge per tonne (Gate Fees) for dry goods recycling and Bulking and handling charges. Officers are keeping the market under close review. There has been a reduction in recycling credits of £37k owing to lower recycling tonnages, additional income (mainly from the car parks) of (£55k), additional £59k staffing cost to cover sickness and maternity, £60k vehicle cost, £54k maintenance cost and £7k vet and boarding fees.</p>				
<p>Environmental Health & Licensing £13k consist of (£8k) underspend across the service on professional & consultants fees, £21k under recovery of CCTV income.</p>				
Law & Governance	1,399	1,434	35	36
Finance & Procurement	649	843	194	275
Property Investment & Contract Management	(2,261)	(1,928)	333	306

FINANCE & GOVERNANCE TOTAL	(213)	349	562	617
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Law and Governance £35k, consist of (£23k) members allowance budget realignment and £58k for the conducting of District Elections.

Finance & Procurement £194k, made up of £35k additional cost further to outsourcing the Corporate Fraud Team to Oxford City Council and National Fraud Initiative "NFI" work. £159k arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements during 2018/19.

Property Investment Contract Management £333k mainly due to the delay in the project completion date of Crown House that has been highlighted throughout 2018/19.

Customers & IT services	2,869	2,956	87	-
Strategic Marketing & Communications	334	358	24	34
HR, OD & Payroll	756	733	(23)	15
Performance & Transformation	(121)	(149)	(28)	(13)
CUSTOMERS & IT SERVICES TOTAL	3,838	3,898	60	36

Customers & IT Services £87k overspend largely due to income from CSN where the contract relates to 10 months instead of 12.

Strategic Marketing and Communications £24k overspend Assistant Directors post, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll (£23k) underspend due to licence costs identified as relating to 19/20.

Performance and Transformation (£28K) made up of (£78k) savings due to budget realignment cost and a £50k under recovery in Land Charges income.

TOTAL DIRECTORATES	17,753	19,165	1,412	1,045
Revenue Monitoring	Budget £000	Outturn £000	2018/19 Variance	Prior Month Variances £000
Use of Reserves	6,135	6,366	231	90
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,936)	(3,860)	(924)	(592)
Pension Costs	338	315	(23)	(17)
Capital Charges	(4,002)	(3,992)	10	-
EXECUTIVE MATTERS TOTAL	1,608	902	(706)	(519)

Use of Reserves 231k for transfers to specific earmarked reserves

Interest on Investment (£924k) increase in interest income and reduction in interest payable for Treasury Management through management by the team as well as the impact of reprofiling capital expenditure during the year on our borrowing requirements.

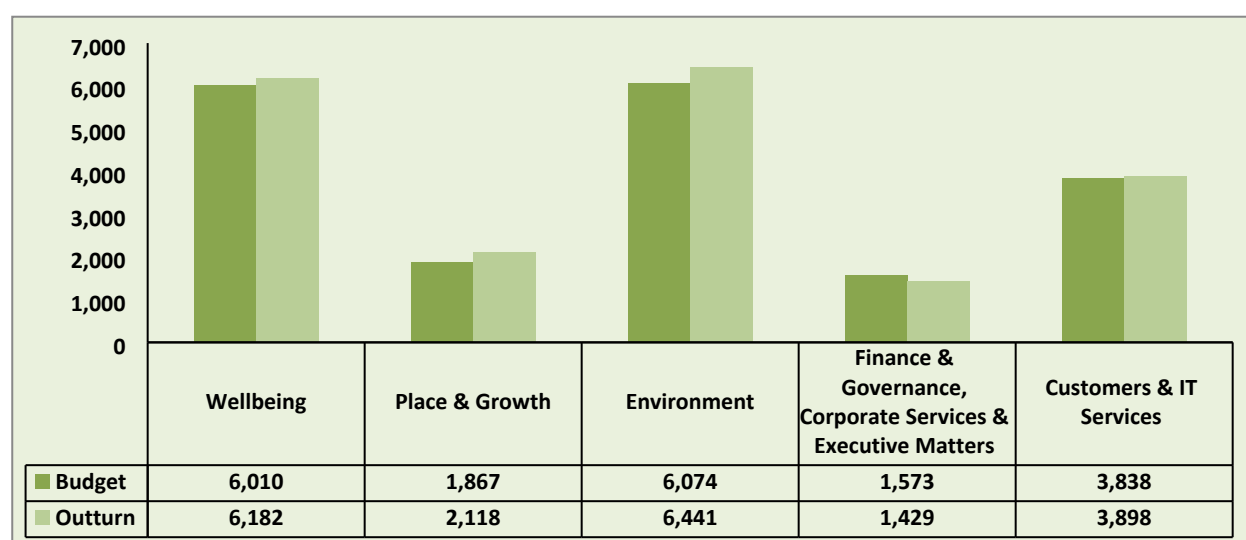
Pension Costs (£23k) reduction in pension cost.

Capital Charges £10k Under recovery of Capital charges

COST OF SERVICES	19,362	20,068	706	526
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Funding <i>(Brackets denotes an Increase in Funding)</i>	Budget £000	Forecast £000	2018/19 Variance	Prior Period Variances £000
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
FORMULA GRANT EQUIVALENT	(4,310)	(4,310)	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(3,995)	14	-
GRANTS AWARDED TOTAL	(3,660)	(3,646)	14	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,980)	(1,151)	(900)
BUSINESS RATES GROWTH (£1151k) Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.				
New Homes Bonus £14k under recovery of new homes bonus				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(20,500)	(1,137)	(900)
(Surplus)/Deficit			(431)	(374)

The graph below shows the overall variance by Directorate and compares the budget to the outturn position.



Additional Grant Income for 2018/19 and 2019/20

A number of one off grant awards has been made by central government departments during 2018/19 relating to both 2018/19 and 2019/20. The grants for 2019/20 were awarded after budget was approved in February 2019 so could not be included at that stage. The recommendations in this report ensure that the proper

governance and permissions are in place to spend the money that has been received.

All grant conditions have been met in relation to these grants where they were awarded during 2018/19 and we will ensure that all 2019/20 grants are equally compliant.

Grant	Amount	Narrative
Artworks - grant received for cultural education programme 19/20	(18,000.00)	No conditions attached to the monies we received in 2018/19. However, we are due to receive further grant that MUST be spent in 2019/20
FS Food Standards Agency - unspent NIS (National Inspection Strategies) pathfinder grant	(6,000.00)	Confirmation received there are no timescales for repayment - Spend in 2019/20
FHSG Flexible Homelessness Support Grant- Reserve	(205,426.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20
New Burdens HRA (Homelessness Reduction Act)	(98,636.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20
Additional FHSG & New Burdens HRA	(73,533.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20
MHCLG - Pocket Park Plus Programme	(40,970.00)	Return date of March 2020 of evaluation of the spend - Spend in 2019/20
NHS England Healthy New Towns	(251,431.58)	Confirmation received that there are no terms to repay the unspent grant - Spend in 2019/20
new Burdens Funding for the Brownfield Register	(33,687.00)	Confirmation from MHCLG that this grant is not ringfenced - Spend in 2019/20
new Burdens Funding for the Custom Self Build Register	(30,000.00)	Confirmation from MHCLG that this grant is not ringfenced - Spend in 2019/20
EU Exit Grant	(17,484.00)	Spend in 2019/20
Letting & Rogue Landlords grant	(1,229.00)	Spent in 2018/19
National Clean Up	(25,874.00)	Spent in 2018/19
DFG (Disabled Facilities Grant)	(123,000.00)	Spent in 2018/19
DWP new Burdens	(16,384.00)	Spend in 2019/20

3.17 Capital Programme

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

The original budget for 2018/19 totalled £113.7m but £68.5m was re-profiled into 2019/20 and beyond 2019/20. Overall, we have underspent in year by £541k. There are a number of projects where underspends have been identified as well as

one project where an overspend has been identified. More detail can be found in the appendices included with this report.

Directorate	Budget £000	Outturn	Re- profiled into 2019/20 £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,790	1,935	0	(166)	(11)
Place & Growth	15,233	4,847	10,510	0	124	0
Environment	1,830	755	754	0	(321)	(93)
Finance & Governance	91,884	12,356	54,825	24,667	(36)	(85)
Customers & IT Services	1,034	391	503	0	(140)	0
Total	113,728	20,138	68,527	24,667	(397)	(189)

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

Wellbeing £1,935k Comprises **£122k** Bicester Leisure Centre Extension following strategy presented to members and prioritisation these has been reprofile to 19/20; **£440k** budget for the Sunshine Centre project which is not expected in 2018/19, **£14k** budget to cover Biomass Heating Bicester Leisure centre which is currently under investigation to ascertain the validity of this work the investigation is not expected to complete in 2018/19, **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. 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 **£903k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Abrisas System upgrade **£19k** for second payment due in 2019/20 and Corporate Booking System **£60k** further works undertaken for provision of booking system JADU.

Football Development Plan **£20k** for completion of Leisure Strategy and **£183k** works for North Oxfordshire Academy works.

Place & Growth £10,510k comprises of **£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; 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. **£989k** The Hill Community Centre, completion due in Autumn 2019, **£1,709k** Build 1b Creampots is complete and Admiral Holland has awarded construction to be completed in 2019/20 and Programme 1a and **£6,500k** relating to Build Programme Phase 2, **£68k** relating to North West Bicester Eco Centre.

Environment £754k made up of **£210k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£319k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Charging point for Depot electric vehicles & proposed Bay Marking" projects; will not be required in 2018/19, but next budget year, hence reprofiled to 2019/20 and **£15k** Work on the "Urban Centre Electricity Installations"; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20. Bin replacement schemes **£65k** lead times on ordering means this will be carried into 2019/20.

Finance & Governance £54,825k comprises **£1,391k** for work on; Academy Harmonisation, Condition Survey Works, Bradley Arcade Roof Repairs, Spiceball Riverbank Reinstatement, Banbury Health Centre Ventilation and cooling systems, Franklins House - Travelodge, Cherwell Community Fund, Housing IT Asset system, Orchard Way works, Retained Land, Thorpe Place and Thorpe Way Industrial Units, Horsefair Banbury, Thorpe Lane Tarmac and EPC Certification are all planned for completion in 2019/20, **£45,798k** work on CQ2 planned for next year along with **£7,636k**. Re-profiled into 2019/20. And an additional cost of **£24,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Customers & IT Services comprises of **£503k** this comprises of new telephony system that will be implemented in 2019/20 **£112k**, CRM to be replaced in 2019/20 **£32k**, ongoing project **£216k** for Land and Property Harmonisation. IT Strategy review **£105k**, 5 year rolling programmes for HW/SW Replacement Programme and Uninterrupted Power Supply **£38k**.

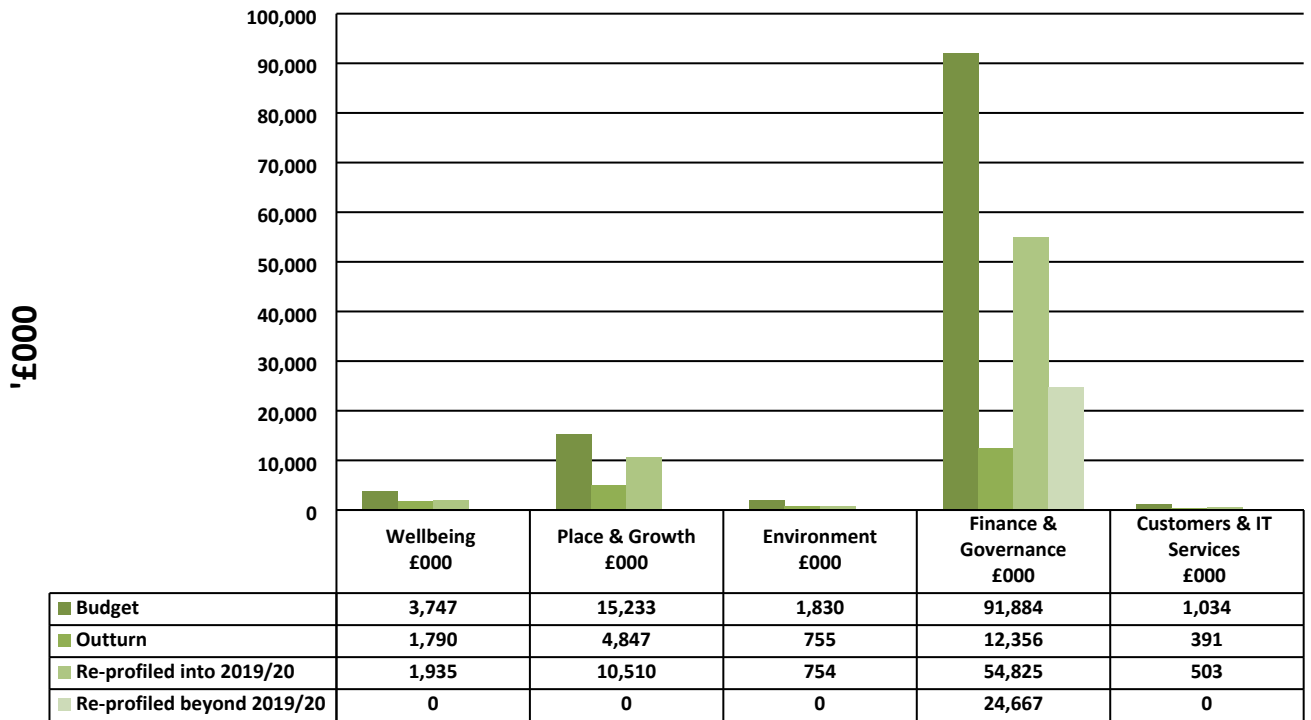
Current Period Variances:

Wellbeing (£166k) budgets no longer required.

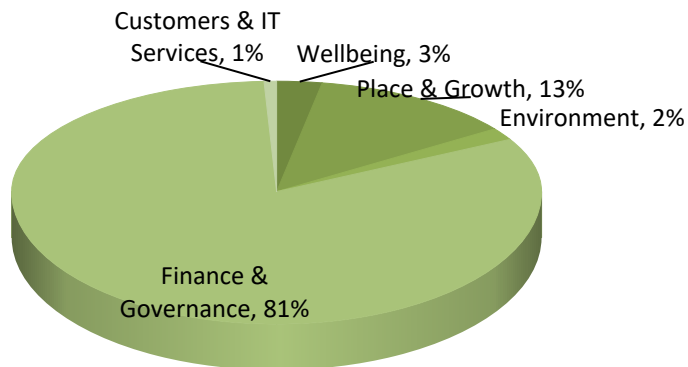
Place & Growth £124k relates to the settlement with a contractor on finalisation of one development **Environment (£321k)**, Budgets no longer required.

Finance & Governance (£36k) for budgets no longer required less additional legal fees on one project **Customer Service & IT (£140k)** budgets no longer required.

Capital Spend v Budget



Allocated Budget



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 through to 3.17 of this report.

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

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:
Nick Graham, Monitoring Officer: Law and Governance
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Risk management

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:
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01295 221786, Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony 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
Appendix 5	Cherwell Annual Report 2018/19
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
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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

Thriving Communities & Wellbeing

“District of Opportunity & Growth”

Shared Organisational Plan

Operational Excellence

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

Public Value

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

Best Council to work for

Sustainable relationships with key partners
Culture of Innovation & Creativity
Effective People service
Employer of choice
Enabled through digitisation
Corporate Social responsibility

“Here to Serve”




Appendix 2 – Monthly Performance Report

March 2019

Includes:

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

Key to symbols

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

Joint Programme Measures -Protected, Green and Clean

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

Joint Programme Measures -Protected, Green and Clean

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

Joint Programme Measures -Protected, Green and Clean

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

Joint Programme Measures - Thriving Communities & Wellbeing

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

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center">Page 67</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Spring Community link publication distributed to the Voluntary sector - March 2019. The first Grimsbury Network Brighter Futures partnership held on March 20. Play Bin handed over to Grimsbury Community centre. The Hill consultation with young people in preparation for new centre and photographic project continues to capture the build. Age Friendly Pop up consultation event - March 8.</p>	<p>Children Young People Play & Wellbeing partnership - April 2.</p>	<p>★</p>	<p>Spring Community link edition includes themes around funding opportunities for the voluntary sector with opportunities for Big Lottery one to one advice, free training opportunities which include recruitment and retention of volunteers, managing volunteers and researching and prioritising fundraisers and good news stories from local partners.</p> <p>Grimsbury Network is a partnership of key stakeholders who represent voluntary groups and organisations in Grimsbury a Brighter Futures ward. The networks aim is to work together on projects that address local issues. The 4 themes currently being focused on are, events to bring the community together, one newsletter for all groups, community safety in parks and litter.</p> <p>The Hill new development is underway and its key to keep the community involved in the process and engage them through consultation to allow them to help shape future programmes. A photographic project continues, working with the community to capture the build in pictures and allows young people to help take photos which capture milestones of the build.</p> <p>Water Meadows event on 16th April to celebrate conservation and the community – working with Wildlife partners in a similar way to Wild Towcester event Easter 2018.</p> <p>Pocket Park funding secured for Deddington & Stratton Audley to deliver Parish projects - Funding from Ministry of housing, communities and local government.</p>	<p>★</p>
			<p>Community Café for Hanwell Fields launched in March 2019.</p> <p>Northamptonshire Cultural Education Partnership, to be launched on 30 March. Heseltine Gallery: Interviewing for freelance Project Manager 22 March to start 18-months p/t job after Easter 2019.</p>	<p>Brackley Play Day event - April 10.</p> <p>Water Meadows - Towcester Wild Day event - April 16.</p> <p>Graven Hill Connecting Community event - May 18th.</p> <p>Easter holiday Play: Full initiative - Addressing holiday hunger in Brighter Future awards.</p> <p>Grimsbury Network meeting - May 1 at Banbury Mosque.</p> <p>Banbury Volunteer Fair - June 7 Banbury Town Hall.</p>			

Joint Programme Measures - Thriving Communities & Wellbeing

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

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.5 Prevent homelessness</p> <p align="center">Page 69</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>The review of the self-help materials has started, we are consolidating the information into one page on the website and ensuring it is accessible and easy to use.</p>	<p>SNC: The Shelter Health Check report is due for completion later this month. An action plan will be drafted and implemented.</p>	<p>★</p>	<p>Open homelessness cases at Cherwell are at a level of 160.</p> <p>At Cherwell District Council prevention and relief rates for homelessness have remained at around 30%. This means we are able to sustain housing or rehouse people before they progress to a full homelessness duty. Homechoice (the housing register) is the main route to rehousing for homeless households and other households in housing need with 754 properties being let in the year to 31st March 2019.</p> <p>Approaches to the service have remained consistent with 542 throughout 2017 and 559 in 2018. The main prevention measure continues to be the Housing Register with 89 households rehoused during for the first 9 months of the Homelessness Reduction Act 2017 (April - December 2018). The private sector is also a useful source of alternative accommodation and we have a successful Deposit Bond Scheme in place. We currently have 26 households in privately rented accommodation as result of this scheme.</p>	<p>★</p>
			<p>Shelter have advised they will issue the Health Check report by the end of April.</p>	<p>LEAN team to be established to evaluate the end- to end homelessness journey to ensure efficient and effective work processes. The project scope will be defined to ensure clarity of purpose. The findings of the health check will inform the future state process.</p> <p>CDC: Cherwell commissioned a mystery shopping and case review exercise from Shelter. The learning points will be fed back in April 2019 and action taken to improve customer access and response.</p>			
<p>JBP2.1.6 Safeguard the vulnerable</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>All staff and Members reminded to complete their necessary training in line with the approved training plan. Refresher training for staff will shortly be due as it will be 2 years since training. Pass rates remain very high and over 80% of staff have all training completed.</p>	<p>The safeguarding policies will be reviewed to ensure that all the latest legislation is captured in the policy as well as learning from serious case reviews. Policy review to be complete by the end of June 2019.</p>	<p>★</p>	<p>Both Councils continue to take their responsibilities for Safeguarding very seriously and have excellent processes in place to assure safeguarding Boards in both Counties of that.</p> <p>In 2019 there will be a focus on training Domestic Abuse champions as well as Mental Health First Aiders.</p> <p>Community Safety Partnerships in both district areas continue to work on robust plans to reduce the impact of criminals on residents especially the more vulnerable, children and young people.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
Page 70	<p>JBP2.1.7 Deliver affordable housing and work with private sector landlords</p> <p>Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>Cherwell's March only figures =67 completions, comprising 53 affordable rent and 14 shared ownership made up as follows 53 x affordable rent. 24 x 1 bed flats, 22 x 2 bed houses, 7 x 3 bed houses, 14 x shared ownership, 11 x 2 bed houses, 3 x 3 bed houses.</p> <p>One Landlords Home Improvement Grant completed in March, making 8 for the year.</p>	<p>The completion figure is a little below that projected earlier in the year, due to several units slipping, these will now be completed in 2019-20, including 37 units at Graven Hill.</p> <p>However, the total of 510 units completed in year is still 28% above the SHMA target figure. The overall delivery of new affordable homes in 2018/19 was just below the annual target of 173. It is anticipated that the target of 173 new affordable homes will be met in 2019/20 with 30 new affordable homes due to be completed in April 2019.</p>	★	<p>CDC: The total number of new affordable homes completed in 2018/19 was 171. This was 2 properties short of the annual target of 173. The delivery of 171 new affordable homes is the largest number of new affordable properties that has been delivered in 12 months over recent years.</p> <p>Total CHEEP (energy efficiency) grants, so the total for the year remains at 11.</p> <p>Cherwell delivered its affordable housing target for Growth Deal for 2018/19: 58 units of affordable housing through Build! and Waterloo Housing.</p> <p>SNC: We have completed work to raise the awareness of local private sector landlords of the new Houses in Multiple Occupation legislation. This has included running social media campaigns and contacting landlords to inform them of the new HMO licensing requirements.</p>	★
			<p>SNC: South Northants average time taken to assess new claims was 8.88 days against a local target of 15 days and a national average of 22 days.</p> <p>CDC: average time was 13.63 days against a target of 15 days. This is a big improvement on the figures for 17- 18 which were 24.8 days. Changes were assessed in an average time of 5.01 days against a target of 8 days for South Northants. Changes were assessed for Cherwell in 7.82 days against a target of 8 days.</p>	<p>The next milestone will be agreeing the terms of reference and the objectives for the Universal Credit project team.</p>	★	<p>Internal and external partners invited to attend a new Universal Credit working group with the aim of supporting residents, landlords and the councils through this huge change. The first meeting is due to be held in May 19.</p> <p>Performance on the average time taken to assess new claims and change events for Housing Benefit is excellent as at the end of 18-19.</p> <p>This is all delivering as planned.</p>	★

Joint Programme Measures - District of Opportunity & Growth

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

Joint Programme Measures - District of Opportunity & Growth

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

Joint Programme Measures - District of Opportunity & Growth

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

Joint KPIs - Protected, Green and Clean

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

Joint KPIs - Thriving Communities & Wellbeing

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

Joint KPIs - Thriving Communities & Wellbeing

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

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	67%	60%	★	9 Major Planning Applications were determined during March 2019. 6 were determined within the target period or agreed time frame. As such our target of determining more than 60% of Major Applications within the target timeframe has been met.	85%	60%	★
⊕ JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	90%	70%	★	90 Non-Major planning applications were determined during March 2019 and 81 were determined within the target period or agreed timeframe. Therefore, the target of determining more than 70% of Non-Major Applications within the target timeframe has been met.	91%	70%	★
⊕ JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Non-Major Planning Appeals were determined during 2019.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	3 Planning Enforcement Notices were issued during March 2019 and none were determined at Appeal.	0%	10%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during March 2019.	2.08	10.00	★

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

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

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

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

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L 04	<p>Non-compliance - Failure to ensure sound local plans are submitted on time.</p> <p>Financial resilience - Failure to ensure sound local plans are submitted on time.</p>	Inappropriate development in inappropriate places	3	5	15	<p>The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.</p>	Fully	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	<p>Regular review meetings on progress and critical path review.</p> <p>A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. We await the Inspector's findings.</p> <p>Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Authority Monitoring Report and updated Local Development Scheme were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.</p> <p>Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ends on 12 April.</p>	Risk reviewed, commentary updated 09/04/2019	
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Partially							Regular Lead Member briefings and political review			
		Negative impact on each council's ability to deliver its strategic objectives				For issues which are solely within the control of CDC policies, plans and resources are in place	Partially							Local Development Scheme updated as required			
		Without a local plan, a lack of community engagement on development locations				Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Fully							Regular Lead Member briefings and political review			
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making.	Fully							SCI updated as required (last updated 2016)			
						The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2050	Fully							Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.			
L05	<p>Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations</p>	Inability to deliver critical services to customers/residents	4	4	16	<p>Business continuity strategy in place</p> <p>Services prioritised and recovery plans reflect the requirements of critical services</p> <p>ICT disaster recovery arrangements in place</p> <p>Incident management team identified in Business Continuity Strategy</p>	Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	<p>All individual service Impact Assessments and BC Plans have been updated.</p> <p>BC Improvement Plan agreed with CEDR</p> <p>ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss</p> <p>Corporate ownership and governance sits at senior officer level</p> <p>Business Continuity Statement of Intent and Framework agreed by CEDR</p>	<p>The plan to update all the service business continuity plans is progressing and is now at the stage that Assistant Directors are signing off their service level plans. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit was undertaken in December and January to quality assure our plans and the final report was taken to CEDR in March along with an improvement plan. The BC statement of intent and framework have been approved. OCC BC leads are holding 1 to 1 meetings with BCP authors to familiarise themselves with our arrangements and comment on the plans.</p>	Risk reviewed 05/04/19 - Comments updated.
		Financial loss				Business Continuity Plans tested	Partially							Progress report was provided to CEDR in March			
		Loss of important data															
		Inability to recover sufficiently to restore non-critical services before they become critical															
		Loss of reputation															
L06	<p>Partnering - Financial failure of a public sector partner organisation</p> <p>Failure to build the necessary partnership relationships to deliver our strategic plan.</p> <p>Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)</p>	<p>Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties.</p> <p>Poor service delivery</p> <p>Inability to deliver council's plans and outcomes for communities</p> <p>Legal challenge</p> <p>Financial loss</p> <p>Inability to partner in the future</p> <p>Reduced opportunity for inward investment in the future</p>	4	4	16	<p>Robust governance/contract management framework in place for key third party relationships</p> <p>Training and development of senior officers/members to fulfil their responsibilities with partner organisations</p> <p>Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents</p> <p>Regular review and sharing of partnership activity/engagement at senior officer meetings</p>	Partially	Councillor Barry Wood	Graeme Kane	Nicola Riley	4	3	12	↔	<p>Review existing arrangements/ contracts to ensure appropriate governance</p> <p>Standard agenda item at senior officer meetings</p> <p>Continue Institute of Directors training for Officers and Members</p> <p>Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services</p>	08/04/19 - Risk reviewed, no changes.	

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			Probability	Impact	Rating						Probability	Impact	Rating				
L07	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a responsible category one	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Active involvement in Brexit contingency planning being led by TV LRF Emergency plan being updated monthly to ensure contacts remain correct Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created. OCC now providing expert advice and support. Emergency Planning update provided to Overview and Scrutiny March 19.	Risk reviewed - 08/04/19 - Comments updated.
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	Joint Corporate H&S Policy was finalised in 2018 and communicated to all levels of managers and staff will now require review and separation reflecting the new structures. Both CDC and SNC have drafted separate corporate H&S Policies. These are in the process of being ratified. All Assistant Directors were asked to complete a H&S Checklist to provide a status of H&S Management in their service areas. These were initially meant to have been completed by 03/06/18. Given the changes ahead and the separation of the Corporate H&S Policy for both SNC and CDC this will need to be revisited by the AD's. Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct audits internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019 Internal Audit Schedule rolling 3 year programme has now been developed and is underway. Rolling 3 year audit schedule will require review. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required.	Risk reviewed 05/04/19 - Risk Manager, mitigating actions and comments updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
L09	Cyber Security The council has insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Complete the implementation of the intrusion prevention and detection system by the end of March 2019. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk reviewed - 30/03/19 - Mitigating Actions Updated.
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	08/04/19 - Risk reviewed, no changes.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning for the companies as an entity assessed Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illat	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Staff changes earlier in the financial year have meant that additional senior management oversight has been necessary. Knowledge and experience building take place with training and support as required. Further oversight processes for CEDR currently being developed including a dashboard of key information for each company. This will be ready for use for 19/20.	Risk reviewed 08/04/19 - comments updated to reflect this.

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

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

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

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

Page 85

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

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

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

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

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

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

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

Annual Report 2018-2019



hub's



FAST
Families Active, Sporting Together



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Foreword by Cllr Wood and Yvonne Rees

Welcome to Cherwell District Council's annual report, providing an overview of our performance and our key achievements in 2018 to 2019.

This past year has seen the council continue to deliver high quality services and invest in the district despite the continuing financial challenges we face.

Housing continues to be a priority for the council and we know this is a key issue for our local residents. This year we approved our new Housing Strategy shaping the housing delivery for the district with a particular emphasis on providing adapted living for elderly, disabled and vulnerable residents.

In 2018-2019, we saw 510 new affordable homes delivered, comprising 335 Affordable Rented units and 175 Shared Ownership units. The council's Build! team continued to play a key role in delivering housing in the district particularly through the development of 42 apartment development at Gardeners Close, Bicester offering first-time buyers the opportunity to own their own homes. We also delivered 22 specialist housing units for young homeless people, care leavers and persons with learning difficulties in the district.

One of our priorities is working to maintain a safe, green and clean district and I am pleased that our recycling rate remains high. This past year has seen the council deliver and support a number of 'green' initiatives including the arrival of electric vehicles at our depots, supporting the Oxfordshire Green Tech project and delivering the Perch Eco Business Centre in Bicester which became the first Passivehaus Plus certified development in the UK promoting the highest standards in energy efficiency.

Supporting our communities is another of our priorities and this past year has seen a significant number of projects and activities take place. A record number of children took part in our holiday hubs to keep active during the summer holiday and we launched our Activity Maps in December, helping residents find sports, arts, learning and socialising activities in their local area.

We have continued our strong tradition of investing in our town centres during this past year which saw the full construction of Castle Quay 2 begin in February. This exciting development will deliver a new leisure and restaurant offering as well as upgrades to the existing shopping centre. It will also act as a link between the neighbouring amenities of Spiceball Leisure Centre, The Mill and the existing Castle Quay shopping centre, improving connectivity within the town centre and ensuring a dynamic evening economy for residents and visitors alike.

While this report looks back on our achievements in the last year, we are already moving ahead to deliver our business plan for 2018-2019 and to improve our services so that we get the best outcomes for the residents and businesses of Cherwell.

The business plan can be found on our website www.cherwell.gov.uk. I hope you enjoy reading about our achievements.



Barry Wood

Councillor Barry Wood
Leader of Cherwell District Council



Yvonne Rees

Yvonne Rees
Chief Executive
Cherwell District Council

Our priorities: Protected, green and clean

Working to ensure the district has high standards of environmental cleanliness, great recycling and waste management, tackling crime and supporting energy efficiency.

Street cleanliness

Six Neighbourhood Blitzes were held during 2018-2019, helping our communities to keep areas clean, giving discounts on bulky waste collections, removing graffiti and providing recycling advice.



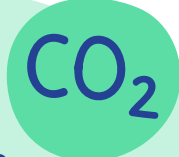
Waste collection

54% recycling rate in 2018-2019. We collected **60,508 tonnes of rubbish and recycling**, which is equivalent to 6,185 lorry loads. [Click here](#) to find out more.



Low carbon

Oxfordshire Green Tech project launched in partnership with Bioregional and Cambridge Cleantech bringing together businesses and organisations to support the growth of the low carbon sector in the district and the county.



Electric vehicles

Thorpe Lane waste and recycling depot goes green, welcoming **three electric vans** helping to cut carbon and costs, with lower tax and maintenance costs.



Online booking

New online booking system for bulky waste collection, reporting of missed bins and ordering of additional/new bins launched during 2018-2019 making it easier for residents to keep the district clean.



cherwell.gov.uk/bulkywaste



Our priorities: Protected, green and clean

Working to ensure the district has high standards of environmental cleanliness, great recycling and waste management, tackling crime and supporting energy efficiency.

Community safety

Working alongside Thames Valley Police we set up **Departure Zone trailers** in Banbury and Bicester to offer stay safe advice to residents during the festive party season.

#PARTYSAFEHOME SAFE



Small Repairs

Our small repairs service **assisted 331 households** including the **fitting of 122 key-safes** to ensure vulnerable residents could be safely discharged from hospital.



Eco development

Perch Eco Business Centre in Bicester became **the first Passivehaus Plus** certified development in the UK.

This innovative building, comprising of co-working space and serviced offices over three floors, has been sensitively designed to be distinctive, eco-friendly and sustainable and will accommodate up to 125 people. These high-quality workspaces have been created to attract individuals, start-ups and small businesses, generating new jobs for the local community.

perchcoworking.co.uk



Conservation

Five conservation area reviews were successfully completed in 2018-2019.



Britain in Bloom

Banbury and Bicester each won **Silver Gilt** in the Town Centre category of the **Thames and Chiltern in Bloom Awards**, one of 16 regional and national campaigns which make up Britain in Bloom with the RHS.



Our priorities: District of opportunity and growth

Supporting economic development, employment, conservation, regeneration and development of the district.



Housing Strategy

Cherwell District Council approved its **Housing Strategy for 2019-2020**, shaping the housing delivery for the district with particular emphasis on providing adapted living for elderly, disabled and vulnerable residents.



Local plan

Progress on key documents shaping the future of the district including **a public hearing** for the Partial Review which took place in February 2019.



Housing target

1,387 new homes were completed across the district, comfortably beating the adopted local plan target of 1,142.

Delivery was focussed on key Local Plan sites: 348 homes completed on large sites in Banbury, 196 at Kingsmere, Bicester and 103 at Heyford Park, Upper Heyford.



First time buyers

42 apartments at Gardeners Close in Bicester were built and released **by Build!** (an award winning initiative by Cherwell District Council to look at alternative ways to deliver affordable homes for local people). This development offers first-time buyers the opportunity to own their own homes.

"...there's a real need for the work we are doing to provide more variety and accessibility in housing. I'd urge anyone who's interested in buying their first home to look into our Build! properties and register for the government's Help to Buy scheme."

Cllr Lynn Pratt



Specialist housing

22 specialist housing units have been delivered via the cherwell Build! team for young homeless people, care leavers and persons with learning difficulties.



Our priorities: District of opportunity and growth

Supporting economic development, employment, conservation, regeneration and development of the district.



Funding awarded

£480k Garden Town funding awarded from the Ministry of Housing, Communities and Local Government to support on-going work in Bicester.



Shopping centre

Full construction of Castle Quay 2 began in February 2019. This exciting development will deliver a **new leisure and restaurant offering**. Acting as a link between neighbouring sites such as the Spiceball Leisure Centre and the existing Castle Quay shopping centre, **connectivity will be improved** within the town centre of Banbury alongside the creation of a dynamic evening economy.



Investment

New major investments in the district during 2018-2019 including companies such as TVS Supply Chain Solutions, Rink it, British Bakels and Teknos.



Job fairs

Three fairs took place during 2018-2019, with over **360 attendees and 26 local employers** exhibiting.



Events hosted

Once again, Banbury hosted Monte Carlo Historique Rallye with an impressive classic car display attracting huge crowds.



Unemployment

levels in Cherwell continued to be **lower than the regional and national average; 2.8%** against 4.2% nationally.



Our priorities: Thriving communities

Providing affordable housing, leisure and sports facilities and activities. Working with partners to improve access to health services. Providing arts, cultural and community services.



Community centre

The Hill, Banbury Youth and Community Centre redevelopment commenced in November 2018, by a registered member of the 'Considerate Constructors Scheme', emphasising the company's respect for the local community and environmental protection.



£215k



Funding secured

£40k in funding awarded by the Minister of Housing, Communities and Local Government to build new community facilities and play area for Deddington and Stratton Audley.

...



£136k Rough Sleeping Initiative funding awarded to Cherwell District Council to help rough sleepers and single homeless people.

...



£215k awarded by Sports England to fund the Families Active Sporting Together Programme (FAST), with over 154 families benefiting from it this year.



Help provided

731 households were prevented from becoming homeless during 2018-2019 through proactive case working.



Support initiative

The 'Roof Over My Head' initiative supported by Cherwell District Council was launched in October 2018, designed to **give people advice** on how to maximise their income, adapt to changes and access training and employment.



Affordable homes

510 new homes were delivered comprising 335 **Affordable Rented** units and 175 **Shared Ownership** in 2018-2019.



Families Active, Sporting Together



Public consultation

Consultation events were held in **Bretch Hill and Grimsbury**, attended by over 400 residents sharing aspirations and wishes for 2019.



Our priorities: Thriving communities

Providing affordable housing, leisure and sports facilities and activities. Working with partners to improve access to health services. Providing arts, cultural and community services.



Outdoor gym

Two **outdoor gyms** were installed in Bicester. People can charge USB devices using their own efforts on the equipment at both sites. An innovative app is being tested which lets users track the energy they generate, and get motivational push notifications, on their smartphone.

Activities online

North Oxfordshire **Activity Map** went live in December 2018. Residents can now look for arts, sports, learning and socialising activities in the map by entering their postcode on the [website](#).

Ageing residents



Age Friendly Banbury partnership developed and initiatives put in place to make Banbury a **'great place to grow old'**.



School holidays

3,882 attended **holiday hubs** that keep children active in the school holidays.
+ up 12% from 2017.



Healthy habits

1,821 children took part in **lunchtime activation**
+ up 8% from 2017.



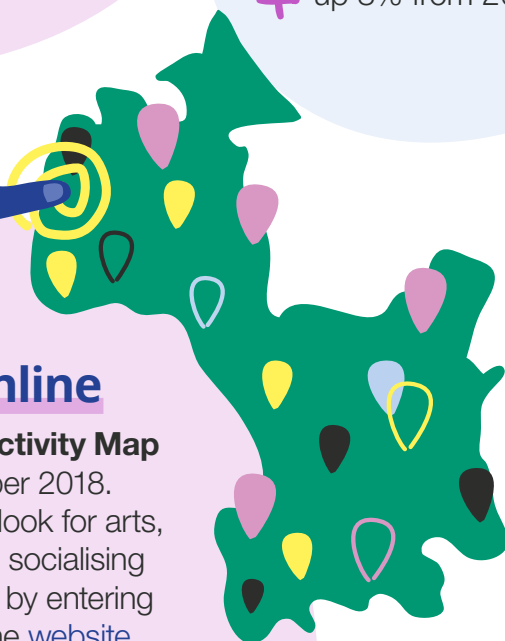
Social and active

18 **health walks** were organised, **10,476** people participated and 651 registered.



Healthy eating

'Make and Try' cooking sessions were held between July and November 2018, teaching families to eat more healthy using store cupboard ingredients from the Food Bank and Tesco's Community Programme.



How we connect with you

Ensuring the council is run as efficiently as possible, consulting with local people, helping vulnerable people to access our services and providing council tax and housing benefits.

Regulatory Services



From the people who responded to our customer satisfaction survey:

90% were happy with the service provided

91% said the council could help them with their issue

Bulky Waste

cherwell.gov.uk/bulkywaste

98% would recommend the service to friends and family

96% were satisfied with the collection of items

93% were satisfied with booking process

Customer Service figures

In April 2018 - March 2019 we interacted with you through:

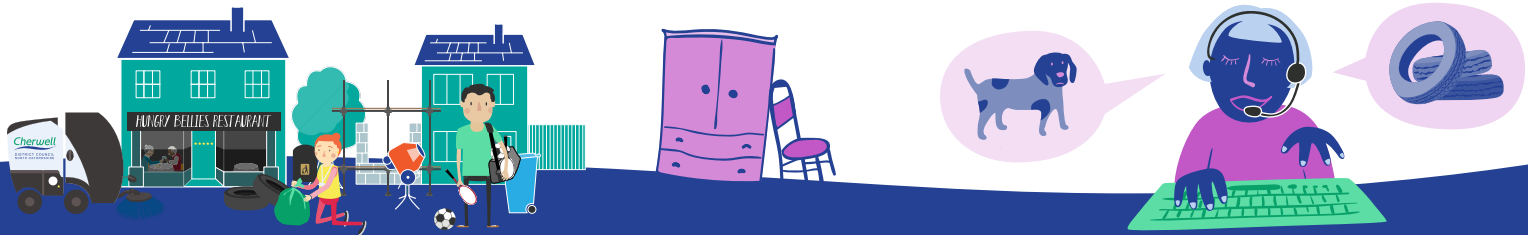
150,227 phone calls received

78,211 emails processed

20,007 face to face meetings

This totals:

248,445 interactions



What you say

Our annual satisfaction survey takes place every year. The information you provide is vital in helping to make sure our services keep in step with what you, our residents, want.

33%

agree that the council provides value for money

85%

are satisfied with food and waste collection service

79%

are satisfied with their local area as a place to live

62%

are satisfied with the street cleaning service

75%

are satisfied with our recycling centres

57%

are satisfied with the leisure facilities provided by the council

69%

are satisfied with the way parks and play areas are looked after

48%

are satisfied with the leisure activities provided by the council

86%

are satisfied with the waste collection (green bin)

How we spend your money



In 2018-2019 we spent £20,500,000 providing essential services to our residents. This includes the cost of salaries, goods and contracts, repairs and utilities. These costs are off-set by the money we receive from Government grants, our share of Business Rates and Council Tax. Below you can see in detail how these funds have been used.

Where did our budget come from?

£637,000 came from Government grant

£6,215,000 from Council Tax

£9,653,000 from Business Rates

£3,995,000 from New Homes Bonus

This adds up to:

£20,500,000 - our budget for 2018-2019

Where did we spend our budget?

Here is where we spent our 2018-2019 budget and what services each directorate covers.

£6,441,000 - Environment

Environmental services, environmental health and licensing

£6,182,000 - Wellbeing

Communities, housing, leisure and sport

£1,859,000 - Finance and Governance

Law, governance, finance, procurement, revenues, benefits, property investment and contract management

£2,118,000 - Place and growth

Economy, regeneration, planning policy and development

£3,900,000 - Customers & service development

Customer services, IT, human resources, payroll, performance, transformation, strategic marketing and communications

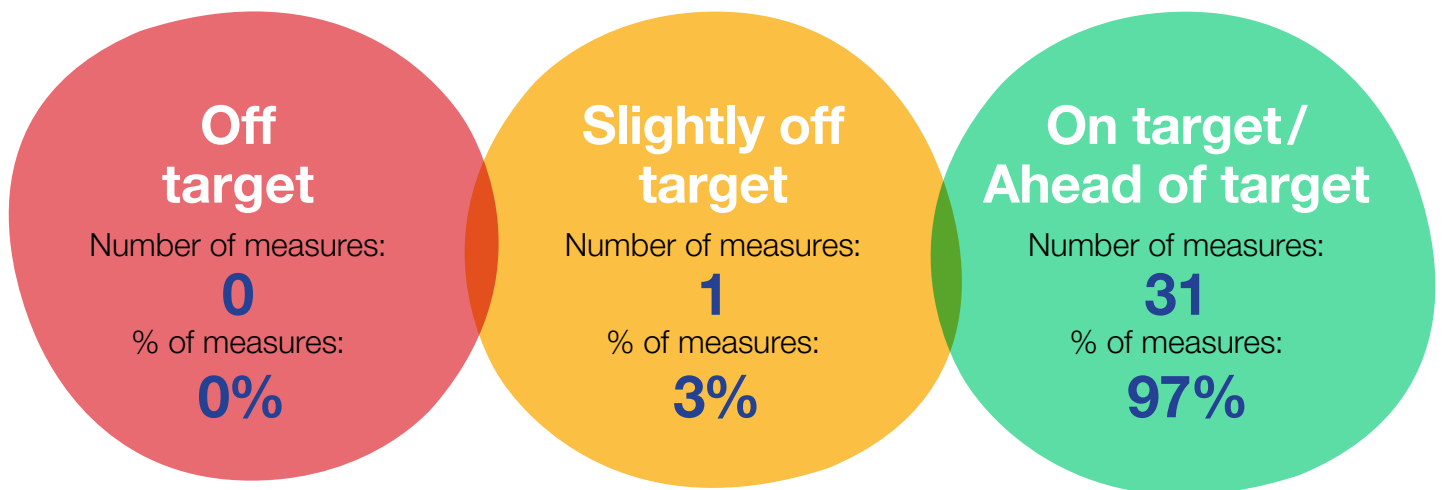


Performance in numbers: Summary

We use performance and project management reporting to ensure that we are focused on the delivery of our objectives, allowing us to recognise successes and areas for improvement in a quick and transparent way.

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

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



Get in touch

If you have any additional feedback, please contact us using any of the means below.

Find and email your ward councillor here:

www.cherwell.gov.uk/findmycouncillor

Call customer services:

01295 227001



Write:

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

In summary...

A fantastic achievement for the end of 2018-2019 during which the overall performance across all of our strategic priorities was very positive. The above graphic illustrates that out of 32 measures we only had one measure which didn't quite meet the target at the end of the year. The remaining 31 measures all reached the stringent targets for 2018-2019.

This year has been challenging and throughout we have listened to 'you' our customers and continued to make improvements to services.

Your voice

Throughout the year we provide opportunities for our residents to have their say.

Whether it is through customer satisfaction surveys, consultations on budgets, new projects and services, talking to local business organisations or feedback via our website, we are keen to listen to what you like and what needs to be improved.

Participate in the live consultations and sign up to notifications of future consultations here:

www.cherwell.gov.uk/consultation
consultation@cherwell-dc.gov.uk

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Cherwell District Council

Executive

3 June 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – April 2019</p>
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Report of Executive Director: Finance and Governance and Assistant Director: Performance and Transformation

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 and approve the additional income and expenditure budgets in relation to grant funding received for "Garden Town Funding" following a successful bid of £770,000 from Ministry of Housing, Communities and Local Government (MHCLG).

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 2019-20 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 2019-20 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 - 2019/20 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register

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 2019-20 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2019-20 business plan set out three strategic priorities:

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

Priority: Clean, Green and Safe.

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:



Waste and recycling - the team is ahead of target at the start of the financial year, with garden waste collection particularly strong. Collection rates improved from 53.9% of waste composted and recycled in March to 56.86% in April.

'All about Youth' initiative agreed - At the last Community Safety Partnership meeting a new initiative, titled "All about Youth" was agreed. This initiative will draw together a range of existing initiatives aimed at enhancing the safety of young people in the district and enable gaps in provision to be identified. A new partnership board to oversee this initiative will now be established.

Licensing - The Licensing Team contributes to making the District a safe place through ensuring licensed premises and persons uphold appropriate standards. Ensuring, with especial dedication, that all taxi drivers have completed safeguarding training.



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:

Social Prescribing Scheme up and running – The 'Community Connect' social prescribing scheme has now received 16 referrals from the four GP practices that have signed up to the programme: Bicester Health Centre, Key Medical (Kidlington), Grimsbury Health Centre, Hightown Surgery (Banbury). The team is working hard to engage with more practices in the short term.



Supporting the Voluntary Sector – During the Easter holiday 2019 the council delivered the Play:Full initiative, working with 14 voluntary organisations to offer food at their activities in Brighter Future Wards to address holiday hunger.



Homelessness Prevention - The Shelter Health Check report has been received and we have met with Shelter to discuss the findings, capture what we do well and create a plan to continually improve the service.

Supporting people to live independently - A total of 47 people was helped to live independently through use of Disabled Facilities Grants (DFG) and other grants or loans during April 2019/20, overachieving the target of 45 people.

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:

Gardeners Close nearly sold out - At Gardeners Close, from the 38 units for shared ownership delivered only 5 units remain for available for sale.



Women's Cycle Tour Comes to Oxfordshire - Oxfordshire will host a stage of the OVO Energy Women's Cycle Tour for the next 3 years; this year's 3rd stage of the tour will take place in the south and west of the county, starting in Henley on Thames and finishing at Blenheim Palace. The exact route for next year has yet to be confirmed, however, it's safe to say it will take in many of the key areas within Cherwell district for our residents to enjoy.



Promote the district as a tourist destination – The council has engaged with businesses in support of Mill Arts centre dance event, to attract visitors in July 2019

Bid submitted for Future High Street Fund - In April the Bicester team submitted the Expression of Interest for the Future High Street Fund, working closely with partners and other services in the council.

Summary of Performance

3.10 The Council reports on performance against 21 business plan measures and 15 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.

Business Plan Measures and Key Performance Indicators (36)					
Status	Description	April	%	YTD	%
Green	On target	33	92%	33	92%
Amber	Slightly off target	1	2.5%	1	2.5%
Red	Off target	2	5.5%	2	5.5%

3.11 Spotlight on: IT Business Service

The IT Business service is one of the council's core corporate services and performs a key role in enabling service transformation throughout the council.

In 2016 Cherwell District and South Northants council initiated a transformation programme for the IT service. Key objectives of the programme were:

- Providing secure, resilient, simple infrastructure
- Enabling future-proofed and flexible arrangements
- Focussing on service delivery
- Adapting quickly and running the IT Service at a lower cost base



The IT transformation programme was completed in March 2019 and has delivered the following projects:

- IT Staff re-structure and re-organisation.
- ITIL deployment for IT Service.
- Active Directory Migration.
- Exchange Online implementation.
- GCSX Migration and closedown.
- Network refresh.
- New off-site data centre and applications migrated.
- Disaster recovery and business continuity.
- Decommissioning of onsite server rooms.
- Implemented unified communications solution.
- Business tools harmonisation.
- Business systems harmonisation.



The following benefits have been achieved as a result of the IT transformation programme:

- £730k saving per annum (£500k target).
- Modern IT service which is aligned to industry best practice such as ITIL
- Increased resilience of infrastructure estate.
- Increasing application of modern technology solutions (off-site data centre, cloud services).
- Stronger leadership and ownership within the service.
- Cyber Essentials Plus accreditation.
- Enabling channel shift (e.g. Bartek delivery of online waste services).
- Increased reliability, through simple solutions.
- Enabling agile working e.g. Office 365.
- Overall reduction in ongoing infrastructure costs.



The IT Transformation has been a success for Cherwell and South Northants councils. The critical success factors have been:

- Establishment of effective governance at all levels.
- Maintained connection and cohesion between business areas, IT Service and programme.
- Business involvement at all times, with strong consistent internal leadership.
- Ongoing engagement across the IT Service.
- External committed partner with good culture fit.
- Effective, flexible use of external resource with blended team.
- Provision of funding throughout based on robust business case.
- Sustained commitment and proactive issue management.
- Programme delivery principles applied throughout but fine-tuned to needs of CDC/SNC.

The IT transformation has completed, however, there is still work to do. The IT service have established a culture of continuous improvement, identifying opportunities to refine and improve services. Key projects planned for 2019/2020 include:

- Working in partnership with Oxfordshire County Council.
- Supporting the transition of South Northants Council into a unitary authority.
- Finance system replacement (Cherwell District only).
- Planning system replacement (Cherwell District only).
- Environmental Health and Licencing system procurement/replacement (Cherwell District only).
- HR/Payroll system replacement.
- Revenues and Benefits document management system replacement.



Risk Update

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

3.13 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			L09		
	4 - Major		L04, L10, L12	L07, L11		
	3 - Moderate			L01, L02, L05, L14	L03, L08 & L15	L13
	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
L01 Financial Resilience	9 Low risk	↔	Full review completed.
L02 Statutory functions	9 Low risk	↔	Full review completed. Risk owner updated.
L03 Lack of Organisational Capacity (was Lack of management Capacity)	12 Medium risk	↔	Full review completed. Risk changed to organisational capacity
L04 CDC Local Plan (was Local Plan)	8 Low risk	↔	Full review completed. Risk changed to CDC Local Plan.
L05 Business Continuity	9 Low risk	↔	Full review completed.
L06 Partnering	12 Medium risk		REMOVED
L07 Emergency Planning	12 Medium risk	↔	Full review completed.
L08 Health & Safety	12 Medium risk	↔	Full review completed.
L09 Cyber Security	15 Medium risk	↔	Full review completed.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Full review completed.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives. (was Income generation through council owned companies)	12 Medium risk	↔	Full review completed. Risk changed to Sustainability of Council owned companies and delivery of planned financial and other objectives.
L12 Financial sustainability of third-party suppliers including contractors and other partners (was Financial sustainability of third-party suppliers)	8 Low risk	↔	Full review completed. Risk changed to Financial sustainability of third-party suppliers including contractors and other partners.
L13 Separation and Joint Working (was Local Government Reorganisation)	15 Medium risk	↔	Full review completed. Risk changed to Separation and Joint Working.
L14 Corporate Governance	9 Low risk	↔	Full review completed.
L15 Oxfordshire Growth Deal	12 Medium risk	↓	Full review completed. Residual score reduced to 12 from 15.

The full Leadership Risk Register update can be found in Appendix 3. There is one score change for April, please note **L15** Oxfordshire Growth Deal.

Finance Update (Revenue and Capital)

- 3.15 As this is the first month of the financial year and we are finalising the outturn position of our overall revenue and capital budgets for 2018/19 that may have an impact in 2019/20 there is no detailed finance monitoring report this month. Finance and service teams have met to identify any initial risks, issues or opportunities to understand the impact of these including anything that has arisen since the 2019/20 budget was set in February 2019. This will ascertain the focus for financial management discussions at this early stage. Detailed monitoring will be produced in May.
- 3.16 During 2018/19 we improved our governance arrangements and rigour around our capital projects and there was a significant movement of capital budgets from 2018/19 into 2019/20 and beyond to better reflect the project timescales of our programme. This was reported on throughout the financial year. These projects are overseen by our Capital working group who meet monthly to assess project progress and financial impact, and this will be reported during 2019/20.

- 3.17 During the financial year we sometimes also receive additional funding from Central Government departments for specific purposes and we have to report on any additional income and therefore additional expenditure requirements. We may bid for this money or it may be awarded for particularly government initiatives. In our outturn report for 2018/19 we highlighted a number of such awards.
- 3.18 We have been successful in a bid to MHCLG for additional funding through our Bicester Delivery Team for £770,000 for work relating to Bicester Garden Town. This money has been paid to us in 2019/20 and we need to deliver specific projects in relation to this. We will create additional income and expenditure budgets to reflect the spend and delivery that is required to meet these objectives. The table below gives some more information about these projects:

Activity	Cost	Description
Staff resource	£150k	Funding to support the Bicester Team to deliver the Garden Town, including additional communication support.
Policy work to develop the Vision for Bicester	£110k	Funding to support work to develop a revised vision for Bicester that can feed into future policy work.
Design for quality and healthy	£170k	Support for securing high quality design and healthy place shaping
Improvement of highway design and connectivity	£120k	Funding to support design work on the central corridor, connectivity for walking and cycling and feasibility of rail connectivity to Graven Hill
Market Square design for environmental improvement	£100k	Funding for design work to improve Market Square to support the town center
Green infrastructure and access to the countryside	£60k	Funding to support the strategy and approach to green infrastructure in the town and access to the countryside
Support to enhance the cultural offer in the town	£20k	To include promotion of the town's heritage, support for arts and the community
Garden Town legacy strategy	£40k	Following the approach of the first Garden Cities funding to explore the creation of funding to support the legacy of the Garden Town
Total	£770k	

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 2019-20 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Adele Taylor, Executive Director Finance (Interim)

Adele.taylor@cherwellandsouthnorthants.gov.uk, 0300 003 0103

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Director: Law and Governance

Nick.Graham@cherwell-dc.gov.uk

Risk management

- 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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1 Appendix 2 Appendix 3	2019/20 Business Plan Monthly Performance Report Leadership Risk Register
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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




Appendix 2 – Monthly Performance Report

April 2019

Includes:

- Business Plan Measures
- Key Performance Measures (KPIs)

Key to symbols

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

CDC Programme Measures - Clean, Green and Safe

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

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC1.1.5 Support Community Safety and Reduce Antisocial Behaviour</p> <p>Page 114</p>	Cllr A McHugh	Kane, Graeme Webb, Richard	<p>During April the Community Wardens continued to respond to reports of anti-social behavior in the district. A review commenced on options to reduce the concerns being caused by street drinking in Bicester.</p> <p>At the last Community Safety Partnership meeting a new initiative, titled All about Youth was agreed. This initiative will draw together a range of existing initiatives aimed at enhancing the safety of young people in the district and enable gaps in provision to be identified. A new partnership board to oversee this initiative will now be established.</p>	<p>The Banbury Public Space Protection Order expires in November and the review process has now commenced to determine if it will continue or if changes will be required.</p> <p>Following some discussions with hotels in the area about child sexual exploitation a number of hotels have requested staff training to raise awareness of this problem. The licensing team will be delivering this training over the coming weeks.</p> <p>The Community Wardens will be attending events over the next few months to talk with residents about community safety related matters. This includes the Banbury and District show in June.</p>	★	<p>Cherwell is a low crime area but the impact of crime and criminality on those involved either as perpetrators or victims is significant. Cherwell works with partners, particularly the Police, to deal with crime and anti-social behaviour related problems in the District. The Council has 4 community wardens and a community safety officer to deliver locally focused work on these matters.</p> <p>The Community Safety partnership develops and implements a strategy and supporting plans to ensure all partners contribute effectively to the community safety priorities for the area. The partnership has some funding available to it from a Police and Crime Commissioner grant.</p> <p>The Licensing Team contributes to making the District a safe place through ensuring licensed premises and persons uphold appropriate standards. In particular the licensing team ensure that all taxi drivers have completed safeguarding training.</p>	★
<p>CDC1.1.6 Protect the Built Heritage</p>	Cllr C Clarke	Feehily, Paul Jolley, Robert	<p>Review of conservation area appraisal programme to determine priorities moving forward now all conservation area appraisals have an appraisal and management plan.</p>	<p>Confirmation of the two conservation area appraisals to be undertaken in 19/20.</p>	★	<p>Consideration of which two conservation areas appraisals to be undertaken in 19/20 is underway as part of a wider prioritisation exercise.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

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

CDC Programme Measures - Thriving Communities & Wellbeing

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

CDCC 1.4 Enhanced Community Resilience

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.5 Homelessness Prevention</p> <p align="center">Page 117</p>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	<p>The Shelter Health Check report has been received and we have met with Shelter to discuss the findings, capture what we do well and create a plan to continually improve the service.</p> <p>The LEAN project has agreed the scope and the LEAN team are meeting in the coming weeks to map out the current process and start to identify where improvements can be made.</p>	<p>Work on the Hospital Outreach Worker is gathering pace, next step is a contract will be devised between the 4 partners. The job description has been drafted and following approval will be advertised. Review the outcomes for the new initiatives assisting households where full statutory duties would not be owed. Including families who are deemed to be Intentionally Homeless and Prisoners on release. Ensure these projects are being targeted appropriately and that we are working successfully in partnership with other statutory agencies and the county council.</p>	★	<p>End of April 152 homeless cases were open to the Options Team, each Housing Options Officer has a caseload of 25 - 30 cases.</p> <p>Of the 74 cases completed in April 30% were reported as Prevented or Relieved with only 1 full homeless duty having to be accepted in the month.</p> <p>The team do not restrict assistance to cases where statutory duties are owed and continue to offer advice and assistance as soon as clients ask for help. The effectiveness of this approach is demonstrated by the number of cases resolved prior to any statutory duties being imposed.</p> <p>During April 85 properties were offered via Choice Based Lettings indicating the increasing delivery of affordable properties across Cherwell.</p> <p>Approaches to the Housing Options service have remained constant over the month, and the Housing Register continues to be the main prevention tool. During April 2019, of the 29 properties which were available, 16 of these were allocated to a household who were classed as homelessness prevention. The council can also help households into a privately rented property via deposit bonds, rent in advance and rent promise schemes. Over the past month the Private Sector Lettings Officer assisted 2 households into privately rented accommodation.</p>	★
<p>CDC2.1.6 Support and Safeguard Vulnerable People</p>	Cllr A McHugh	Kane, Graeme Riley, Nicola	<p>Performance on Housing Benefit continues to be good and we will continue to monitor this and seek further improvements, for example. automation of data files.</p> <p>Successfully concluded the review of contracted Leisure provider services following audit last year.</p>	<p>Ensure the Council has appropriate protocols and policies in place post separation.</p> <p>Introduction of a customer portal for Revenues and Benefits which is due to go live in June 2019 and the automation of data files from DWP.</p>	★	<p>Cross departmental group continues to meet to share best practice and learning. Robust policy and good practice in place to ensure vulnerable adults, children and young people are safeguarded when they use our services.</p> <p>We continue to work with internal and external stakeholders to support our most vulnerable residents across the district</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

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

CDC Programme Measures - District of Opportunity & Growth

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

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
Page 120	CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	Feehily, Paul Peckford, David	<p>Partial Review of the Local Plan - at examination. The Inspector is providing an opportunity for informal consultation on technical documents until 4 April.</p> <p>Oxon Plan 2050 - consultation on an Issues Paper ended on 25 March. A 'call for location ideas' runs until 12 April.</p> <p>Local Plan Review - programming work is due to commence in April in accordance with the Local Development Scheme.</p>	<p>Partial Review of the Local Plan - the Inspector's advice is awaited following the public hearings in February and the informal consultation in April. There is no precise date for the receipt of this advice.</p> <p>Oxon Plan 2050 - each Council will need to consider the proposed Options Paper when it is completed and before consultation commences.</p> <p>Local Plan Review - the next milestone will be the preparation of an Issues Paper for consideration by the Executive.</p>	★	<p>Partial Review of the Local Plan - at examination. Informal consultation on technical documents ended on 4 April. The Council responded to the comments made by 27 April as agreed with the Inspector.</p> <p>Oxon Plan 2050 - A 'call for location ideas' ended on 12 April. The central team are working towards consultation on an Options Paper.</p> <p>Local Plan Review - programming work commenced in April in accordance with the Local Development Scheme. The timetable for the Local Plan Review is influenced by that for the Oxon Plan 2050.</p>	★
	CDC3.1.7 Deliver the Growth Deal	Cllr C Clarke	Feehily, Paul Jolley, Robert	<p>At the Board meeting of the 30/4 the Work Stream Plans Of Work were accepted.</p>	<p>At the board meeting of the 21/5 the consolidated Year 2 plan will be presented for board approval prior to CEDR, approval due on the 10/6.</p>	★	<p>With the Growth Deal progressing the milestones will change from planning to delivery once the Year 2 plan is approved and in place. This will facilitate the adoption of a robust performance management approach and allow confidence in delivery to be established and understood.</p>	★

CDC KPIs - Clean, Green and Safe

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

CDC KPIs - Thriving Communities & Wellbeing

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

CDC KPIs - Thriving Communities & Wellbeing

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

CDC KPIs - District of Opportunity & Growth

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

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

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
16-25	5 - Catastrophic			L09		
	4 - Major		L04, L10, L12	L07, L11		
	3 - Moderate			L01, L02, L05, L14	L03, L08 & L15	L13
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L01 -	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium- and long-term financial viability Reduction in services to customers Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members. Fully Balanced medium term and dynamic ability to prioritise resources Fully Highly professional, competent, qualified staff Partially Good networks established locally, regionally and nationally Fully National guidance interpreting legislation available and used regularly Fully Members aware and are briefed regularly Fully Participate in Oxfordshire Treasurers' Association's work streams Fully Treasury management and capital strategies in place Fully Investment strategies in place Fully Regular financial and performance monitoring in place Fully Independent third-party advisers in place Fully Regular bulletins and advice received from advisers Fully Property portfolio income monitored through financial management arrangements on a regular basis Partially Asset Management Strategy in place and embedded. Partially Transformation Programme in place to deliver efficiencies and increased income in the future Fully	Fully	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed and operating, and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. Asset Management Strategy being reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Investment options considered as and when they arise Financial System Solution Project continuing to consider future finance system options ready for go-live 2020 Review underway Integrated reporting has been embedded Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFP Regular training will be undertaken Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 09/05/19 - Risk fully reviewed for 2019/20. Controls, control assessment, mitigating actions and comments updated.
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement Fully National guidance interpreting legislation available and used regularly Fully Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Partially Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Partially Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Partially Internal Audit Plan risk based to provide necessary assurances Partially Strong networks established locally, regionally and nationally to ensure influence on policy issues Fully Senior Members aware and briefed regularly in 1:1s by Directors Partially	Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 01/05/19 - Risk fully reviewed for 2019/20 - Risk owner updated.
L03 - new wording	Lack of Organisational Capacity - Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South Northamptonshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Partially Arrangements in place to source appropriate interim resource if needed Fully Ongoing programme of internal communication Fully Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Fully CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partially Partnership Working Group established with OCC to oversee joint working opportunities. Partially	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Monthly CEDR and ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Separation Project Board meeting fortnightly with Joint CEDR meetings monthly to oversee Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services)	Risk fully reviewed for 2019/20. Risk changed to organisational capacity. Full risk review undertaken 30/04/19.

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			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L04 - new wording	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	3	5	15	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis Hearings into CDC partial review took place in February 2019.	A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. An informal post-hearing consultation on technical documents took place in March/April. The Council responded to the comments made on 27 April. We await the Inspector's findings. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Authority Monitoring Report and updated Local Development Scheme were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050. Public consultation on an Issues Paper ended	Risk fully reviewed for 2019/20. Full risk review undertaken 08/05/19.
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March	The plan to update all the service business continuity plans is progressing and is now at the stage that Assistant Directors are signing off their service level plans. OCC's Emergency Planning team have provided drop-in sessions to review these BCPs and provide support the BC authors. An Officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit was undertaken in December and January to quality assure our plans and the final report was taken to CEDR in March along with an improvement plan. The BC statement of intent and framework have been approved.	Risk fully reviewed for 2019/20. Full risk review undertaken 07/05/19. Mitigating actions and comments updated.

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2019/20																	
L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer Supporting officers for incident response identified in the emergency plan and wallet guide Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created. OCC now providing expert advice and support. Emergency Planning update provided to Overview and Scrutiny March 19. Active involvement in the LRF Brexit planning arrangements is on-going but currently suspended given the delay to Brexit.	Risk fully reviewed for 2019/20. Full risk review undertaken 07/05/19. Mitigating actions and comments updated.
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy has been drafted and will be going to CEDR on 10th June. Following this it will be going to the BPN meeting on 17th June for ratification. The Corporate arrangements are in the process of being updated. These will be finalised by end of May 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy in June new AD checklists will be issued. The H&S team also conduct audits internally across all services and teams, the current program will require review to ensure it reflects CDC and takes into account available resources. scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Corporate Arrangements are being updated. These will be completed by June 2019. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place Internal Audit program is under review due to reduction in the resources available to carry out the existing 3 year program. Schedule rolling 3 year programme has now been developed and is underway. Rolling 3 year audit schedule will require review. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required.	Risk reviewed 01/05/19 - Risk fully reviewed for 2019/20. Mitigating actions and comments updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. To complete the implementation of the intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus External Health Check undertaken April 2019, awaiting formal report.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk Reviewed 03/05/19 - Risk fully reviewed for 2019/20. Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Fully Partially Partially Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	Risk Reviewed 08/05/19 - Risk fully reviewed for 2019/20. No changes.
L11 - New wording	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes of fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Partially Partially Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight.	Knowledge and experience building take place with training and support as required. Further oversight processes for CEDR currently being developed including a dashboard of key information for each company. This will be ready for use for 19/20.	Risk Reviewed 09/05/19 - Risk fully reviewed for 2019/20. New description, potential impact, controls, control assessment, mitigating actions and comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L12 - New wording	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice. This needs to be extended to other partners.	Risk Reviewed 09/05/19 - Risk fully reviewed for 2019/20. New description, potential impact, controls, control assessment, mitigating actions and comments updated.
L13 - new wording	Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. Changing Times staff magazine issued on monthly basis. Regular communications plan with cascade briefings from Assistant Directors planned quarterly.	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk fully reviewed for 2019/20. Risk changed to Separation and Joint Working. Full risk review undertaken 30/04/19.
L14 - Page 130	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk fully reviewed for 2019/20. Full risk review undertaken 08/05/19. No changes.
L15 -	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery	Fully Partially Fully Fully	Councillor Barry Wood	Paul Feehily	Jonathan MacWilliam	4	3	12	↓	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	The CDC Growth Deal Programme Management approach will enable greater clarity and understanding of the barriers to delivery of those housing developments which are in our area and contribute to the 100,000 accelerated homes, (and for which we are responsible for delivering). Barriers to CDC delivery will be clarified through CDC work stream plans of work, comprising a work stream brief, RAID log and schedule for each work stream. Through this approach Cherwell will be able to enhance collaborative delivery of the GD with CDC focus on CDC "Gives and Get's" i.e. • The things that CDC is accountable for delivering and • The things delivered by others that CDC need to deliver CDC accountabilities DC's collaboration with Partners through the GD Programme Board to achieve 100% GD Contract Delivery	Risk fully reviewed for 2019/20. Full risk review undertaken 29/04/19. Residual Score has been reduced from 15 to 12.

Cherwell District Council

Executive

3 June 2019

Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2019/2020
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Report of Director: Law and Governance

This report is public

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2019/2020.

1.0 Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2019/2020 as set out in Appendix 1 (to follow) to this report.
- 1.2 To delegate authority to the Director: Law and Governance, in consultation with the Leader, to appoint Members to outstanding vacancies and make changes to appointments as may be required for the 2019/2020 Municipal Year.

2.0 Introduction

- 2.1 Appointments to outside bodies and partnerships and Member Champion appointments have been made by a Lead Member decision in previous municipal years, however, to enable appointments to be made in a timely manner, Executive is requested to consider and agree appointments for 2019/2020 and delegate authority to the Director: Law and Governance, in consultation with the Leader, to appoint to any vacancies and make changes as required during the municipal year.

3.0 Report Details

Representatives on Outside Bodies and Partnerships

- 3.1 The business of local government includes considerable partnership working and work in the community. The Council's and a Councillors' representational role is enhanced and strengthened by participating in outside bodies.

- 3.2 Members are appointed annually to serve as representatives on outside bodies and partnerships.

Member Champions

- 3.3 The Terms of Reference for Member Champions include the following with regards to their role and appointment:
1. Member Champions will only be appointed in support of agreed Council policies and objectives and shall be elected members of Cherwell District Council.
 2. Member Champions may be created by Council, the Executive or the Leader of the Council. Member Champions will remain in their role until the expiration of their term of office as a Councillor, when the relevance of the appointment will be reviewed. The appointing body or office holder may decide at any point to review and terminate the appointment of a member Champion for good reason.
 3. Member Champions shall have no Executive or decision making powers and may not instruct officers. Champions shall not duplicate the work of Committee Chairmen and Executive members and shall ensure they liaise with and advise them appropriately. Member Champions may not commit the Council to any course of action or any Council resources.
 4. Member Champions shall not attract a Special Responsibility Allowance, but shall be able to re-claim travelling and subsistence expenses in line with the agreed scheme and may attend appropriate events, seminars, training and conferences, subject to budget availability.
 5. Each Member Champion will have a link officer assigned from within the relevant or most appropriate service area. Officers will bring issues, initiatives and areas of work to the attention of Member Champions.
- 3.4 Within their Terms of Reference, Member Champions may carry out the following functions with regard to the issue for which they have been appointed Member Champion:
- Ambassador - to raise the profile of an issue, provide a visible focus and raise the profile of an issue both internally and externally to the Council;
 - Adviser to the Council in relation to the issue to provide a source expertise;
 - Bringing issues to the Council's attention;
 - Liaising with and providing a bridge between the Council and external groups, bodies and communities; and
 - May be appointed by Council to outside bodies by virtue of office.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these the outside bodies and could miss valuable information and opportunities.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Kelly Watson, Deputy Section 151 Officer, 0300 003 0206

kelly.watson@cherwellandsouthnorthants.gov.uk,

Legal Implications

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

Chris Mace, Solicitor, 01327 322125,

christopher.mace@cherwellandsouthnorthants.gov.uk

Risk Implications

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

Comments checked by:
Hedd Vaughan-Evans, Assistant Director: Performance and Transformation, 0300
003 0111, Hedd.vaughanevans@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
1	Appointments to Outside Bodies, Partnerships and Member Champions 2019/2020 – to follow
Background Papers	
None	
Report Author	Natasha Clark, Governance and Elections Manager
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