

Committee: Executive
Date: Monday 1 July 2019
Time: 4.00 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 - 10)

To confirm as a correct record the Minutes of the meeting held on 3 June 2019 .

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Joint Housing and Homelessness Strategy for Vulnerable Young People and Families in Oxfordshire (Pages 11 - 30)

Report of Assistant Director, Housing and Social Care Commissioning

Purpose of report

To present the Joint Housing and Homelessness Strategy for Vulnerable Young People and Families in Oxfordshire and adopt the Strategy.

Recommendations

The meeting is recommended:

- 1.1 To adopt the Housing and Homelessness Strategy for Vulnerable Young People and Families as set out at appendix 1.

7. Cherwell District Council's Contribution to the Oxfordshire Adult Homeless Pathway (Pages 31 - 38)

Report of Assistant Director, Housing and Social Care Commissioning

Purpose of report

To set out proposals for continuing to deliver the Oxfordshire Adult Homeless Pathway which is a partnership between the District Councils, the County Council and Oxfordshire Clinical Commissioning Group and provides housing related support services and accommodation for single homeless people. The report seeks agreement to Cherwell District Council's funding contribution from 1 April 2020 to 31 March 2022.

Recommendations

The meeting is recommended:

- 1.1 To agree Cherwell District Council's continuing contribution to the Oxfordshire Adult Homeless Pathway for a further 2 years at a level of £83,930 per annum in 2020/21 and 2021/22.

8. New Corporate Health, Safety & Wellbeing Policy (Pages 39 - 58)

Report of Executive Director of Finance (Interim)

Purpose of report

The purpose of this report is for the Executive to consider a new Corporate Health, Safety and Wellbeing Policy for Cherwell District Council (CDC) following the split between South Northamptonshire Council (SNC) and CDC.

The policy identifies the responsibilities of Elected Members, Chief Executive, Directors, Assistant Directors, Managers and Employees in the management of Occupational Health, Safety and Wellbeing risks throughout the organisation.

Recommendations

The meeting is recommended:

- 1.1 To adopt the new Corporate Health, Safety & Wellbeing Policy, which includes using the Health and Safety Executive's (HSE) "Managing for Health and Safety" HSG65 framework for the management and control of health and safety risks going forward.
- 1.2 To note that, subject to approval of the Policy at recommendation 1.1, a plan would be developed by the Corporate Health and Safety Team for its communication to all employees and key stakeholders.

9. Monthly Performance, Finance and Risk Monitoring Report - May 2019 (Pages 59 - 104)

Report of Executive Director: Finance (Interim) 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 the final reserve position for 2018/19 following on from the production of our draft statement of accounts 2018/19 and outturn report in the Finance Update section of this report

10. Urgent Business

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

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.

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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 Friday 21 June 2019

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 June 2019 at 6.30 pm

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

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 Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Ian Middleton (for agenda items 1 – 12)

Officers: Yvonne Rees, Chief Executive
Nick Graham, Director of Law and Governance / Monitoring Officer
Graeme Kane, Chief Operating Officer
Paul Feehily, Executive Director: Place and Growth (Interim)
Adele Taylor, Executive Director: Finance (Interim) & Section 151 Officer
Gillian Douglas, Assistant Director: Housing
Robert Fuzesi, Assistant Director: Property, Investment & Contract Management
Robert Jolley, Assistant Director: Planning & Economy
Nicola Riley, Assistant Director: Wellbeing
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Chris Hipkiss, Property and Investment Consultant
Natasha Clark, Governance and Elections Manager

1 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

3 **Minutes**

The minutes of the meeting held on 1 April 2019 were agreed as a correct record and signed by the Chairman.

4 **Chairman's Announcements**

The Chairman made the following announcements:

A Members workshop on the Cherwell Industrial Strategy would be held on Tuesday 11 June, in the Council Chamber. The workshop would run from 6pm to 9pm, buffet style refreshments would be available from 5:30pm. Invitations had been sent to all Members via email in the last few weeks.

There would also be a session on Universal Credit, with representatives attending from the DWP. The session was on Wednesday 17 July and further details would be sent out in due course.

5 **Active Communities Strategy**

That Assistant Director Wellbeing submitted a report to provide the rationale and context for the proposed Active Communities Strategy.

Resolved

- (1) That the Active Communities Strategy and associated Delivery Plan (annexes to the Minutes as set out in the Minute Book) be approved.

Reasons

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.

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

Alternative options

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

6 **Bicester Garden Town - Capacity funding award 2018/19**

The Assistant Director – Planning and Economy submitted a report to seek Executive’s agreement for the proposed spend of the capacity funding award to Bicester Garden Town.

Resolved

- (1) That the proposals for spending the capacity funding awarded to Bicester as set out in annex to the Minutes (as set out in the Minute Book) be agreed.

Reasons

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.

The proposed budget allocations are supported by the Bicester Strategic Delivery Board and have been shared with the Garden Communities team at MHCLG.

Alternative options

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 **CDC/OCC Signage Agency Agreement**

The Assistant Director: Environmental Services submitted a 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.

Resolved

- (1) That the progress on partnership working with Oxfordshire County Council be noted.
- (2) That Full Council be recommended to agree to the Council entering into Section 101 agreements with Oxfordshire County Council.

Reasons

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.

These are low risk agreements which will improve service levels.

Alternative options

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.

8 **Year End Performance, Finance and Risk Monitoring Report - March 2019**

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

On behalf of Executive, the Chairman thanked all officers for their hard work in helping the council achieve a good year end report.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.
- (2) That the additional expenditure and income for new grant awards in 2018/19 and 2019/20 as detailed in the annex to the minutes (as set out in the Minute Book) be noted.
- (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.
- (4) That the slippage of capital budgets from 2018/19 to 2019/20 and beyond as detailed in the annex to the minutes (as set out in the Minute Book) be approved.

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.

9 Monthly Performance, Finance and Risk Monitoring Report - April 2019

The Executive Director Finance (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.
- (2) That 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) be noted and approved.

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 2019-20 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 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.

10 **Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2019/20**

The Director: Law and Governance submitted a report to appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2019/2020.

Resolved

- (1) That the appointment of members to partnerships, outside bodies and Member Champions for 2019/2020 be delegated to the Director: Law and Governance, in consultation with the Leader.
- (2) That authority be delegated to the Director: Law and Governance, in consultation with the Leader, to appoint Members to make changes to appointments as may be required during the 2019/2020 Municipal Year.

Reasons

It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions to ensure that the Council is represented and maintains links with partnerships and outside bodies.

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.

Alternative options

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.

11 **Urgent Business**

There were no items of urgent business.

12 **Exclusion of the Press and Public**

Resolved

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.

13 **Use of Land at The Bourne, Hook Norton**

The Assistant Director Property Investment and Contract Management and Assistant Director Social Care Commissioning and Housing submitted an exempt report relating to the use of land at The Bourne, Hook Norton.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

14 **Castle Quay Tenant Update**

The Executive Director of Finance (Interim) submitted an exempt report to provide a Castle Quay tenant update.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.
- (4) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

The meeting ended at 7.40pm

Chairman:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cherwell District Council

Executive

1 July 2019

<p>Joint Housing and Homelessness Strategy for Vulnerable Young People and Families in Oxfordshire</p>

Report of Assistant Director, Housing and Social Care Commissioning

This report is public

Purpose of report

To present the Joint Housing and Homelessness Strategy for Vulnerable Young People and Families in Oxfordshire and adopt the Strategy.

1.0 Recommendations

The meeting is recommended:

- 1.1 To adopt the Housing and Homelessness Strategy for Vulnerable Young People and Families as set out at appendix 1.

2.0 Introduction

- 2.1 The Joint Housing and Homelessness Strategy for Vulnerable Young People and Adults sets out the joint strategic aims in preventing homelessness and meeting the housing needs of vulnerable young people and families across the county.
- 2.2 The vision is that every child and young person in Oxfordshire should have access to a full range of housing services and the opportunity for a decent and affordable home suitable to their needs; and that vulnerable families should be enabled to live in safe and suitable housing as a basis for supportive family relationships and thriving communities. This report highlights the key objectives of the strategy and the action plan for achieving them.

3.0 Report Details

Joint Housing and Homelessness Strategy

- 3.1 There is common agreement that safe and suitable housing is a basic human right for children, young people and families. Conversely transient lifestyles and

inappropriate housing have been identified as one of the risk factors on the pathway to harm¹.

- 3.2 The Oxfordshire Housing Needs Analysis for vulnerable young people and families highlighted the difficulties Oxfordshire faces in terms of cost and availability of housing. Whilst there are active house building programmes around the county, affordability is still an issue and the number of homeless people is increasing. Young people in our supported housing pathway have increasingly complex needs and progress through the pathway is hampered by a lack of suitable places for them to move on to.
- 3.3 The increasing number of looked after children is creating an ongoing pressure on places in the pathway. We need to ensure adequate support and housing for vulnerable families, especially those that find themselves in temporary or emergency accommodation. We also need specialist housing provision for young people with disabilities and more support for young people in the youth justice system.
- 3.4 Our key objectives are to:
- support vulnerable families to maintain secure and long-lasting housing;
 - provide a range of housing options, with support and intervention, for Care Leavers and other vulnerable young people including Unaccompanied Asylum-Seeking Children and young people involved with the Youth Justice System;
 - increase the supply of affordable housing options to meet the needs of families and single young people, and optimise the use of available property;
 - maintain partnership working between District and County Councils, housing providers, specialist support services and other stakeholders including young people and families;
 - resource early prevention work with families and young people at risk of homelessness; and
 - support landlords to mitigate negative perceptions of social care service users and/or benefit claimants.
- 3.5 We have a comprehensive joint action plan to achieve these objectives and progress will be monitored at bi-monthly meetings of representatives from the County Council, Cherwell District Council and the other 4 housing authorities. (see pages 8-15 of the Strategy).

4.0 Conclusion and Reasons for Recommendations

Adoption of Housing Strategy

- 4.1 The Strategy is based on a comprehensive and countywide needs analysis which highlighted a range of gaps in current services. It is vital that the County and District Housing Authorities work jointly to address these.

- 4.2 The other 4 housing authorities are also taking the Strategy through their democratic processes for adoption. The County Council is the lead authority for this Strategy and the Cabinet will adopt the Strategy at its meeting on 18 June 2019.

5.0 Consultation

Housing managers in City and all District Councils

Operational teams in all councils working with vulnerable young people and families

6.0 Alternative Options and Reasons for Rejection

- 6.1 Option 1: Not to have a strategy. This has been rejected on the basis that partnership working with a shared vision and objectives is necessary in order to meet the needs of vulnerable young people and families and to inform service development and commissioning plans.

7.0 Implications

7.1 Financial and Resource Implications

The objectives in the Strategy will be delivered through existing teams. There may be financial implications in terms of joint commissioning of accommodation and support and these will be brought forward for consideration once commissioning intentions are known.

Comments checked by:

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

Legal Implications

- 7.2 There are no specific legal implications arising from this Strategy but all local authorities involved have a role to play because of their responsibilities under safeguarding, housing or children's legislation.

Comments checked by :

Richard Hawtin, Team Leader – Non-contentious, 01295 221695,
richard.hawtin@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

Support and Safeguard Vulnerable People
Homelessness Prevention
Deliver affordable Housing

Lead Councillor

Councillor John Donaldson, Lead Member for Housing

Document Information

Appendix No	Title
1	Joint Housing and Homeless Strategy for Vulnerable Young People and Families
Background Papers	
None	
Report Author	Gillian Douglas, Assistant Director of Housing
Contact Information	Gillian.Douglas@cherwell-dc.gov.uk Mobile 07503 259834

**JOINT HOUSING AND
HOMELESSNESS STRATEGY
AND NEEDS ANALYSIS FOR
VULNERABLE YOUNG PEOPLE
AND FAMILIES IN
OXFORDSHIRE 2019-2024**

Introduction and Why We Need a Strategy

There is common agreement that safe and suitable housing is a basic human right for children, young people and families. Conversely transient lifestyles and inappropriate housing have been identified as one of the risk factors on the pathway to harm¹.

Our Housing Needs Analysis for vulnerable young people and families highlighted the difficulties Oxfordshire faces in terms of cost and availability of housing. While there are intense building programmes around the county, affordability is still an issue and the number of homeless people is increasing. Young people in our supported housing pathway have increasingly complex needs and progress through the pathway is hampered by a lack of suitable places for them to move on to. The increasing number of looked after children is creating an ongoing pressure on places in the pathway. We need increased support and housing for vulnerable families as evidenced by the number of families in temporary accommodation. We also need specialist housing provision for young people with disabilities and more support for young people in the youth justice system.

(See Housing and Homeless Needs Analysis for Vulnerable Young People and Families 2019-2021 - Appendix 1)

The government is helping local councils and developers work with local communities to plan and build better places to live for everyone. This includes building affordable housing, improving the quality of rented housing, helping more people to buy a home, and providing housing support for vulnerable people.² In addition, the Homelessness Reduction Act 2017 with the Duty to Refer requires us to tackle the causes of homelessness further upstream.

Oxfordshire County Council Housing Strategy 2015-2018 identified the following objectives under the priority 'Support the Growth of a Balanced Housing Market.'

- Improve housing market operation;
- Increase the supply of public sector land to deliver new homes; and
- Bring forward key strategic sites to support City Deal and meet housing need.

There are practical reasons why it makes sense to clarify the key issues and requirements.

- To be able to influence the spatial planning agenda and ensure that the housing needs are reflected in Local Growth Plans and housing strategies. 'Up front' work ensures these needs are not overlooked.
- To provide clarity for senior managers about the key priorities to try and resolve them.
- To assist housing and planning officers in each district and the city to know the housing needs of young people and families so that they can reflect these when advising and agreeing new affordable housing planning applications.

¹ Pathways to Harm, Pathways to Protection: Triennial Analysis of Serious Case Reviews 2011-14'

² <https://www.gov.uk/government/topics/housing>

- To allow housing providers to know the housing needs of young people and families so that they too can consider such provision when building or buying new homes or when considering how to re-model existing stock.
- To provide a consistent and clear set of needs to the property services and planning departments within the City, District and County Councils.
- To enable all relevant agencies to make a more convincing case for capital grant or land subsidy both within the county council and the district councils.

Vision

Our Vision is that every child and young person in Oxfordshire should have access to a full range of housing services and the opportunity for a decent and affordable home suitable to their needs; and that vulnerable families should be enabled to live in safe and suitable housing as a basis for supportive family relationships and thriving communities.

There are three broad components to achieve improved housing. These can be summarised as:

- the right buildings,
- appropriate support services and
- clear 'pathways' that enable young people and families to access such housing.

The right buildings

- The District, City and County Councils will work in partnership with, housing and other providers, to ensure that the 'bricks and mortar' to supply new homes are built to the correct design, in the right locations and at an affordable price.
- Where possible and appropriate we will increase new specialist housing capacity by conversion of existing buildings that may no longer be fit for their original purpose, or may be empty.
- We will ensure that buildings are fully inclusive and accessible to consider the needs of families with disabled children, young people and adults. Advice from occupational therapists will be considered in planning the right buildings for the future.

Appropriate support services

- We will enable creative and flexible wrap-around services for young people and young families in the pathway.
- We will provide support to landlords working with families in danger of eviction and provide targeted support to vulnerable families.

Clear pathways

- We will devise clear pathways to ensure the right people access the right housing for their needs.
- There is a well-developed multi-agency pathway in place for young people, but there needs to be more creative planning to ensure there is a range of suitable supported accommodation and sufficient move on options.

Our Key Objectives are:

- 1. To support vulnerable families to maintain secure and long-lasting housing.**
- 2. The provision of a range of housing options, with support and intervention, for Care Leavers and other vulnerable young people including Unaccompanied Asylum-Seeking Children and young people involved with the Youth Justice System.**
- 3. To increase the supply of affordable housing options to meet the needs of families and single young people, and optimise the use of available property.**
- 4. To maintain partnership working between District and County Councils, housing providers, specialist support services and other stakeholders including young people and families.**
- 5. To resource early prevention work with families and young people at risk of homelessness.**
- 6. To support landlords to mitigate negative perceptions of social care service users and/or benefit claimants**

We will tackle these in the following ways:

- 1. To support vulnerable families to maintain secure and long-lasting housing.**

An iMPower analysis into the work of Oxfordshire Children, Education and Families teams revealed a lack of knowledge and engagement with housing issues among front line staff. In response to this we will:

- 1.1 Equip front line social services teams working with families to identify housing issues at an early stage and support families to maintain their tenancies, thus avoiding eviction and disruption to schooling and family networks.**

- 1.2 Target support for families deemed intentionally homeless to enable them to have a second chance.

2. The provision of a range of housing options, with support and intervention, for Care Leavers, including Unaccompanied Asylum-Seeking Children (UASC), young people involved with the Youth Justice System and young people with a range of disabilities.

The increase in the number of Looked After Children and Care Leavers has necessitated a review as to how to effectively support all our vulnerable young people to the point of being able to manage an independent tenancy. The proportion of young people with complex needs in the Supported Housing Pathway has increased.

There is also a need for a range of provisions for young people involved in the Youth Justice Service.

In addition, the sharp increase in arrivals of Unaccompanied Asylum-Seeking Children has accentuated the need for increased accommodation and support within the county for this vulnerable group.

In response to this we will:

- 2.1 Optimise the use of available resources to creatively support young people with complex needs and those with lower level needs.
- 2.2 Find creative solutions for vulnerable young people on the edge of care including re-unification with family where possible or supported lodgings with other trusted adults.
- 2.3 Make specific provision for young people involved in the Youth Justice Service.
- 2.4 Enable more consistent use of intervention services such as Mental Health services for young people who need these up to age 25 in the Supported Housing Pathway.
- 2.5 Support Care Leavers to develop independent living skills including the maintenance of a tenancy and regular employment.
- 2.6 Ensure planners are aware in advance of the specific housing needs of young people with disabilities in each district and the city.

3. Increase the supply of affordable housing options to meet the needs of both families and single young people, and optimise the use of available property.

Supply and demand

The overarching concern is the overall lack of supply of housing - both specialist and generic - and fully inclusive and accessible. Whilst the needs and issues may be different for families, care leavers and vulnerable young people, the housing gaps are a common theme.

In response to this we will:

- 3.1 Seek to influence potential use of empty council buildings for families and young people.
- 3.2 Embed a mechanism across the partner organisations to quantify the types of housing needed and level of demand for families and young people.
- 3.3 Provide clear forecasting of requirements for various types of property including family housing, accommodation for young single people and adapted housing for people with learning disabilities or physical disabilities including those in need of ceiling track hoists.
- 3.4 Seek to influence local planning in a timely manner to enable suitable housing to be located within a reasonable distance from services, schools, colleges and places of work.
- 3.5 Build priorities for young people, young adults and families into the district council Growth Plans and the Joint Strategic Spatial Plan for Oxfordshire 2050.
- 3.6 Work with providers to develop creative solutions for older young people with learning disability such as Autistic Spectrum Disorder.

Affordability

Oxfordshire's extremely high rents increase the vulnerability of both single people and families who may become reliant on benefits to afford a home. The housing benefit element of Universal Credit is unlikely to cover the full cost of rent. For care leavers there is an additional impact when their housing benefit drops at aged 22.

In response we will:

- 3.7 Assist families and young people with budgeting to maintain regular rental payments as a build-up of rent arrears greatly adversely affects their chances of a future affordable tenancy.
- 3.8 Help Care Leavers to hold realistic expectations of the type of property available to them when they leave the supported housing pathway.
- 3.9 Plan early to allow care leavers to move to affordable accommodation prior to the reduction in their benefit.

4. To maintain partnership working between District and County Councils, housing and support providers and other stakeholders including young people and families.

Joint working between housing authorities, social services and other statutory, voluntary and private sector partners is required by a range of legislation relating to homelessness, social care and children. (see Appendix 1 Needs Analysis pages 8-9)

In response to this we will:

- 4.1 Hold quarterly meetings of the Joint Housing Steering Group with representatives from the City and each District Council along with key operational and commissioning staff in the County Council.

Through this we will problem solve issues which affect the delivery of this strategy and aim to provide an effective and co-ordinated response to prevent homelessness amongst vulnerable young people, and families.

- 4.2 We will escalate issues, concerns and gaps in service provision to senior officers and members as appropriate to ensure they are informed and able to influence local provision and developments.
- 4.3 Engage with city and district councils, registered social landlords, letting agencies, private landlords and other community and faith groups to develop solutions using properties they may no longer wish to keep.
- 4.4 Develop creative partnerships with skills providers and employers.
- 4.5 Develop co-location opportunities for members of different teams, local authorities and support agencies.
- 4.6 Work to remove the “catch 22” situation around housing allocation for potential foster carers.

5. Resource early prevention work with families and young people at risk of homelessness.

The Homelessness Reduction Act and the Duty to Refer, encourages early intervention into the causes of homelessness by obliging a range of statutory services to address housing issues with families or individuals and to make referrals to the appropriate authority.

In response to this we will:

- 5.1 Increase channels of communication between social services staff and housing and support providers to enable timely intervention.
- 5.2 Increase awareness of housing related issues amongst frontline staff and increase staff confidence in assisting families facing housing issues.

6. Support landlords to mitigate negative perceptions of social care service users and/or benefit claimants

There can be negative perceptions of social care service users by private and social landlords due to issues relating to rent arrears, damage to property, behaviour and disturbance to other residents. Strategies to prepare and support landlords are needed to help mitigate these issues as well as to support and ensure young people and families have the right skills and best chances to sustain their tenancies.

In response to this we will:

- 6.1 Develop a clear programme of support for landlords of social care users with well-defined roles and responsibilities and make sure this is well publicised.

- 6.2 Initiate early conversations with landlords regarding issues with tenants known to social services with a view to providing early intervention to support families and young people at risk of losing a tenancy.
- 6.3 Provide initial financial support to enable vulnerable young people and families to take on a tenancy or move into temporary accommodation.
- 6.4 Provide guarantees/contracts to help a young person secure a tenancy and pay for damage.

Action Plan

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
1. To support vulnerable families to maintain secure and long-lasting housing.			
1.1 Following on from the current model of an embedded specialist housing worker in front line Children, Education and Families teams, provide a programme of training and resources for front line teams in identifying and tackling housing issues. including a network of housing champions.	Earlier intervention in housing issues including "Duty to Refer". Locally based housing knowledge and connections available to all front-line Children, Education and Families staff	Oxford City Trailblazer programme until funding ends in 2019 and County Council Housing and Immigration Team	County Council champions recruited, Training taken place, Housing referrals made
1.2 Develop an agreed programme of support to enable families deemed intentionally homeless to have a second chance at maintaining a tenancy.	Families supported into secure tenancies.	Cherwell District Council / County Council Local Community Support Service and Housing and Immigration Team	Agreed programme in each district. Number of families supported into secure housing
1.3 Ensure all staff across partner organisations are aware of funding streams that are available for support e.g. Troubled Families Resources Budget, flexible use of pupil premium budgets.	Optimum use of available funds to support vulnerable families.	County Council Housing and Immigration Team	Training and information on funding given and disseminated

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
2. The provision of a range of housing options, with support and intervention, for Care Leavers and other vulnerable young people including Unaccompanied Asylum-Seeking Children and young people involved with the Youth Justice System.			
2.1 Review existing supported housing pathway provision	Knowledge of what is working well and changes in nature of provision that may be necessary	County Council commissioning team	Recommendations for new service written
2.2 Recommission the supported housing pathway in consultation and conjunction with all stakeholders including the providers of the Adult Homeless Pathway.	An effective, safe and value for money service which enables vulnerable young people to move into independence, or other appropriate accommodation in a timely manner.	County Council Commissioning Team/ City and District Councils/provider organisations	Number of young people who move through the pathway and gain independent accommodation
2.3 Create additional provision for Unaccompanied Asylum-Seeking Children	Local and safe accommodation with wrap around support for UASC	County Council Commissioning Team/ Cherwell District Council	Additional provision available
2.4 Ensure that Mental Health support is available to all young people in the supported housing pathway.	Vulnerable young people are supported towards independence	County Council Commissioning Team/ Oxfordshire Clinical Commissioning Group	Number of young people in pathway supported with mental health
2.5 Explore the potential to redirect funding to support young people's identified housing and support needs including piloting council tax exemptions	Optimum use of available funds	County Council Operational Team, Cherwell District Council	Increased funding for housing and support needs. Council tax exemptions in place for care leavers in some or all Districts.
2.7 Consider options for additional support for young people in the Youth Justice Service including the recruitment of a team of high tier foster carers.	Appropriate support to keep these young people safe and minimise the risk of re-offending.	Youth Justice Service, County Council Fostering team	Crisis provision for young people in youth justice service in place

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
2.8 Recruit additional Supported Lodging providers to offer flexible support options for care leavers	Out of term time accommodation for care leavers at university with appropriate level of support.	County Council Commissioning and Care Leavers' team	Additional flexible provision for care leavers with low level support needs
2.9 Negotiate with partners to provide a 'Team around the Worker' to support the lead professional in the supported housing pathway through specialist consultation and advice.	Effective and timely intervention for young people with complex needs.	County Council Commissioning/ partner organisations/pathway providers	Specialist professionals ready to provide support in flexible way to worker with best relationship with young person
2.10 Ensure pathway providers are equipped to identify signs of domestic abuse in the pathway and resourced to support victims and keep them safe.	Young people in the Supported Housing Pathway are safe and know how to obtain support.	County Council, Pathway providers, Action on Ending Violence against Young Women and Girls	Greater awareness of potential Domestic abuse in pathway and prevention strategies in place.
2.11 Start earlier to plan for young people to return to their family where possible and invest resource on whole family approaches such as Family Group Conferences and restorative practice.	Maximise chances for family re-unification and take fewer children into care.	County Council	More children and young people leaving care to return to families
2.12 Provide support for young people with low level needs such as Asperger's Syndrome and their families to prevent the young person becoming homeless	Vulnerable young people and their families are supported to stay together.	Housing Authorities and Commissioned Services for support to families	Fewer young people with low level needs in supported housing pathway
2.13 Work with young people on the edge of care to secure private arrangements with trusted adults	Vulnerable young people are cared for by adults they know and trust and pool of approved care providers is widened.	County Council Residential and Edge of Care team	Fewer young people referred into the supported housing pathway

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
where re-unification with family is not possible			
2.14 Develop “The House Project” to support a group of care leavers to take on HMO tenancies and develop necessary skills to live independently.	Young care leavers equipped to take on independent tenancies	County Council	Young people supported to live in nominated properties and begun to move on
2.15 Work with employers to develop pathways to employment in addition to gaining housing related skills such as DIY, painting/decorating, maintenance, and furnishing.	Young care leavers equipped with employment related skills and able to take on independent tenancies	Pathway providers, County Council “House” project manager	Young people from pathway gain employment in related fields
2.16 Work with planners and Disabled Facilities Grant departments to ensure buildings are fully accessible and inclusive and consideration is given to factors like electric wheelchair accessibility, up to date technical aids to facilitate independence for young people, storage, sound proofing, planned adaptations so that a disabled child can live and play safely.	Adequate supply of appropriately adapted housing in the locations where it is needed	City and District Councils, County Council	Timely supply of appropriately adapted housing
2.17 Consider opportunities for pooled budgets and targeted commissioning to meet housing need for specific groups e.g. learning disability, mental health.	Financially efficient sustainable support for the people who need it.	County Council, Clinical Commissioning Group	Housing developed for specific named groups using pooled budgets

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
3. To increase the supply of affordable housing options to meet the needs of both families and single young people, and optimise the use of available property.			
3.1 Identify existing data sources, plot pathways and identify gaps. Draw up sustainable mechanism to gather information	Ongoing accurate information on forthcoming needs	County Council	Required data available from LCS or another identified regular source
3.2 Look at Oxon and national statistics to identify trends.	Ongoing accurate information on forthcoming needs	County Council	Needs Analysis reviewed at end 2020
3.3 Following the review of empty buildings and land ownership assessment which has identified empty/underused spaces/buildings both by county council and partners and explore the potential to include this in the county council Place Reviews.	Increase supply of sustainable property options for young people and families	City and District Councils, County Council	Underused buildings become available for young people or families
3.4 Work with specialist architects and estate agents to develop community solutions to housing such as building conversions leading to longer term more sustainable solutions such as housing co-operatives or emergency/transitional accommodation like container homes or empty building conversions.	Additional housing through optimising use of existing buildings	City, District and County Council	Increase in available properties, through this route
3.5 Work with specialist providers to clarify what delivery of homes for young people with learning	Plan in place	City, District and County councils	Supply of houses built to specification

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
disabilities such as Autistic Spectrum Disorder might look like.			
4. To maintain partnership working between District and County Councils, housing and support providers and other stakeholders including young people and families.			
4.1 Review use and scope of move on agreements with city and district councils in relation to extended responsibilities for care leavers up to 25.	Joint working across districts and social work teams leading to joined up plans for young people	City, District and County Council	Extended group of care leavers given support
4.2 Improve and increase the use of Multi-Agency Risk Assessment and Management plan (MARAMP) to manage risk more effectively in placement planning particularly in the Supported Housing Pathway	Increased and effective use of MARAMP	Pathway providers, County Council Care Leaver team	Fewer evictions from the pathway
4.3 Develop the role of the 'Team around the Worker' to support lead professionals with specialist advice and consultation in areas such Mental Health and specialist substance misuse.	Specialist advice is in place and used effectively. Workers more confident about response and support/interventions they can offer	County Council Commissioning and operational staff/partner organisations/pathway providers	Specialist professionals ready to provide support in flexible way to worker with best relationship with young person
4.4 Housing providers to be part of the Team Around the Family (TAF)	Housing issues addressed at an earlier stage and support offered.	County Council, City and District Councils and other housing providers.	Fewer homeless families because of earlier, joined up support.
4.5 Agree a protocol between Housing Authorities and Children, Education and Families teams to allow potential foster carers to move into suitable properties to house foster children.	Increased number of Council foster carers leading to a reduction in use of high cost independent fostering agencies	Cherwell District Council, City and other District Councils and Oxfordshire County Council	Increased number of Council foster carers.

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
4.6 Increase lines of communication between Housing Authorities and Children, Education and Families teams regarding kinship foster carers need for housing.	More children cared for by wider family through access to suitable housing.	County Council operational teams City and District Councils and housing providers	Increase in kinship foster placements
5. To resource early prevention work with families and young people at risk of homelessness.			
5.1 Put in place a programme of training and resources to enable front line social services' staff to identify and address housing issues at an early stage.	Housing issues are recognised at earlier stage and homelessness prevention work carried out	County Council, Oxford City Trailblazer	Fewer homeless young people and families because of earlier, joined up support.
5.2 Promote the use of the ALERT portal for referrals of anyone who may be homeless or threatened with homelessness in Oxfordshire.	Young people and families threatened with homelessness are identified earlier and receive support into accommodation	City and District Councils Oxfordshire County Council	Fewer homeless young people and families because of earlier, joined up support.
5.3 Initiate earlier communication and a programme of support for families in danger of making themselves intentionally homeless.	Families threatened with homelessness receive timely advice and support	Cherwell District Council/ Oxfordshire County Council, City and other Districts	Fewer homeless families because of earlier, joined up support
5.4 Initiate earlier conversations between supported housing pathway providers and CEF team regarding rent arrears and other behaviours which are detrimental to gaining an independent tenancy.	Young people are more able to access independent accommodation	Oxfordshire County Council operational teams/pathway providers	Greater throughput through the supported housing pathway
5.6 Work with housing providers to ensure they are part of Team	Housing issues addressed at an earlier stage and support offered	County Council, City and District Councils	Fewer homeless families because of earlier, joined up support.

Action	Desired Outcome	Lead Organisation/s	How Success will be measured
Around the Family meetings, joint visits etc.		and other housing providers.	
6. To support landlords to mitigate negative perceptions of social care service users and/or benefit claimants.			
6.1 Institute a mechanism for early conversations with landlords and programmes of support for people in danger of breaching their tenancy agreements.	Young people and families are supported to maintain a tenancy	City and District Councils, housing providers, County Council operation teams.	Fewer evictions and fewer homeless families
6.2 Make funds available, following strict criteria, to allow families to access temporary accommodation, or private rental accommodation through the provision of deposits, rent in advance and rent for families who are subject to immigration law	Families are supported to gain secure housing and children remain with family.	Oxfordshire County Council Housing and Immigration team	Number of families supported into secure housing
6.3 Work with Registered Social Landlords and the Care Leavers Forum to create a junior tenancy course to help young people sustain housing.	Young care leavers equipped to take on independent tenancies	City and District Councils and Care Leavers Association	Course compiled and delivered

Cherwell District Council

Executive

1 July 2019

<p>Cherwell District Council's Contribution to the Oxfordshire Adult Homeless Pathway</p>

Report of Assistant Director, Housing and Social Care Commissioning

This report is public

Purpose of report

To set out proposals for continuing to deliver the Oxfordshire Adult Homeless Pathway which is a partnership between the District Councils, the County Council and Oxfordshire Clinical Commissioning Group and provides housing related support services and accommodation for single homeless people. The report seeks agreement to Cherwell District Council's funding contribution from 1 April 2020 to 31 March 2022.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree Cherwell District Council's continuing contribution to the Oxfordshire Adult Homeless Pathway for a further 2 years at a level of £83,930 per annum in 2020/21 and 2021/22.

2.0 Introduction

- 2.1 The Adult Homeless Pathway (AHP) provides supported accommodation for homeless single people who are 18 years and over and who have support needs, including those who are rough sleeping or have previously slept rough.
- 2.2 The Pathway is commissioned, managed and funded by the Housing Related Support Joint Management Group which includes representation from Oxfordshire County Council, all Oxfordshire District/City Councils and Oxfordshire Clinical Commissioning Group (OCCG).
- 2.3 The services currently commissioned have agreed funding contributions in place until 31 March 2020.
- 2.4 It is been proposed that all partners extend this arrangement for a further 2 years from 1 April 2020 to 31 March 2022 with additional financial contributions to be made by partners to ensure adequate accommodation is available for this

vulnerable group. This would ensure continuity of service and positive outcomes for people who need support to recover from homelessness and to move on to longer term accommodation. This report sets out the proposed contribution that CDC would make to the pathway in 2020/21 and 2021/22 and seeks formal agreement for this approach.

3.0 Report Details

3.1 Together with 5 district/city councils and OCCG the County Council created a joint governance structure to procure and manage services for single homeless people in 2016.

2.5 This joint working came about as a result of Oxfordshire County Council announcing that it was unable to maintain its funding contributions for the AHP and would be withdrawing funding after 2017/18.

2.6 Collectively the Housing Related Support Joint Management Group explored options to ensure provision continued to be available.

2.7 The preferred option included all Oxfordshire District/City Councils making financial contributions based upon their usage of the AHP, and to spread Oxfordshire County Council's final contribution of £1.5m over two financial years (2017/18 and 2018/19).

2.8 These joint working and funding arrangements were approved by CDC's Executive in September 2016 when Members agreed :

- to support the new proposals which provide a plan and include a financial contribution from Cherwell for a period of 3 years as calculated and recommended by the Oxfordshire Districts, Oxfordshire Clinical Commissioning Group (OCCG) and Oxfordshire County Council
- to note and support the proposals for a new joint governance structure to procure and manage services through senior officer representation with delegated authority
- to approve a financial contribution of £62,700 pa and required to be paid from Cherwell for 3 financial years commencing April 2017
- the Executive note that a further report on the longer term sustainability of single homeless pathway arrangement across the county be submitted within the 3 year period covered by the report.

2.9 Since agreeing to this new joint working the parties have committed total funding of £2,940,000 which has enabled the AHP pathway to be funded until 31 March 2020. The table below sets out the contributions that have been made by each partner over this 3 year period.

Housing Related Support Pooled Budget Income – by partner	2017/18	2018/19	2019/20	Total Contributions
Oxford City Council	£161,700	£161,700	£161,700	£485,100
Cherwell District Council	£62,700	£62,700	£62,700	£188,100
South Oxfordshire District Council	£36,300	£36,300	£36,300	£108,900
Vale of White Horse District Council	£36,300	£36,300	£36,300	£108,900
West Oxfordshire District Council	£33,000	£33,000	£33,000	£99,000
Oxfordshire Clinical Commissioning Group	£150,000	£150,000	£150,000	£450,000
Oxfordshire County Council	£1,000,000	£500,000	£0	£1,500,000
Total	£1,480,000	£980,000	£480,000	£2,940,000

- 2.10 CDC's current contribution of £62,700 per annum was based on the Council's usage of the AHP at the time contributions were agreed and secures 19% of all available bed spaces. This has been paid using part of the Council's annual allocation of Homelessness Prevention Grant from the Ministry of Housing, Communities and Local Government.
- 2.11 The contribution ensures CDC has access to a total of 24 beds. These consist of 11 'complex needs' beds provided at O'Hanlon House in Oxford in a purpose-built building and provides 24/7 support and supervision. We also have access to 13 'progression/move on ready' beds in Banbury (8 beds at Cope Road and 5 in West Street which all have shared facilities (bathroom/kitchens). These beds are for people who require lower levels of support than at O'Hanlon House and are working towards living independently.
- 2.12 The actual value of the contracts awarded for these beds totals £146,006 and represents good value for money for Cherwell's investment.

Future Plans for the Pathway

- 2.13 The joint funding arrangements have now entered the third and final year and officers have been in discussion with other members of the Housing Related Support Joint Management Group to consider options for ensuring services continue to be available from April 2020.
- 2.14 To support this process and consider the best way forward for CDC officers have undertaken a comprehensive review of CDC's requirement for supported accommodation for single homeless people including rough sleepers.
- 2.15 The findings from the review are that CDC needs to have at least 34 beds available. This is currently achieved though the funding CDC provides for the 24 AHP beds and 10 additional beds CDC has procured separately to ensure rough sleepers from CDC do not have to spend longer periods of time sleeping rough than is necessary.
- 2.16 As part of the discussions about the future of the AHP, Oxfordshire County Council has agreed to make a further contribution of £500,000 to be spread over two years (£0.25m in 2020/21 and in 2021/22).

- 2.17 Whilst this new contribution is welcomed, there is still a funding shortfall of £117,000 per annum in the budget if the existing levels of service are to be maintained in 2020/21 and 2021/22.
- 2.18 It has been proposed that each district/city council increases its current contribution to cover a proportion of the £117,000 shortfall on a pro-rata basis. For CDC this would mean paying 19% of the £117,000 (an increase of £22,230pa) and would result in the council's annual contribution increasing from £62,700pa to £84,930 pa.
- 2.19 The increased contributions from the district/city councils would mean that from April 2020 the contributions would be:

Housing Related Support Pool Budget Income	2020/21	2021/22	Total contributions
Oxford City Council	£219,030	£219,030	£438,060
Cherwell District Council	£84,930	£84,930	£169,940
South Oxfordshire District Council	£48,970	£48,970	£97,940
Vale of White Horse District Council	£48,970	£48,970	£97,940
West Oxfordshire District Council	£44,700	£44,700	£89,400
Oxfordshire Clinical Commissioning Group	£150,000	£150,000	£300,000
Oxfordshire County Council	£250,000	£250,000	£500,000
Total	£846,600	£846,600	£1,693,200

- 2.20 If this additional funding cannot be secured we would see a reduction in services for this vulnerable group or services would have to be recommissioned by each local authority individually.
- 2.21 Officers are therefore supportive of the recommendation proposed by the Housing Related Support Joint Management Group for each district/city council to increase its financial contributions from April 2020 to ensure services remain available for a vulnerable group of people whilst also still representing good value for CDC.
- 2.22 In addition to this work, CDC has also recently been awarded £136,000 from MHCLG's Rough Sleeper Initiative Fund. As part of the successful bid funding has been awarded to employ a Strategic Country Co-ordinator. It is expected that this role will lead and develop new countywide approaches to the prevention and resolution of homelessness and develop a countywide Homeless and Rough Sleeping Strategy that will help to inform commissioning priorities from 2022/23.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Housing Related Support Joint Management Group is now working to formalise its plans and requires agreement from all district/city councils that they are supportive of continuing the partnership and will increase their annual contributions from April 2020.

- 3.2 This new proposal ensures CDC continues to have access to supported accommodation for rough sleepers and remains within the countywide partnership for 2 further years.
- 3.3 Looking to the future there will be work done by the JMG to re-commission services beyond 2022 to ensure integrated and countywide provision, without the need for districts to commission separate provision to supplement what is available through the joint commissioning arrangements.

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 set out below.

Option 1: Not to be part of the Housing Related Support Joint Management Group from April 2020 and stop making financial contributions to the pooled Budget – this option would result in Cherwell losing access to 24 units of supported accommodation. Cherwell would need to procure and identify new accommodation independently and would likely result in increased costs to the council

Option 2: To continue to be part of the Housing Related Support Joint Management Group but to maintain its existing funding contribution – this option would ensure that some supported accommodation continues to be available but would result in a reduction in the number of beds available to support single homeless people from Cherwell.

7.0 Implications

Financial and Resource Implications

- 7.1 The additional contribution will be covered by existing homelessness prevention budgets.

Comments checked by:

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

Legal Implications

- 7.2 A governance agreement is already in place outlining commissioning and management of the joint financial pool across the County Council, OCCG, and the District/City councils of Oxfordshire. CDC has representation at the officer working group which reports to the Health Improvement Board where the Council is also represented by an elected member.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious, 01295 221695,
richard.hawtin@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 By supporting this proposed way forward the existing services to provide housing related support for single homeless and those with complex needs can be sustained. These services provide a vital safety net for the most vulnerable in society. This plan for 2 years also provides a further period to allow the Council to consider new and different options to make alternative provision for this group.

If one party does not agree to these new funding contributions further consideration will be need to be given to how services continue to be provided for this vulnerable group.

These risks will be managed through the operational risk register and escalated to the corporate risk register if necessary.

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: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Support and Safeguard Vulnerable People
Homelessness Prevention
Deliver Affordable Housing

Lead Councillor

Councillor John Donaldson, Lead member for Housing

Document Information

Appendix No	Title
None	
Supporting Documents	
Adult Homeless Pathway report to Executive September 2016	
Background Papers	
None	
Report Author	Chris Weight, Housing Partnerships Officer
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Cherwell District Council

Executive

1 July 2019

New Corporate Health, Safety & Wellbeing Policy

Report of Executive Director of Finance (Interim)

This report is public

Purpose of report

The purpose of this report is for the Executive to consider a new Corporate Health, Safety and Wellbeing Policy for Cherwell District Council (CDC) following the split between South Northamptonshire Council (SNC) and CDC.

The policy identifies the responsibilities of Elected Members, Chief Executive, Directors, Assistant Directors, Managers and Employees in the management of Occupational Health, Safety and Wellbeing risks throughout the organisation.

1.0 Recommendations

The meeting is recommended:

- 1.1 To adopt the new Corporate Health, Safety & Wellbeing Policy, which includes using the Health and Safety Executive's (HSE) "Managing for Health and Safety" HSG65 framework for the management and control of health and safety risks going forward.
- 1.2 To note that, subject to approval of the Policy at recommendation 1.1, a plan would be developed by the Corporate Health and Safety Team for its communication to all employees and key stakeholders.

2.0 Report Details

- 2.1 The policy has been produced as required by Section 2 (3) of the Health and Safety at Work etc. Act 1974, which places a responsibility on employers to have a statement of general health and safety policy, and the organisation and arrangements put in place to ensure the general policy is carried out.
- 2.2 Please see Corporate Health, Safety and Wellbeing Policy in Appendix 1.
- 2.3 It is important to note that all references to SNC have been removed from the policy following the split between SNC and CDC. In addition amendments have been made to the Health and Safety Consultation section to reflect current consultation arrangements.

3.0 Conclusion and Reason for Recommendations

- 3.1 It is recommended that the policy be ratified by the Executive to ensure that CDC meets our legal obligations under the Management of Health and Safety at Work Regulations.

4.0 Consultation

CEDR	Agreed – no action required
Executive Business Planning Meeting	Agreed – no action required

5.0 Alternative Options and Reasons for Rejection

Members are asked to note the new policy. There are no alternative options.

6.0 Implications

Financial and Resource Implications

There are no direct financial implications from this report. By having a sound Health, Safety and Wellbeing policy in place ensures we mitigate the risks of future costs arising from Health and Safety issues.

Comments checked by: Leanne Lock, Group Accountant, 01295 227098
Leanne.lock@cherwellandsouthnorthants.gov.uk

Legal Implications

Having a written policy is a statutory requirement of the Health and Safety at Work etc. Act 1974. Not having a policy would expose the Council to prosecution from the Health and Safety Executive.

Comments checked by: Nick Graham, Director of Law and Governance, 03000030106, Nick.graham@cherwellandsouthnorthants.gov.uk

Risk Implications

Failure to comply with the Health and Safety at Work Act 1974 can have serious consequences – for both the authority and individuals. Sanctions include fines, imprisonment and disqualification. This will be managed as part of the Health & Safety risk register and escalated to the Leadership risk register as and when necessary.

Comments checked by: Louise Tustian, Team Leader, Insight Team, Performance and Transformation 01295 221 786
Louise.Tustian@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

N/A

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Document Information

Appendix No	Title
One	Corporate Health, Safety & Wellbeing Policy
Background Papers	
None	
Report Author	Ceri Harris Corporate Health and Safety Manager
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Corporate Health, Safety & Wellbeing Policy

June 2019
DRAFT

Foreword by the Chief Executive

The successful management of health, safety and wellbeing involves everyone who works for Cherwell District Council, our customers, the partners we work with, and members of the public.

Reducing incidents, accidents and work-related ill health is an important outcome of successfully managing health, safety and wellbeing.

This health, safety and wellbeing policy outlines our commitment to managing health, safety and wellbeing proactively with clear roles and responsibilities assigned and embedded throughout the organisation.

Managers have an important role to play in supporting and implementing the Corporate Health, Safety and Wellbeing Policy. We expect the Senior Leadership Team to lead by example on the policy and ensure that health, safety and wellbeing is fully integrated into day to day decision making, strategic planning and processes as 'business as usual' not a stand-alone concept.

Whilst everybody has a part to play, the responsibility for ensuring that the correct standards for health, safety and wellbeing are put into place rests with managers, who must involve employees in achieving any objectives and targets which have been set.

Employees also have a responsibility in achieving the highest possible standards of health, safety and wellbeing in every workplace and service by taking all reasonable steps to look after their own health and safety, as well as other fellow employees and customers.

This policy will be kept under review and updated as necessary to reflect the needs of the organisation and any future changes to legislative requirements.

Yvonne Rees
Chief Executive
Cherwell District Council



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1. Introduction

This Policy outlines the framework developed by Cherwell District Council to manage health, safety and wellbeing. The policy is a declaration of the Council's commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons other than employees who use or visit the Council's premises, or who may be affected by its activities.

Each directorate will develop more detailed and specific systems and procedures to ensure that health, safety and wellbeing on a day-to-day basis is adequately managed. The management systems required to manage health, safety and wellbeing should be kept proportionate to the level of risk within directorates.

Cherwell District Council will establish and adopt procedures to ensure that health, safety and wellbeing objectives and priorities are monitored and delivered to a high standard and that a pro-active culture to health, safety and wellbeing is maintained throughout.

The policy has been produced as required by Section 2 (3) of the Health and Safety at Work etc. Act 1974 to clearly identify the responsibilities of Elected Members, the Chief Executive, Directors, Assistant Directors, Managers and employees. The purpose of the Policy is to demonstrate that the Senior Leadership Team of Cherwell District Council are totally committed to the health, safety and wellbeing of all employees and persons other than employees that are affected by its activities.

The Chief Executive may delegate responsibilities to Directors, Assistant Directors and Managers. However, the Chief Executive retains the overall accountability and responsibility.

This Policy is set out in four parts:

Policy Statement	The Chief Executive and Leader of the Councils corporate declaration of intent on behalf of Cherwell District Council
Organisation	The management system in place and the defining of roles and responsibilities within the organisation
General Arrangements	The corporate procedures and systems necessary for implementing the policy
Monitoring and Review	The system for measuring the effectiveness of the arrangements and for reviewing health and safety performance

2. Health and Safety Policy Statement

Cherwell District Council (CDC) as employers recognise the importance of effective health and safety management and are committed to managing health, safety and wellbeing with equal importance as other core business aims and objectives.

This Policy Statement outlines the framework developed by CDC to manage health, safety and wellbeing. It is a declaration of the Councils commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons, who use, visit or may be affected by the Councils activities.

Our aim is to protect all employees and customers from accidents and work related ill health. This will be achieved by;

- Complying with all applicable health and safety legislation.
- Committing to the prevention of ill health and injury across the organisation.
- Providing strong and visible leadership and management.
- Ensuring that adequate resources are provided for health, safety and wellbeing.
- Encouraging the implementation of a management system within directorates, to identify and control risk throughout the organisation.
- Identifying significant risks to health, safety and wellbeing and implementing adequate measures to prevent, reduce or protect against those risks.
- By providing a focus on higher risk activities/topics within the organisation such as waste and recycling operations, construction, fire safety, manual handling, personal safety and work-related stress.
- Ensuring a competent workforce through the provision of information, instruction, training and supervision.
- Providing effective communication, consultation and cooperation with employees and key stakeholders on all relevant health and safety matters.
- Ensuring that appropriate monitoring and reviewing processes are in place, so that the organisation continually improves the way health, safety and wellbeing is managed.
- Continually setting targets to meet the objectives of this policy and continual improvement of the health and safety management system.

Yvonne Rees
Chief Executive
Cherwell District Council

Councillor Barry Wood
Leader – Cherwell District Council

Date: June 2019

3. Organisation for Health, Safety & Wellbeing

Successful health, safety and wellbeing management depends on a systematic approach throughout the organisation, so that health, safety and wellbeing becomes fully integrated with all other aspects of business management. Cherwell District Council and will ensure adequate resources are available to implement the principles of its health, safety and wellbeing policy and conform to all relevant health and safety statutory regulations.

Health, Safety & Wellbeing Management System

The Councils have adopted the Health and Safety Executive's (HSE) "Managing for Health and Safety" HSG65 as their health and safety management system. The model applies the principles of other recognised Occupational Health and Safety Management System specifications such as BS ISO 45001.

The concept of '**Plan, Do, Check, Act**' can help achieve a balance between the systems and behavioural aspects of management. It treats health and safety management as an integral part of good management generally, rather than a stand-alone system and encourages a commitment to continuous improvement.

PLAN	
Leadership	Health, Safety & Wellbeing Policy, management commitment and engagement, and roles and responsibilities
Planning	Health and Safety Action Plans (Corporate/Directorate/Service level), Objective Setting
DO	
Arrangements	Corporate policies, arrangements and guidance, local health and safety procedures
Risk Profiling & Control	Arrangements for completing risk assessments, implementing controls, Risk Registers. Implementation of action plans to control risks and ensure policy objectives are met
Communication	Systems in place for the communication of health, safety and wellbeing throughout the organisation
Consultation & Cooperation	Procedures in place for cooperation between employees, managers and Union Representatives through active consultation and involvement
Competence	Competence of individuals through recruitment, selection, induction, training and development
CHECK	
Measuring & Monitoring	Measuring performance to assess effectiveness of arrangements in place; inspection and audit, tracking of action plans, statutory equipment checks, investigating causes of accidents, incidents and near misses, health surveillance, sickness absence/ill health data, health and safety quarterly reports to Senior Leadership Team
ACT	
Reviewing	Reviewing performance, taking action on lessons learned; accidents & incidents, ill-health data, revisiting plans, policies, procedures & risk assessments

Figure 1: CDC in-house Occupational Health, Safety & Wellbeing Management System

The Health, Safety and Wellbeing Management System will be embedded at Corporate, Directorate and Service level in order to achieve the aims and objectives of this policy.

As part of the planning process, priorities and actions will be set within a Corporate Health and Safety Action Plan, in addition to directorate specific health and safety action plans. Other plans for health, safety and wellbeing will also exist across services/teams as required for their work activities. The Corporate Health and Safety Action Plan will be used as the framework for leadership health, safety and wellbeing risks highlighted in the Corporate Leadership Risk Register.

Roles and Responsibilities for Health, Safety & Wellbeing

The roles and responsibilities are defined across Cherwell District Council hierarchy as follows:

Elected Members

Elected Members are responsible for carrying out specific functions both individually and collectively, and have a responsibility to conduct their business and make decisions in conformity with health and safety legislation and the Council's own policies. Elected Members should ensure that adequate resources are made available to the Chief Executive in order to ensure that successful health, safety and wellbeing management is implemented and embedded across the Council.

The **Lead Members for Economy, Regeneration and Property and Health and Wellbeing** will be the lead councillors for occupational health, safety and wellbeing within the organisation.

Chief Executive

The Chief Executive has overall responsibility and accountability throughout Cherwell District Council for implementing and achieving the objectives of the Corporate Health, Safety & Wellbeing Policy. This includes:

- Having ultimate responsibility for ensuring that significant risks are properly managed throughout the organisation.
- Providing clear and visible health and safety leadership and commitment that encourages employee involvement, and champions the importance of sensible health and safety risk management within the organisation.
- Ensuring that all decisions made reflect their health and safety intentions as specified in the Council's health and safety policy statement.
- Integrating health and safety with other core business objectives/management.
- Ensuring that accountabilities and responsibilities for health, safety and wellbeing are properly assigned throughout the leadership structure and hierarchy.
- Ensuring that Directors have arrangements in place for the effective management of health, safety and wellbeing within their directorates.
- Ensuring adequate resources are allocated to all directorates, in consideration of their inherent risks.
- Making sure that the Health and Safety Champion and Wellbeing Champion (nominated Directors) have the necessary competence, resources and support of other Directors to carry out their duties.
- Ensuring that the Council has appointed competent persons to provide health and safety assistance/advice, in order to meet the requirements of the Management of Health and Safety at Work Regulations 1999.

- Setting and monitoring health, safety and wellbeing performance in accordance with appropriate Directors and taking appropriate action to overcome any deficiencies.
- Being accessible to the Corporate Health and Safety Manager so that any significant health and safety issues can be raised immediately.

Directors

Directors are responsible for ensuring that the health and safety management system for Cherwell District Council is implemented within their respective directorates. This will be achieved by:

- Providing clear and visible health and safety leadership and commitment.
- Integrating health, safety and wellbeing into core business objectives, day to day decision making and strategic planning.
- Making sure that accountabilities and responsibilities for health, safety and wellbeing within their directorate are properly assigned, communicated, understood and carried out.
- Making sure that where operational responsibilities are delegated to lower levels of management, that those who have been nominated are competent, and understand and accept their delegated responsibilities.
- Ensuring that Assistant Directors have robust arrangements in place for the effective management of health, safety and wellbeing within their services/teams.
- Ensuring adequate and sufficient resources (time, human and financial) are provided within the directorate to enable appropriate management to fulfil their responsibilities.
- Ensuring that health, safety and wellbeing is included in relevant action plans for the directorate to drive continual improvement within services/teams. The content to be kept in proportion to the level of risks within the directorate.
- Setting and monitoring health, safety and wellbeing performance in accordance with Assistant Directors and taking appropriate action to overcome any deficiencies.
- Consulting and seeking advice from the Corporate Health and Safety Manager/ Team on health and safety matters when required.
- Promoting a proactive and positive health and safety culture throughout the directorate.

Corporate Health and Safety Champion (Nominated Director)

The **Executive Director for Finance** has been appointed by the Chief Executive as the Corporate Champion for Health and Safety. The appointment supports the principles contained in the HSE's '*Leading health and safety at work*' in recognition of the strategic importance of health and safety. The Champion will:

- Promote the adequate and proper consideration of health and safety to senior managers, relevant Committee's and more widely within the Council.
- Ensure that the health and safety policy statement reflects current priorities of the Senior Leadership Team and the Council.
- Ensure that the Council's Scheme of Delegation to Officers reflects health and safety roles and responsibilities within this policy.
- Be kept informed about any significant health and safety failures and the outcome of investigations into their causes, ensuring the Chief Executive is kept informed.
- Ensure that the lead councillors for occupational health, safety and wellbeing are kept updated and briefed on health and safety matters, promoting clear channels of communication with Elected Members.

- Ensure the Corporate Health and Safety Manager has clear reporting lines within the leadership structure, and has sufficient authority to be able to carry out the role effectively.
- Be accessible to the Corporate Health and Safety Manager/ Corporate Health and Safety Team so that any significant health and safety issues can be raised immediately.
- Carry out periodic health and safety workplace inspections and audits with the Corporate Health and Safety Manager/ Corporate Health and Safety Team.
- Ensure the Council's health and safety performance is regularly reviewed and reported on.

To support the Corporate Health and Safety Champion to achieve these responsibilities, the **Assistant Director Property, Investment and Contract Management** is responsible for:

- Ensuring that sufficient resources are in place to maintain a robust Health, Safety and Wellbeing Management System.
- Making provision of competent health and safety assistance/advice within the Council, in order to meet the requirements of the Management of Health and Safety at Work Regulations 1999.
- Providing management support to the Corporate Health and Safety Manager and ensuring that clear reporting lines are in place for the Manager and Corporate Health and Safety Team to carry out their role effectively across the Council.
- Ensuring that effective arrangements are in place for building management and maintenance requirements across the Council property portfolio, ensuring assets are safe and compliant.
- Being the named Assistant Director with corporate responsibility for Asbestos Management, Water Hygiene & Legionella and Fire Risk Management compliance across the Council.

Corporate Wellbeing Champion

The **Chief Operating Officer** has been appointed by the Chief Executive as the Corporate Champion for Wellbeing. This appointment is in recognition of the strategic importance of wellbeing. The Champion will:

- Promote the adequate and proper consideration of occupational wellbeing to senior managers, relevant Committee's and more widely within the Council.
- Ensure that the health and safety policy statement reflects current occupational wellbeing priorities of the Senior Leadership Team and the Council.
- Together with the Learning and Development Team and the Corporate Health and Safety Team ensure the provision of appropriate health and wellbeing training for managers and employees.
- Ensure that the lead councillors for occupational health, safety and wellbeing are kept updated and briefed on wellbeing matters, promoting clear channels of communication with Elected Members.
- Be accessible to the Corporate Health and Safety Team and HR Teams so that any significant occupational wellbeing issues can be raised immediately.
- Ensure the Council's wellbeing performance is regularly reviewed and reported on.
- Ensure that there is a corporate overarching action plan to improve & maintain the wellbeing of managers and employees.

Assistant Directors

Assistant Directors are responsible for ensuring effective health and safety management within their areas of responsibility, ensuring that all managers and employees and any other persons under their area of control are held accountable for the specific application of their health and safety duties. This will be achieved by them:

- Providing clear and visible health and safety leadership and commitment.
- Integrating health, safety and wellbeing into core business objectives, day to day decision making and strategic planning.
- Making sure that where operational responsibilities are delegated to lower levels of management, that those who have been nominated are competent, and understand and accept their delegated responsibilities.
- Ensuring that Managers have robust arrangements in place for the effective management of health, safety and wellbeing within their services/teams.
- Ensuring adequate and sufficient resources (time, human and financial) are provided within service areas to enable appropriate management to fulfil their responsibilities.
- Endorsing health, safety and wellbeing action plans in place within the Directorate and implementing the requirements with their managers to drive continual improvement within service areas.
- Setting and monitoring health, safety and wellbeing performance in accordance with managers and taking appropriate action to overcome any deficiencies.
- Consulting and seeking advice from the Corporate Health and Safety Team on health and safety matters when required.
- Promoting a proactive and positive health, safety and wellbeing culture throughout their service areas.

Managers, Supervisors & Team Leaders

For the purposes of this policy, the term 'manager' relates to all employees and interim/ agency personnel who manage staff and/or services, or to any extent has control at work over people and projects.

Managers, Supervisors and Team Leaders are responsible for:

- The day to day management of health, safety and wellbeing in areas under their control.
- Integrating health, safety and wellbeing into service plans, action plans and day to day decision making.
- Identifying hazards, initiating and completing risk assessments, recording the significant findings and implementing any necessary control measures.
- Ensuring that local health and safety procedures, safe systems of work and relevant emergency procedures are in place within their teams/services to control any risks.
- Providing information, instruction, training and supervision to help secure the competence of all employees.
- Ensuring that effective communication and consultation arrangements are in place with employees and Union Representatives.
- Ensuring robust inductions are carried out for all new employees including agency workers, contractors and interim personnel.
- Attending mandatory health and safety training as part of continued professional development.
- Providing safe and healthy working conditions in areas under their control, including safe plant, equipment and machinery.
- Ensuring that a formalised workplace inspection regime is in place to check that the work environment is safe and healthy.

- Providing equipment, materials and clothing to employees as is necessary to enable them to work safely.
- Cooperating and coordinating their activities with other teams/services and partners to ensure the health, safety and wellbeing of all employees and others affected by any risks.
- Reporting and recording all accidents, incidents and near miss events, undertaking investigations and taking appropriate remedial action to prevent recurrences.
- Ensuring that health and safety requirements are included throughout the management of project and procurement processes and contract management agreements.
- Ensuring that health and safety is included when managing contractors and construction-related projects.
- Complying with all corporate health and safety policies, procedures and guidance arrangements in place within the organisation.
- Participating in health and safety workplace inspections and audits, and taking appropriate remedial action where recommendations for improvement have been made.
- Reviewing health, safety and wellbeing performance within their teams.
- Consulting and seeking advice from the Corporate Health and Safety Team on health and safety matters when required.
- Promoting a proactive and positive health and safety culture.

Managers may choose to delegate responsibilities to specific employees/post holders however, they must ensure that those nominated are competent and understand and accept the responsibilities being delegated to them. The Manager will remain accountable for these activities.

Employees

For the purposes of this policy, employees will include students, volunteers, agency workers and contract workers.

All employees, including those with managerial responsibilities, **have a responsibility to:**

- Take reasonable care, while at work, of their own and other people's health and safety.
- Cooperate with their manager and other employees to work safely, to comply with health and safety instructions and information, and undertake appropriate health and safety training.
- Comply with all corporate health and safety policies, procedures and guidance arrangements in place within the organisation.
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety and welfare.
- Report to their manager any health and safety concerns, deficiencies or defects, or shortcomings in health and safety arrangements and safe working practices.
- Report and record all accidents, incidents and near miss events.
- Make suggestions to improve health, safety and wellbeing.
- Promote a proactive and positive health and safety culture.

Competent Health and Safety Assistance

The Corporate Health and Safety Team have been appointed under the Management of Health and Safety at Work Regulations 1999 to provide competent health and safety advice and support to Cherwell District Council, covering all relevant health and safety legislation.

The Corporate Health and Safety Manager and Corporate Health and Safety Team will:

- Provide professional, technical and practical competent health and safety advice and guidance to managers and employees.
- Provide advice and guidance on compliance with relevant statutory requirements and the application of best practice.
- Develop, and advise on, corporate health and safety policy, procedures, topic-specific guidance and corporate arrangements.
- Assist and support managers in the development of risk assessments and safe working practices for work activities/processes/operations.
- Develop the Council's Corporate Health and Safety Action Plan and support directorates in developing their own directorate/service/section health and safety action plans.
- Report to the Chief Executive Director Reports (CEDR) Group on a quarterly basis.
- Together with the Learning and Development Team, ensure the provision of health and safety training to managers and employees.
- Undertake health and safety workplace inspections and audits to monitor occupational health, safety and wellbeing performance across all directorates.
- Record all accidents, incidents and near misses and ensure relevant reports are notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases & Dangerous Occurrences Regulations (RIDDOR).
- Carry out and assist managers with the completion of accident investigations.
- Liaise with the HSE and other enforcing authorities on any regulatory interventions or investigations as required.
- Use executive powers (on behalf of the Chief Executive and Corporate Health and Safety Champion) to stop any work activities where there is a serious and imminent risk of injury or ill health.
- Promote a proactive and positive health and safety culture, and investigate ways of improving health and safety performance across the organisation.

Occupational Health

The Council's appointed provider will work pro-actively with all stakeholders to pro-actively maintain a healthy workforce by meeting the needs of individual employees and managers. Occupational Health is responsible for providing a number of occupational health services these include, but are not limited to:

- Pre-employment screening checks.
- Absence management and return to work planning.
- Advice on the management of health conditions and reasonable adjustments.
- Medicals and driver clearances for specific job role occupations, e.g. HGV.
- Health/medical surveillance monitoring; audiometry, hand arm vibration, lung function testing and ergonomic assessments.
- Vaccination and immunisations.
- Advice to managers and employees on health related matters.
- Physiotherapy.

Employee Assistance Programme (EAP)

An Employee Assistance Programme (EAP) is available for all staff and provides a confidential counselling and information service which is available 24/7 to assist with personal or work-related problems that may be affecting health, wellbeing or performance.

The EAP can provide help, information, guidance or support with a wide range of issues including counselling and emotional support, money and debt information, legal information, health and wellbeing information and family care information including young and elder care. The EAP is free to use, confidential and is entirely secure and independent of the Council.

4. General Arrangements

The Corporate Health, Safety and Wellbeing Policy sets out the framework for the organisation and arrangements for health, safety and wellbeing across Cherwell District Council.

Corporate arrangements and guidance (corporate level)

To support this policy and to effectively manage the health, safety and wellbeing risks at a corporate level, a series of topic-based health and safety guidance documents and corporate arrangements have been developed for managers and employees to follow.

This information provides specific detail on a range of different topics, and where required, further information on specific roles and responsibilities. These guidance documents are developed by the Corporate Health and Safety Team in conjunction with relevant managers/teams where specialist input is required. corporate health and safety arrangements and guidance can be accessed from the health and safety pages of the Intranet at:

<https://intranet.cherwellandsouthnorthants.gov.uk/info/23/health-and-safety>

Local health and safety arrangements/procedures (service/team level)

To demonstrate compliance and implementation of this policy and corporate guidance, services/teams must have their own **written local health and safety arrangements in place** as relevant to their work activity. Managers may choose to include these within their risk assessments as existing control measures, or as part of a specific written procedure or safe working practice note where a significant risk to health and safety has been identified.

Health and Safety Communication

A comprehensive source of all available information on corporate health, safety and wellbeing in the Council can be found on the health and safety pages of the Intranet. Health and safety information and guidance can also be sourced directly from the [Health and Safety Executive](#) internet site.

The Corporate Health and Safety Team will communicate any new or updated corporate health and safety information through managers.

Communication channels for the exchange of health and safety information should also exist day-to-day in teams/services, e.g. at team briefings, team meetings, one to ones etc. It is recommended that all team meetings have health, safety and wellbeing as a standing agenda item.

Health and Safety Consultation

The Councils recognise the importance of effective cooperation between employees, their representatives and managers through active consultation and involvement. The two relevant pieces of health and safety legislation that apply to the Council are:

- Safety Representatives and Safety Committees Regulations 1977 and;
- Health and Safety (Consultation with Employees) Regulations 1996

Managers should identify how they consult with employees and share information on any significant changes affecting their health, safety and wellbeing.

Trade union (TU) appointed safety representatives are encouraged to cooperate with managers regarding any health and safety issues or concerns in the workplace.

A meeting is held between Human Resources, Health and Safety and the trade union representatives on a quarterly basis.

Health and Safety Training/Competence

The competence of employees through recruitment, selection, induction and training is an important part of the health, safety and wellbeing management system in place across the Councils. All employees should have **sufficient knowledge, skills and information** to carry out their work safely and without risk to health.

The mandatory health and safety training requirements within the Council include the following:

- **Health and Safety Induction** for all new starters (includes health, safety & wellbeing e-learning (or hard copy) and completion of the corporate health and safety induction checklist).
- **Health, Safety & Wellbeing e-learning (or hard copy version) – for all employees.**
- **Introduction to the Management of Health and Safety training** - for all managers.
- **Risk Assessment Workshop** – for all managers or nominated employees who undertake risk assessments.

In addition to these core mandatory sessions, managers and employees will need to consider attendance on other specific training programmes, including refresher training that may be relevant to their job role or setting. Examples include first aid, fire safety/fire warden, manual handling, management of contractors/CDM, personal safety awareness/lone working etc. Also the consideration of any specific health and wellbeing training programmes, e.g. developing personal resilience, management of work-related stress etc.

In areas where there is a **greater element of risk**, e.g. Environmental Services operations (waste collection, street cleansing, vehicle fleet management etc.) more comprehensive health and safety inductions and training will need to be carried out to ensure employees are trained and competent. Examples include driver CPC training, defensive driving, street works and highways training etc.

Health and safety training/development needs for employees should be determined as part of the risk assessment process and in conjunction with the employee appraisal system. Further advice/guidance can be provided by the Corporate Health and Safety Team.

5. Monitoring and Review

The content of this policy and its effectiveness in terms of performance will be the subject of a two-year review unless significant changes occur.

Monitoring of the Health, Safety and Wellbeing Management System and its effectiveness in the organisation will be assessed at a Corporate, Directorate and Service level in order to ensure compliance. Monitoring will be both pro-active and reactive, incorporating spot checks, comprehensive inspections and audits and accident investigations and statistical analysis. Monitoring the requirements of this policy will be carried out by Directors, Assistant Directors, Managers and the Corporate Health and Safety/HR Team to establish whether:

- Legal compliance is being achieved.
- Health and safety responsibilities are being properly assigned and discharged correctly.
- Leadership teams are accepting and dealing effectively with their delegated health, safety and wellbeing responsibilities.
- Corporate health and safety arrangements and guidance are being followed.
- Employees are aware of their roles and responsibilities.
- Accident trends and occupational health data are showing a continuous improvement.
- Health and safety targets are being monitored and are being achieved.
- All employees and managers are receiving appropriate health and safety inductions, training and development.

The Corporate Health and Safety Action Plan, Corporate Leadership Risk Register and Directorate Health and Safety Action Plans will also be used to track progress of health, safety and wellbeing performance in the organisation. Health and safety reports to the Senior Leadership team will also be used.

Auditing the Management System – Corporate level

At a corporate level, the Councils appointed internal and audit assurance service will independently audit the Health, Safety and Wellbeing Management System in place within the organisation. This will include work activities undertaken by the Corporate Health and Safety Team. This process covers health, safety and wellbeing as part of corporate governance assurance.

Auditing the Management System – Directorate level

At a directorate level, the Corporate Health and Safety Team will audit the Health, Safety and Wellbeing Management System in place in services/teams across the organisation. This will be carried out on a rolling programme using a risk-based approach. The aim of audits undertaken will be to establish whether appropriate management arrangements are in place, adequate risk control systems exist, are implemented and reflect the hazards the organisations need to manage.

A health and safety workplace inspection programme will also be carried out to identify and evaluate health and safety hazards in the workplace and identify actions where improvements need to be made.

Date:	March 2019	Approving body:	CEDR
Policy Version:	DRAFT version	Approval date:	
Author:	Ceri Harris, Corporate Health & Safety Manager	Review date:	2 year cycle
Consultation:	CEDR, TU Representative, HR & OD, Elected Members Reps	Policy owner:	Chief Executive
	Corporate Health, Safety & Wellbeing Policy – UNCONTROLLED WHEN PRINTED	Equality Impact:	

Cherwell District Council

Executive

1 July 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – May 2019</p>

**Report of Executive Director: Finance (Interim) 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 the final reserve position for 2018/19 following on from the production of our draft statement of accounts 2018/19 and outturn report in the Finance Update section of this report

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
- Appendix 4 – Cherwell Capital Programme 2019/20

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:

Preparation for the compost giveaways was well under way during May, with 3 events that happened during early June across Kidlington, Banbury & Bicester.



Cherwell collects residents' food and garden waste from their brown bins every fortnight. It is composted at high temperatures at a plant in Ardley before being distributed to farmers, contributing the resilience of local soils. Waste Recycled and Composted is reporting as delivering to plan achieving 61% this month against the target of 56%.

Walk to School Week (20/05/19) enabled Air Quality messages about how we (residents) can help improve air quality. These positive messages were posted on social media channels and the feedback from residents was positive. This supports our objective of protecting our natural environment.



Support Community Safety and Reduce Anti-Social Behaviour has seen the Community Safety Team hold community engagement events in Banbury and Bicester which had a focus on the exploitation of children by organised crime groups and county drug lines gangs. This was part of a National Crime Agency Intensification Week. The team also dealt with a service request about Anti-Social Behaviour from loud noise which resulted in the Community Safety and Environmental Protection Teams seizing stereo equipment from a property after informal attempts to have the householder reduce the volume of music played at night were unsuccessful.

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.

3.5.1 Overview of our performance against this strategic priority:

Community Resilience - The Emergency Planning and Business Continuity partnership with Oxfordshire County Council (OCC) held its quarterly meeting in May, with preparations for Brexit as the main focus point during the last quarter. The partnership has enabled OCC to invest more time in supporting the development of local community resilience plans in Cherwell, with a number now being progressed by community groups and Parish councils.

Cherwell Lottery Launch – Cherwell Lottery “Good Cause” launch event Happened on 15 May which was well attended and received, with good coverage from local media. So far 30 organisations are now signed up as “Good Cause Partners”



The number of people helped to live independently is reporting as slightly off target for the YTD, however this measure will fluctuate throughout the year. 17 disabled adaptations grants (Disabled Facilities Grants, Discretionary DFG & Extended Minor Works Grants), 7 Minor Works Grants, 14 Small Repairs Essential Repairs Grants and 0 Essential Repairs Grants.

Housing - A Banbury family is being supported into new accommodation after their former landlady was convicted of illegally renting out social housing. The conviction was the result of joint work between Oxford City Council’s Oxford Investigation Service, Cherwell, and Sanctuary Housing. When the tenants were made aware that they were living in an illegally sublet property they were eager to do the right thing and promptly contacted the council and the police for advice. They are expected to move into their new home in the coming fortnight.

The % of Council tax collected and the % of Business Rates collected are both reporting as slightly behind schedule for May and YTD. However, there is a work plan in place to monitor this closely and we are only short of the target by 1%.

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:

The Hill - The rendering has been completed to the north elevation and other elevations will be completed when scaffolding has been removed next week, at which time the external windows/doors will be installed. Roof tiling to the low level area is due to be completed within the next few days. Internal plumbing and electrical installation has commenced. Underfloor heating and floor slab insulation has been completed to the main areas. The new gas supply is due to be installed commencing 10 June.



Hope Close, Banbury – 11 two and three bedroom properties for shared ownership now satisfy the Passive House Institute criteria for Certification as Low Energy Buildings, which is a major milestone. The houses will provide extremely low energy bills for 11 families. A demonstration showhouse is being set up and marketing to commence at the end of summer.

The Admiral Holland site - Started on site at the end of May. Edgar Taylor have erected new hoarding to include the car parking and the initial excavation work has commenced. The former pub site will provide 6 one bedroom flats, 7 two bedroom houses and 1 three bedroom house.

Creampot Crescent, Cropredy – An individual 3 bedroom house due for completion in July will provide a shared ownership family home in a rural location.

Eco Business Centre, Bicester – We have appointed Town Square Spaces Ltd (TSS) to operate the new Perch Eco Business Centre in Elmsbrook, North West Bicester. Following a competitive tender process, TSS was chosen by the council to manage and run the centre. One of two co-working spaces in the town, the Perch Eco Business Centre will provide office space and support start-ups and small businesses. It is situated in the Elmsbrook development in Bicester which benefits from easy access to London, with five regular, non-stop trains running every hour from Bicester North station.



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.

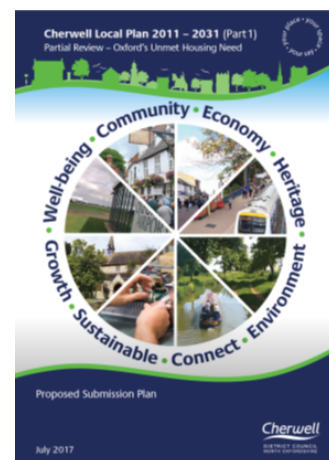
Business Plan Measures and Key Performance Indicators (36)					
Status	Description	May	%	YTD	%
Green	On target	31	86%	31	86%
Amber	Slightly off target	3	8%	4	11%
Red	Off target	2	6%	1	3%

3.11 **Spotlight on: Planning**

Planning is one of the most talked about services delivered by Cherwell District Council – and with good reason! There are four key areas of planning work that the Council is responsible for. Here is a flavour of what each of the Teams does, our achievements in the past year, and plans for the next:

Planning Policy

The Planning Policy Team is responsible for drafting the District’s planning policies – including allocating sites for new development and working with local communities to produce Neighbourhood Plans – that act as the framework for how we want to manage development and growth in the District over the next few years.



A key piece of work being undertaken at the moment is the Partial Review of the Local Plan which is required to assist Oxford in meeting its unmet housing need). The main public hearings on the draft plan were heard in February 2019. The Inspector’s findings are awaited.

At a more local level, following a successful referendum on 21 March 2019, the Mid Cherwell Neighbourhood Plan became part of the statutory Development Plan and was formally 'made' by the Council on 14 May.

Over the rest of 19/20, the Planning Policy Team's priorities will include the Partial Review of the Local Plan; contributing to the production of a County-Wide Oxfordshire Plan to manage the anticipated growth in housing and jobs up to 2050 (and thereby the delivery of the Oxfordshire Housing and Growth Deal); progressing the Cherwell Local Plan review; and, completing the Banbury Canalside Supplementary Planning Document.

Design and Conservation

Within Cherwell District, there are over 60 Conservation Areas and 2,300 listed buildings. The Design and Conservation Team is responsible for ensuring Conservation Area Appraisals are regularly reviewed and kept up to date, and for overseeing the protection of the District's heritage. One key way the Team does this is by providing comments and input into the planning application process.



In 2018 a key milestone was reached with the adoption of a district-wide Residential Design Code. This document provides technical guidance and sets key design principles for new housing development in the District, to ensure new housing respects the character of the District's towns and villages and what makes them special.

During 2019-20 the Team will be producing easy-to-use Heritage/Conservation Advice Notes for use by planning officers and the public, to assist in putting those design principles into practice in the planning application process.

Development Management

The Development Management Team is responsible for processing applications and enquiries for planning permission, ensuring that development happens in line with the Council's planning policies whilst also having regard to the regular changes in Government policy and guidance.

We are a busy on-demand service and to ensure we keep pace with demand we are measured by Government on the speed of our decision making. From April 2018 to March 2019, we dealt with over 3,600 planning applications, statutory notifications, and requests for advice. This included 1,350 applications for planning permission of which we dealt with 91% within an agreed timescale.

The Team is currently dealing with a number of large scale applications for new housing and community facilities at Banbury and Bicester, including the Eco-Town development at North West Bicester which is leading the way in high sustainable construction standards. Another high profile project is the development at Graven Hill, which is one of the UK's most ambitious self and custom build projects in the country (recently featured on Grand Designs!). The Development Management Team has led on the introduction of a more flexible planning process to encourage innovation and creativity in design.



Planning Enforcement

The Planning Enforcement Team is responsible for investigating alleged breaches of planning law and control (including non-compliance with conditions attached to a planning permission) and has the power to take action to correct breaches where it is clearly in the public interest to do so.

The Enforcement Team is a demand-driven service, and it is an ongoing challenge to respond to enquiries in good time whilst ensuring every case is investigated fully and dealt with fairly. In 2018/19 additional staff, including 3 Monitoring Officers, were recruited to the Team and as a result of this over £3m in outstanding financial contributions owed by developers was collected. A significant portion of this money will be used to fund new and improved community facilities.

As you can see, we are doing a lot to ensure new development makes a positive contribution to the places we live and work and preserves what is special about our District. However, we believe we can and must do better and we are grateful for the customer feedback we receive and suggestions for improvement.

One area that we believe is vitally important is our relationship with Town and Parish Councils, and we are currently actively looking at ways to strengthen our engagement with Town and Parish Councils. Another key change we will be implementing in 2019-20 is a move to a new IT database. This change will unlock opportunities to modernise and speed up all aspects of the planning process, help ensure consistency in our decision making, and will also make it easier for the public to access planning information on the website. Watch this space!

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		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, 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	DoT	Latest Update
L01 Financial Resilience	9 Low risk	↔	Risk Review completed 10/06 – No changes.
L02 Statutory functions	9 Low risk	↔	
L03 Lack of Organisational Capacity (was Lack of management Capacity)	12 Medium risk	↔	Risk Review completed 10/06 – No changes.
L04 CDC Local Plan (was Local Plan)	9 Low risk	↑	Risk Review completed 06/06 – Residual score increased from 8 to 9 due to delay with JSSP & Local Plan.
L05 Business Continuity	9 Low risk	↔	Risk Review completed 07/06 – comments updated.
L06 Partnering	12 Medium risk		REMOVED
L07 Emergency Planning	12 Medium risk	↔	Risk Review completed 07/06 – mitigating actions updated.
L08 Health & Safety	12 Medium risk	↔	Risk Review completed 07/06 – comments updated.
L09 Cyber Security	15 Medium risk	↔	Risk Review completed 03/06 – mitigating actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Review completed 07/06 – comments updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives. (was Income generation through council owned companies)	12 Medium risk	↔	Risk Review completed 10/06 – No changes.
L12 Financial sustainability of third-party suppliers including contractors and other partners (was Financial sustainability of third-party suppliers)	8 Low risk	↔	Risk Review completed 10/06 – No changes.
L13 Separation and Joint Working (was Local Government Reorganisation)	15 Medium risk	↔	Risk Review completed 10/06 – comments updated.
L14 Corporate Governance	9 Low risk	↔	Full review completed.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Review completed 12/06 – comments updated.

3.15 The full Leadership Risk Register update can be found in Appendix 3. There is one score change for May, please note **L04** Local Plan has increased from 8 to 9 further detail can be found in Appendix 3.

Finance Update (Revenue and Capital)

- 3.16 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.

Revenue Position

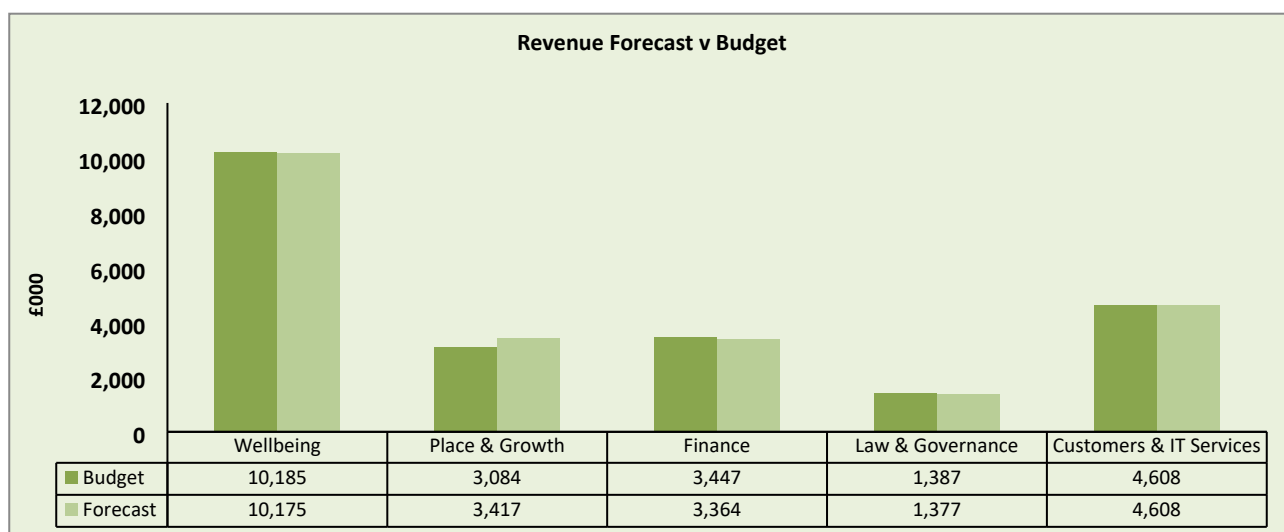
- 3.17 The Council's forecast financial position is set out in the table below. Overall, for the financial year 2019/20 Cherwell District Council has a projected an overspend of £230k.
- 3.18 For more detail on the movements across all budgets please see the table below. These detail the main reasons for the variances in 2019/20.

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,322	1,322	-	0
Leisure & Sport	791	756	(35)	(35)
Housing	2,047	2,019	(28)	0
Environmental Services	4,972	5,025	53	45
Environmental Health & Licensing	1,053	1,053	-	0
WELLBEING TOTAL	10,185	10,175	(10)	10
<p><i>Leisure & Sport: (£35k) Underspend on salaries due to changes in service delivery.</i> <i>Housing: (£28k) Salary savings due to changes in structure.</i> <i>Environmental Services: £53k Gate fee increase to £8 per tonne amounting to £85k and (£32k) salary vacancies within Waste Collection and Street Cleansing.</i></p>				
Planning Policy & Development	1,447	1,530	83	83
Economy & Regeneration	1,637	1,887	250	269
PLACE & GROWTH TOTAL	3,084	3,417	333	352
<p><i>Planning Policy & Development: £83k relating to agency costs.</i> <i>Economy & Regeneration: £250k made up of £100k consultancy costs, £150k relating to Build! And properties yet to be occupied.</i></p>				
Finance	2,127	2,087	(40)	30
Property	(1,102)	(1,102)	-	0
Finance Total	1,025	985	(40)	30
<p><i>Finance: (£40k) consists of (£15k) Internal Audit Fees, (£45k) for external audit fees, £70k Interim Executive Director post, rent allowances underspend of (£50k) mainly due to Universal Credit.</i></p>				
Law & Governance	1,387	1,377	(10)	0
Law & Governance Total	1,387	1,377	(10)	0

Law & Governance: (£10k) relating to joint OCC Director of Law & Governance.				
Customers & IT services	2,543	2,543	-	0
Strategic Marketing & Communications	391	391	-	0
HR, OD & Payroll	751	751	-	0
Performance & Transformation	457	457	-	0
Corporate Services	466	466	-	0
CUSTOMERS & IT SERVICES TOTAL	4,608	4,608	0	0
TOTAL DIRECTORATES	20,289	20,562	273	392
Investment Costs	2,955	2,955	-	-
Interest Receivable	(563)	(606)	(43)	-
Interest from Graven Hill	(2,593)	(2,593)	-	-
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,516)	(3,516)	-	-
Capital Charges	1,500	1,500	-	-
EXECUTIVE MATTERS TOTAL	2,422	2,379	(43)	0
Interest Receivable: (£43k) due to new loan given to Crown House.				
COST OF SERVICES	22,711	22,941	230	392

Funding	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
<i>(Brackets denotes an Underspend)</i>				
Business Rates Retention	(10,760)	(10,760)	-	-
Revenue Support Grant	(114)	(114)	-	-
Transfer to parish Councils for CTRS	349	349	-	-
Transition Grant	0	0	-	-
FORMULA GRANT EQUIVALENT	(10,525)	(10,525)	-	-
New Homes Bonus	(5,087)	(5,087)	-	-
GRANTS AWARDED TOTAL	(5,087)	(5,087)	-	-
Council Tax	(6,923)	(6,923)	-	-
Collection Fund	(176)	(176)	-	-
COUNCIL TAX INCOME TOTAL	(7,099)	(7,099)	-	-
TOTAL INCOME	(22,711)	(22,711)	-	-
Reserve management			0	
(Surplus)/Deficit			230	392

3.19 The graph below shows the overall variance by Directorate and compares the budget to the forecast end of year position.



Capital Programme

3.20 A summary of the capital programme is set out in the table below. The detailed Capital programme is shown in appendix 4 to this report.

3.21 The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year by (£696k) further detail can be found in the table below:

Directorate	Budget £000	Forecast £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,572	30	(668)	0
Place & Growth	29,855	29,855	0	-	0
Customers & Service Development	987	987	0	-	0
Finance Services	56,673	56,645	0	(28)	0
Total	92,785	92,059	30	(696)	-

Current Period Variances:

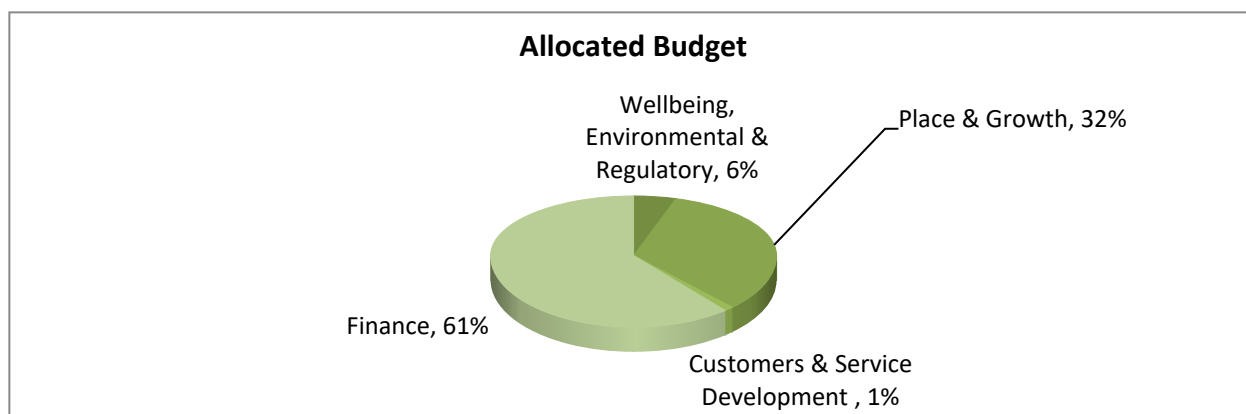
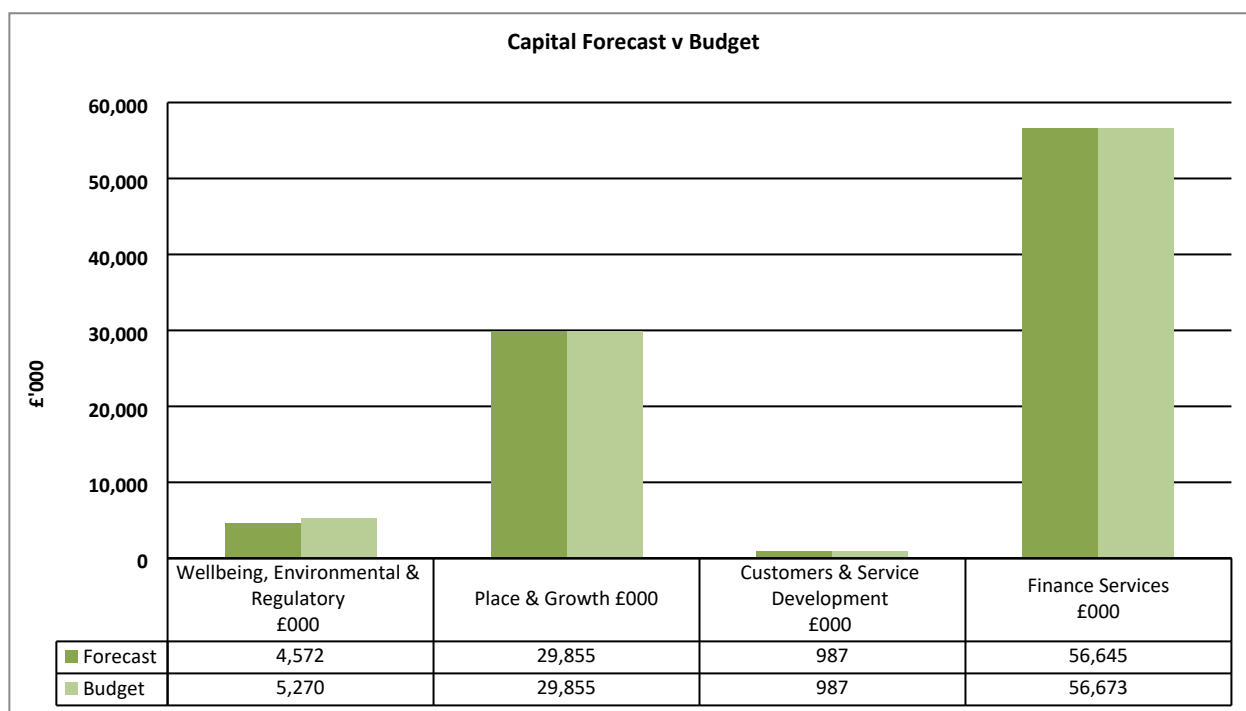
Wellbeing, Environmental & Regulatory Services: (£668k) budgets no longer required for Sunshine Centre (22k), Biomass Heating Bicester Leisure Centre (£14k), Solar Photovoltaics at Sports Centre (£80k), Abritas Upgrade project (£33k), Discretionary Grants Domestic Properties (£546k), Glass Recycling Bank spend not budgeted for £7k, and potential overspend of £20k on vehicle replacement programme.

Finance Services: £28k relating to New E-tendering Portal for procurement no longer required (£30k), additional small works on site that we acquired in 18/19 £15k and potential small underspends on the following projects Thorpe Place Industrial Units (£5k), Thorpe Way Industrial Units (£4k), Thorpe Lane Depot Tarmac/Drainage (£4k)

Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project. Could potentially roll into 2020/21.



Reserves

3.22 The reserves as at 31 March 2019 are detailed below and subject to final external audit. These now include the agreed transfer of 2018/19 underspend into the Business Rates and Risk Reserve following our outturn report for 2018/19. Any spend from these reserves not already included within budgets is subject to the approval of Executive Director of Finance in consultation with the Leader and relevant Director and/or portfolio holder.

CDC Earmarked Reserves

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19
General Fund Reserves:			£000
Building Control	Paul Feehilly	To manage the trading account for Building Control	(24)
Country Park Reserve	Graeme Kane	This reserve is used to fund major improvement works at the County Parks	(100)

Elections	Nick Graham	The reserve has been set up to recognise that standalone district elections are now annual in all wards.	(253)
Environmental Warranties	Adele Taylor	The reserve is in place to protect the council against potential asbestos claims in Sanctuary Homes	(1,000)
Hanwell Fields Open Space	Paul Feehilly	This reserve has been created from S106 monies and will be used towards the cost of the maintenance on Hanwell Fields open space as required	(79)
Housing Reserve	Graeme Kane	The reserve is to be used to support the delivery of a Single Person's Housing Strategy including the development and management of single person's housing units in Cherwell.	(114)
Work in Default reserve	Graeme Kane	This reserve has been set up to cover the cost of emergency enforcement as required	(100)
Local Plan Charges	Paul Feehilly	The reserve has been created to fund the one-off costs associated with the provision of the Local Plan	(124)
NHB - Affordable Housing	Graeme Kane	The reserve has been created from New Homes Bonus grant income and will be used on the strategic housing projects	(1,063)
NHB - Economic Development	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs of Economic Growth projects across the district	(2,527)
NHB - Superfast Broadband	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs associated with the Better Broadband for Oxfordshire programme	(727)
Planning Control	Paul Feehilly	This reserve will be used to fund the costs associated with major planning applications where the costs fall over more than one financial year	(259)
Business Rates and Risk reserve	Adele Taylor	This reserve is to mitigate risks arising from business rates volatility and general risks facing the organisation	(1,752)
Sainsbury's Primary Authority	Graeme Kane	This reserve is to fund the commercial projects within public protection	(55)
Self Insurance	Adele Taylor	This reserve holds self-insurance for small items that are otherwise not insured.	(137)
VAT Deminimus	Adele Taylor	This reserve has been set up to protect the council against the risk of breaching the VAT deminimus level of 5%	(500)
Welfare Reform	Belinda Green	The reserve is to fund potential repayments of overpaid benefit subsidy and to cover any potential costs associated with Welfare reform and Benefits	(99)
Horton General Towns	Graeme Kane	The reserve will be used to fund the cost of the Horton Hospital review	(84)
Pensions Deficit	Adele Taylor	To mitigate the cost of the pension deficit at the next triannual review	(1,814)
Graven Hill	Adele Taylor	Equalisation reserve for Graven Hill	(1,529)
Art Development	Graeme Kane	Art development reserve.	(52)
CCTV	Graeme Kane	The reserve will be used to fund the potential cost of CCTV	(27)
Broadfield Road Yarnton Sports	Graeme Kane		(4)

Castle Quay	Adele Taylor	The reserve is to manage the volatility of income and for reinvestment into Castle Quay	(80)
Bicester reserve	Paul Feehilly	To assist the Council with funding Bicester projects	(403)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(88)
Corporate and Commercial Reserve	Adele Taylor	To assist the council with funding the costs associated with corporate transformation and commercial investment projects. This includes monies transferred in from SNC that was originally held in a jointly owned transformation reserve that has now been proportioned following separation.	(6,052)
Brexit	Adele Taylor	This is a grant that was awarded to CDC in relation to any additional costs arising from management of changes in relation to Brexit	(17)
Member Services	Nick Graham	This is a reserve set aside for one off costs arising from member services	(12)
Sub-total			(19,076)
Earmarked Reserves from Grants & Contributions:			
Area Based Grant	Claire Taylor	This reserve supports the work in community consultation and engagement	(83)
Bicester Fields Main Park	Graeme Kane	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(97)
Brighter Futures - Skills Reward Grant	Graeme Kane	Projects for early years, employment support and skills, family support & young people, financial inclusion & housing, health & well-being, safer & stronger communities	(17)
Bicester Garden Town	Paul Feehilly	The reserve is for initiatives and studies pertaining to the development of Bicester as a Garden Town	(1,005)
Oxfordshire Youth Arts Partnership and Bicester Arts	Graeme Kane	Supporting the cultural development of the town over the medium term	(104)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(30)
Flood Recovery Grant	Nick Graham	The reserve has been created to cover the cost of emergency planning contingencies	(40)
Green Deal Pioneer Places	Paul Feehilly	The reserve has been created from a ring fenced grant which is used on projects relating to the Government's Green Deal initiative	(67)
Home Improvement Agency	Graeme Kane	This reserve is for covering the costs of Home Improvement Agency Projects as required	(221)
Homelessness Prevention	Graeme Kane	The reserve has been created from ring fenced grant to be spent in conjunction with Service Level Agreements with partnerships in conjunction with Cherwell's Homeless Action Plan	(486)
New Burdens Grant	Adele Taylor	The reserve has been created from various government grants awarded to fund any additional costs associated with administering new government initiatives	(248)
Performance Reward Grant ABG	Graeme Kane	This is CSP money that is not to be spent without the permission of the CSP.	(21)

Police & Crime Commissioner	Graeme Kane	The reserve is created from ring-fenced grant to be spent on specific projects to be approved by the Community Safety Partnership	(64)
Thames Valley Police	Graeme Kane	This reserve is being used to fund the cost of CCTV replacement.	(28)
Sportivate Initiatives	Graeme Kane	The reserve has been created for Sportivate activities to research and pilot projects to engage inactive residents.	(55)
Housing and Planning Initiatives	Paul Feehilly	This reserve supports work within Housing and Planning to support one-off costs associated with growth within the District	(322)
Laburnham Cres Ambrosden	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(38)
Sub-total			(2,982)
Total Earmarked Reserves			(22,059)
General Fund Balance			(1,001)
Useable Reserves			(23,060)

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 3.16 to 3.12 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
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 Ilott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	2019/20 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Cherwell Capital Programme 2019/20
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

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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

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Appendix 2 – Monthly Performance Report

May 2019

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

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	Tonnages for garden waste remain on track.	Compost giveaway events taking place during June in Kidlington, Banbury & Bicester	★	Collections are continuing according to the schedule. Some changes have had to be made to adjust for the teams supporting the election logistics.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Kane, Graeme Potter, Ed	Programme of Neighbourhood Blitz events underway.	Develop plans to extend the opportunities to recycle using street bins. Expansion underway.	★	A34 verge cleaning took place successfully with lane closures on two Sunday mornings.	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Kane, Graeme Potter, Ed	A number of investigations underway.	Neighbourhood blitz programme commences soon and will aim to increase awareness amongst residents of how to safely dispose of waste.	★	In line with national trends, fly tipping levels are still higher compared to a few years ago.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Kane, Graeme Webb, Richard	'Walk to School Week' (week commencing 20 May) air quality messages. Work on the Annual Status Report.	The Annual Status Report, which includes a review of the actions in the Air Quality Action Plan, is due to be submitted to Defra by the end of June.	★	To coincide with 'Walk to School Week' (week commencing 20 May) air quality messages about the actions individuals can take to help improve air quality were put out through Social Media and the feedback was very positive. Air quality monitoring continues at 47 locations across the District.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Kane, Graeme Webb, Richard	Multi-agency community engagement events in Banbury and Bicester. Joint patrols with Thames Valley Police in parks and recreational facilities. First 'All About Youth' Programme Board meeting in May.	Team will attend the Banbury and District Show and a 'Have Your Say' event with Thames Valley Police. Joint operation with Neighbourhood Officers to prevent ASB and underage drinking in Adderbury during the Party in the Park event. Attend next round of Community Forums. Continue review of Banbury Public Space Protection Order. Review of Cherwell Community Safety Strategy with the aim of agreeing a refreshed strategy in September.	★	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 Facebook page will be promoted over the next few months to increase follower numbers, providing a simple and quick way to communicate with residents and businesses. May's community engagement events in Banbury and Bicester had a focus on the exploitation of children by organised crime groups and county drug lines gangs. This was part of a National Crime Agency Intensification Week. Successful action following a noise complaint resulted in the team seizing a stereo from a property causing a persistent problem. The Licensing Team continues 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.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	Feehily, Paul Jolley, Robert	A review of conservation area appraisal priorities has been undertaken in consultation with Development Management. A review of the priorities for the preparation of heritage/conservation advice notes has also taken place.	Commencement of work on heritage/conservation guidance notes within the next month.	★	In consultation with Development Management, the Conservation team has identified priorities for the next conservation area appraisals and for the production of heritage/conservation advice notes. Consultation procedures with Development Management have also been adjusted to help improve service delivery.	★

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 Riley, Nicola	CDC staff volunteering scheme 'live' on Etarms and intranet.	Community Partnership Network meeting on 4 June will receive presentations on Social Prescribing and future of Health & Care in Banbury.	★	The Community Partnership Network, which involves key health sector partners and campaigners, met. This included a presentation about the future provision of health care services across Cherwell.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Kane, Graeme Riley, Nicola	Project to replace the Artificial Turf Pitch at Cooper School (Bicester Learning Academy) continues. On 1 May Spiceball Leisure Centre swimming pool closed to allow the remedial and improvement works to be undertaken	The more detailed scope of works for the Fencing Project at Cooper School will be sent out. Works are continuing on the remedial /improvement to Spiceball Leisure Centre swimming pools.	★	Work is continuing at Spiceball Leisure Centre in regards to the improvement/remedial works. This is progressing to the scheduled programme at present. The next improvement to the Joint Use Facilities is the replacement of the fencing to the Artificial Turf Pitches at Cooper Sports Facility. Expressions of interest have been sent out with a more detailed specification to follow. Works to be completed in August 2019	★
Page 82	Cllr A McHugh	Kane, Graeme Riley, Nicola	Launch Cherwell Lottery. Approve Age of Creativity Festival. Graven Hill Connecting Communities event. Brighter Futures Play Day - Bretch Hill.	Recruit 30+ Cherwell Lottery 'Good Cause partners' before first draw on 06 July. Publicity to promote public support once ticket sales go live on 11 June.	★	Community Services partnered with Age UK to facilitate The Age of Creativity from 13-17 May. The event provided 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 relocated their art, singing, dance classes to the empty shop Unit in Castle Quay. Over 150 people visited the shop each day. Food Poverty Training – 40 Community partners and professionals attended the training to identify the issues we face in the district and methods to address food poverty and holiday hunger in Brighter Future wards. Graven Hill Connecting Communities event was successfully delivered with over 60 residents attending to meet organisations and partners who deliver services locally to them, themes included community safety / Recycling and Health & Wellbeing.	★
				Banbury Volunteer Fair- 7 June - Banbury Town Hall. Cherwell Young People, Play & Wellbeing Partnership forum - 2 July. Banbury Play Day 10 Year celebration event - 25 July - Peoples Park.	Brighter Futures Play Day successfully delivered in Bretch Hill with 200 people attending the event. The event engaged residents with free activities and provided Play:Full free lunches for all and promoted messages of health & wellbeing and positive activities in the community. Cherwell Lottery 'Good Cause' launch event on 15 May was well attended and received good coverage in local media. 20 organisations are now signed up as 'Good Cause Partners' Two Community grants were approved, totalling £2,915. Key themes for the June Parish Liaison meeting will be Planning (Development Management) and Housing Strategy.		

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Kane, Graeme Webb, Richard	Quarterly review of the Emergency Planning and Business Continuity partnership with Oxfordshire County Council (OCC).	In June council officers will support a Reception Centre exercise in West Oxfordshire. Also, in June Oxfordshire County Council's Emergency Planning Team will be commencing monthly training sessions for Cherwell staff on aspects of our partnership emergency planning arrangements	★	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- 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. Supporting the response to any emergency incidents that arise. Developing joint plans for foreseeable emergency incidents. 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.	★
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	Review of our temporary accommodation to identify voids.	Recruitment of a county-wide Homelessness co-ordinator and building Surveyor Apprentice.	★	A reduction in use of temporary accommodation has allowed us to reflect on using these units more flexibly to increase options for clients and to minimise temporary accommodation void charges. Work continues to deliver on the successful Rough Sleeper Initiative funding. The first 3 units have been identified for the Housing First project and the new Outreach Worker has been appointed to enhance services for those rough sleeping or at risk in our district.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Kane, Graeme Riley, Nicola	Consider additional Discretionary Housing Payment (DHP) fund to support those residents impacted by Universal Credit.	We will continue to monitor the awards and expenditure of DHP to ensure that the most vulnerable residents are protected.	★	All on target, Performance on Housing Benefit is carefully monitored, and the team continue to seek further service improvements. Elected members at CDC have recently agreed an additional £50k for the Discretionary Housing Payment fund to support those residents impacted by Universal Credit.	★
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Members of Executive BPM received a report on the impact of Universal Credit on residents and the Councils.	Department Works Pensions (DWP) Universal Credit (UC) team will be offering a presentation to elected members in July 19. A meeting with local MPs is also planned to explain the impacts we are feeling from UC.	★	This remains on target and this will be ensured by the work of the Universal Credit project team for Cherwell and also by the pro-active work we will be undertaking with partners such as DWP Universal Credit team.	★
Page 84 CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Kane, Graeme Rowe, Rosie	Advertise project officer posts to scale healthy place shaping. Bicester Big Lunch. Install digital signage on health routes in Bicester. Growth Board healthy place shaping workshop .	Agree with districts and Sport England plans for their investment in healthy place shaping across the county. Hold workshop with Bicester third sector to identify support available for under 5s and where there are still gaps. Agree with relevant stakeholders whether to progress development of a meeting centre for people with dementia in Bicester.	★	Project officer posts have been advertised to scale healthy place shaping. Bicester Big Lunch well attended with significant interest in the Healthy Bicester stand. Digital signage now installed on all health routes in Bicester and residents are being encouraged to sign up. Growth Board healthy place shaping workshop organised and attended by over 70 officers and councillors from across the districts.	★

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	Contract due to start on site at Admiral Holland	Completion of the shared ownership three bedroom house at Cropredy on target for the 12th July with marketing commencing in June 2019.	★	Contractual start on site was achieved on the 28th May at Admiral Holland in Banbury to meet the Year One target for the Growth Deal. Creampot Crescent, Cropredy, our three bedroom house is also on target to complete in the middle of July.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Feehily, Paul Jolley, Robert	Banbury Dance event: July 2019. Businesses being engaged.	Banbury Dance event: to be promoted in June 2019. Developing the Visitor Economy: manage investment enquiries. Tourism economic impact: Commission report July 2019.	★	We continue with activities to increase the volume (nos of jobs and visitors) and value of the Visitor Economy through on-going contract management of the Banbury and Bicester Visitor Information Centres, engaging as members of and through regular liaison with Experience Oxfordshire to promote Cherwell as a visitor destination. We have been engaging businesses to support the OVO Cycle event through the District in June 2020 and are working to ensure Cherwell derives the fullest possible economic benefits from the event.	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr C Clarke	Feehily, Paul Jolley, Robert	Workshop with Members: Planning and promotion for 11th June. Business workshops: confirmed dates, venues and key stakeholders	Workshop with Members to be held 11th June Plan and Promote Business Workshops to be held 19th June and 24th July	★	The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end-product. We have held staff and member workshops and are now planning the next rounds of engagement with small and large businesses before widening further to include other stakeholders. The outputs from the workshops held to date are being analysed and have been supported by innovative and insightful external research. CIS links to the Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal.	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Feehily, Paul Jolley, Robert	12 detailed Business Enquiries from inward and indigenous investors: responded promptly to all. Cherwell Business Awards: Completion of 2019 round.	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.	★	We have met and provided practical advice and guidance at 6 meetings at business premises in order to help businesses in their strategic investment decisions that will be to the benefit of Cherwell residents. While we have around 97% superfast broadband coverage across the District (greater than 24mbps) we recognise that for 3% (mostly households and businesses in rural areas) access requires enhanced coverage. We are working with Broadband providers to deliver 100% coverage and are considering options to achieve that outcome".	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr C Clarke	Feehily, Paul Jolley, Robert	Bicester Town Centre workshop: 25th June - Planning of the event and finalising delegate list.	Future High Streets Fund: Funding decision expected Bicester Town Centre workshop: to be held on 25th June	★	Preparations are in their final stages for the important Bicester Town Centre workshop on 25 June at which Bill Grimsey is the confirmed keynote speaker. Actions and commitments from this event will be quickly assimilated and translated into a programme of work and activities that will build momentum and demonstrate a shift in approach to the town centre that moves us away from thinking purely in traditional retail based terms about Bicester's role and future contribution. Lessons from Bicester will be rolled out across our other urban centres. We continue to support Banbury BID (Business Improvement District) in the delivery of its year 2 business plan.	★
<p align="center">Page 86</p> <p>CDC3.1.6 Deliver the Local Plan</p>	Cllr C Clarke	Feehily, Paul Peckford, David	<p>Partial Review of the Local Plan - the Inspector's advice has not yet been received following the public hearings in February and the informal consultation in April.</p> <p>Oxon Plan 2050 - work continues by the central Plan team with a view to producing an Options Paper later in the year.</p> <p>Local Plan Review - work programming and initial preparatory work has commenced.</p>	<p>Partial Review of the Local Plan - the Inspector's advice is still 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 produced by the central Plan team 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. At the time of this update CDC still awaits the Inspectors report. Further information has been requested by the Inspector and provided within his time limits which have had the effect of extending the period he needs in order to write his report. Most recent questions have been forwarded to CDC are in relation to the City's local plan preparation which are being addressed, although these are detailed technical questions that will require examination at the pending hearings into the City's plan.</p> <p>All work required by CDC officers has therefore been completed but the risk to the measure 'Deliver the local plan' remains Amber due to factors outside CDC's control. Officers will continue to oversee and manage any further issues arising in relation to the Partial Review as they emerge in order to mitigate and reduce the risk of further delays and interventions.</p> <p>Oxon Plan 2050 - A 'call for location ideas' ended on 12 April. The central team are evidence gathering and working towards consultation on an Options Paper assisted by the individual district councils.</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>	●

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.7 Deliver the Growth Deal	Cllr C Clarke	Feehily, Paul Jolley, Robert	Draft Year 2 Plan presented to Growth Deal Board.	Year 2 plan presented to CEDR (Chief Executive Direct Reports) for approval on the 10th June 2019.	★	We have now organised ourselves around the 4 work streams of the Oxfordshire Housing and Growth Deal and are better placed to ensure we deliver against CDC's commitments within the Growth Deal contract with Government. We have an agreed Year 2 Plan and have an organisational commitment to make available the resources identified to deliver the Year 2 Plan. We can now track progress against the Plan. We continue to engage at officer and Member levels with the various groups and meetings formed as part of the governance arrangements of the Oxfordshire Growth Deal assisted by our new internal organisational capability built around our Work Stream Leads and Programme Management Office support.	★

CDC KPIs - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	Cllr D Sames	Kane, Graeme Potter, Ed	61%	56%	★	Recycling is strong at this time of year owing to the popularity of the garden waste collection service.	59%	56%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	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	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	18.00	35.00	★	The number of households in temporary accommodation has reduced to 18, representing the focus of the Housing Options Team on working with clients to resolve their issues before the point of crisis. This reduction has allowed the team to consider more flexible use of the current temporary accommodation units to meet the needs of some clients who do not fall under the statutory duties and to be diverted for other projects such as the Housing First initiative. Eight units have been handed back to minimise void costs. These will be returned to the general social housing stock and let permanently via the Housing Register. The Housing Options Team continue to focus on preventing homelessness and this, along with the increased delivery of affordable accommodation has kept the demand for temporary accommodation to a minimum. Caseloads for officers, carrying out prevention work is rising and increasingly complex which is very challenging.	43.00	70.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	38.00	45.00	▲	Comprising: 17 disabled adaptations grants (Disabled Facilities Grants, Discretionary DFG & Extended Minor Works Grants), 7 Minor Works Grants, 14 Small Repairs and 0 Essential Repairs Grants. This composite measure includes a number of different grants which can vary in scale and duration. The number of completions in a particular month is therefore difficult to predict with accuracy and will fluctuate month on month.	85.00	90.00	●
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	4.00	9.00	▲	Enforcement action was completed at four homes during May. (With enforcement notices issued in relation to a further 6) 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. Significant officer resource has been committed during May to two forthcoming appeals (in relation to cases involving a civil penalty and an improvement notice) and with a successful application and hearing for a Rent Repayment Order.	11.00	18.00	▲

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	21.00	20.00	★	21 completions, comprising 19 affordable rent and 2 shared ownership. 19 x affordable rent 4 x 1 bed flats 1 x 1 bed house 4 x 2 bed houses 5 x 3 bed houses 3 x 4 bed houses 1 x 2 bed bungalow 1 x 3 bed bungalow 2 x sharedownership 2 x 3 bed houses None of these units were delivered as part of the Oxfordshire Growth Deal; the Growth Deal units are scheduled for later in the year.	45.00	40.00	★
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Green, Belinda Taylor, Claire	9.91	15.00	★	Following the usual busy periods following year end the team have worked hard to bring new claims back within target which we can build on to ensure more consistent performance delivery.	14.29	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Green, Belinda Taylor, Claire	7.82	8.00	★	The team continue to effectively balance the demand of change events received directly from the Department of Work and Pensions, particularly from Universal Credit, with those coming from customers to provide a service within target.	6.59	8.00	★
CDC2.2.07 Number of visits/usages of District Leisure Centre	Cllr G Reynolds	Kane, Graeme Riley, Nicola	133,891	137,969	★	Throughputs for May 2019 compared to the same period last year have been significantly affected by the closure of the swimming pools and some ancillary facilities at Spiceball Leisure Centre. Fortunately, due to the increase of usage at some of the other Leisure Centres this has been partially mitigated. In May 2018 there were 138,646 visits compared to 133,891 in May 2019. As above the majority of this is attributable to the closure of the swimming pools resulting in a decrease of attendances from 49,114 to 23,732. Due to the transference of some of the swimming programme at Woodgreen this has been partially offset by an increase of 8,000 visits to the Centre compared to May 2018. Whitelands Sports Ground has also shown a significant increase in usage from circa 8,000 in 2018 to 18,000 in 2019. The Main Leisure Centres at Bicester and Kidlington were fairly consistent with their performance of last year. Usage will be under pressure to maintain its 2018 position over the next 3 months due to the closure of the swimming pools at Spiceball Leisure Centre, however this will be monitored, and reasons given for any underperformance.	276,589	275,714	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Green, Belinda Taylor, Claire	9%	10%	●	Following on from a recent recovery run work processing time has slightly dipped. We have a work plan in place to improve work processing times over the remainder of the month whilst still continuing to send recovery documents which in turn will improve collection.	20%	21%	●
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Green, Belinda Taylor, Claire	8.9%	9.5%	●	There is a payment for a large assessment that is overdue and is due in within the next few days, this payment will put us back ahead of target.	21.2%	21.3%	●

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	Feehily, Paul Seckington, Paul	100%	60%	★	1 Major Planning Application was determined during May 2019 and it was determined within its target period or agreed time-frame. Therefore 100% have been decided within the target time-frame.	100%	60%	★
⊕ CDC3.2.2 % Non-Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	2%	10%	★	2 Non-Major Planning Appeals were allowed by the Planning Inspectorate during May 2019 and 103 Non-Major Planning Applications were determined during that period. As such, 1.94% of Non-Major Planning Appeals were allowed against a target to achieve less than 10%	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during May 2019	0%	10%	★
⊕ CDC3.2.4 % of Non-Major applications processed within 8 weeks	Cllr C Clarke	Feehily, Paul Jolley, Robert	88%	70%	★	88.35% of 103 Non-Major Planning Applications were determined within the target time-frame.	90%	70%	★
⊕ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	Zero Major Planning Appeal decisions were allowed during May 2019	0%	10%	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 12/06/2019

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
Residual	5 - Catastrophic			L09		
	4 - Major		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, 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. Balanced medium term and dynamic ability to prioritise resources Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Treasury management and capital strategies 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 Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Fully Partially 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 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 - 10/06/19 - No changes
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	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 13/06/19 - No changes
L03 -	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	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Partially Fully Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Monthly CEDR and ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Separation Project Board meeting fortnightly with Joint CEDR meetings monthly to oversee Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services).	Risk reviewed 10/6/19 - 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				
2019/20																	
L04 -	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	3	3	9	↑	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.	The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). Score has increased from 8 to 9, increase due to the delay with JSSP & Local Plan.	Risk reviewed 06/06/19. Comments updated, additional information on tab 3.
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	OCC's Emergency Planning team have provided drop-in sessions to review these BCPs and provide support the BC authors. 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. An officer Steering Group is in place to provide professional advice on critical aspects of the plans and is meeting in June to take forward the post-audit improvement plan. The BC statement of intent and framework have been approved.	Risk Reviewed and Comments updated 7/6/19

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																	
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 meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. 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 Reviewed and Comments updated 7/6/19
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	↔	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 June 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 11/06/2019. The Internal Audit programme has undergone a review due to reduction in the resources available to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. Role out of the new audit schedule commenced in May 2019. 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 03/06/19 - 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																	
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, executive summary gives us a high security posture and no critical security issues.	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 03/06/19 - 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. Recruitment for a new post holder post separation will begin in June.	Risk Reviewed 11/06/19 - Comments updated.
L11 -	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 - 10/06/19 - No changes

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			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner or 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 - 10/06/19 - No changes
L13 -	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.	Programme of separation on track. Decisions regarding the separation of all front-line services expected to be made by April 2019. Final decision on HR separation expected in July. Service delivery models in place for some services e.g. Payroll where separation is not possible within current timetable. Task and Finish groups set up with OCC to progress the Strategic Capability (corporate services) joint working project.	Risk reviewed 10/06/19 - commentary updated.
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed 13/06 - 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 Next stage Plan Provisional) 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 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	CEDR have approved the Year 2 Plan for Growth Deal delivery. Included in the decision was the agreement in principal to deliver the resources required by the Plan. Having the resourced plan in place will enable the residual risk to be managed downwards. However until the resources are available we consider it appropriate that the risk remains unchanged in this period.	Risk reviewed 12/06 - Comments updated.

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Partial Review

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. A response from the

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. It must be submitted to Government for Examination by March 2020. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and an Options Paper is presently expected to be ready for consultation in November 2019 (subject to the approval of each Council). The overall programme is very tight and may be affected by a future Government announcement on a proposed route for the Oxford-Cambridge

Local Plan Review

Work programming and initial preparatory work is underway to inform Director / Assistant Director discussion. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes.

Banbury Canalside SPD

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. A scope of work is

Community Infrastructure Levy

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of how CIL operates but could be recommenced subject to resourcing.

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CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					Re-profiling and variances to be updated	
				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Nicola Riley		Sunshine Centre	0	440		418		(22)	Works instructed and contracts signed, transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected Nov 19
			Community Total	-	440	-	418	-	(22)	
Liam Didcock	Graeme Kane	2012/13	Biomass Heating Bicester Leisure Centre	0	14		0		(14)	Budget no longer required
Liam Didcock	Graeme Kane	2013/14	Solar Photovoltaics at Sports Centres	0	80		0		(80)	Budget no longer required
Tom Gubbins	Graeme Kane	2013/14	Football Development Plan in Banbury	0	20		20		-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated
Liam Didcock	Graeme Kane	2014/15	North Oxfordshire Academy Astro turf	0	183		183		-	Anticipated full spend in 19/20
Liam Didcock	Graeme Kane	2016/17	Bicester Leisure Centre Extension	0	122		122		-	Following strategy presented to members and prioritisation. Work due to commence in August 2019
Liam Didcock	Graeme Kane	2016/17	Spiceball Leis Centre Bridge Resurfacing	0	30		0	30	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Could potentially roll into 20/21
Rebecca Dyson	Graeme Kane	2017/18	Corporate Booking System	0	60		60		-	work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 19/20. Delay partly due to CDC/SNC split. Spend likely Q3/4.
Kevin Larnar	Graeme Kane	2018/19	Cherwell Community Fund	100	67		167		-	This is the Cherwell Community Capital Grant. The 18/19 budget was all awarded to community projects in 18/19. However, some of the commitments were not put onto Civica until very recently (due to delays receiving confirmatory information from the recipients). The money will actually go out of the door as the grant aided projects are completed during 19/20.
Liam Didcock	Graeme Kane	2018/19	Cooper sports Facility Floodlights	0	65		64		(1)	Project complete
Liam Didcock	Graeme Kane	2019/20	Fencing Works/Associated Storage	50			50		-	Tender of contract has commenced. Expect to spend full budget by the end of Q2
			Leisure & Sport Total	150	641	-	666	30	(95)	
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	0	749	1,093	1,400		(442)	The Council took a 'holiday' from its £375k annual top-up. The Better Care Fund allocation for 19-20 is £1,092,792. Current projection of £1.4m spend but to be reviewed monthly (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	150	154		200		(104)	Anticipated spend of £100k less than budgeted, therefore this may not be required.
Mark Godwin	Gillian Douglas	2018/19	Abritas Upgrade	33	19		19		(33)	Upgrade of Abritas taking place so full spend is expected.
			Housing Total	183	922	1,093	1,619	-	(579)	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	0	192		192		-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	0	15		15		-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	0	0		7		7	2 cages supplied not budgeted for
Ed Potter	Graeme Kane	2015/16	Public Conveniences	200	50		250		-	Anticipated full spend in 19/20

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Re-profiling and variances to be updated
				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	OUTTURN NARRATIVE			
Ed Potter	Graeme Kane	2015/16	Off Road Parking	0	18		18		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	860	319		1,200		21	On track for 19/20	
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	0	45		45		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2016/17	Urban City Electricity Installations	0	15		15		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	20	0		20		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	0	20		20		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	Commercial Waste Containers	12	0		12		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	On Street Recycling Bins	25	0		25		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	Thorpe Lane Depot Capacity Enhancement	50	0		50		-	Anticipated full spend in 19/20	
			Environment - Environment	1,167	674	-	1,869	-	28		
			Wellbeing, Environmental & Regulatory Total	1,500	2,677	1,093	4,572	30	(668)		
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	0	84		84		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	(190)	989		799		-	Project is on target for completion in summer 2019 and is on budget	
Andrew Bove	Robert Jolley	2015/16	East West Railways	290	1,160		1,450		-	Anticipated full spend in 19/20	
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	13,000	0		13,000		-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.	
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	0	68		68		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,845	1,709		3,554		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	4,400	6,500		10,900		-	The programme is being reviewed, more will be known by Q2.	
			Place & Growth - Economy & Regeneration	19,535	10,510	-	29,855	-	-		
			Place & Growth Total	19,535	10,510	-	29,855	-	-		
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solution	0	80		80		-	Anticipated full spend in 19/20. Comment from Natasha Barnes: This was due to be part of the project for Digital Transformation (JADU) and the pot was due to have moved to ICT last year. Suggest it is rolled over but re-profiled asap was this maybe needed to facilitate separation of the systems associated.	
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	33	49		82		-	Planned to complete by end of FY - Replacement of Land and Property systems	
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	19		69		-	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	40	0	22	40		(22)	Rolling budget. Offsetting o/s against Unified Comms	
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	19		19		-	Migrate remaining services to data centre, predict full spend	
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	0	105		105		-	Engagement ongoing planned to continue to December 2019	
Tim Spiers	Claire Taylor	2014/15	Land & Property Harmonisation	0	167		167		-	Planned to complete by end of FY, replacement land and property systems	
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	0	32		32		-	Replace CRM system by end of year. 32K accrual in here which will be offset once invoice to SNC is processed	
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	0	112	134	267		22	Need to invoice SNC £133,500 - this still leaves £12,500, can this be offset by underspend above	
			Information Technology Total	123	583	156	861	-	0		
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	125	0		125		-	Anticipated full spend in 19/20	

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					Current Month Variances £000	OUTTURN NARRATIVE
				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20		
			HR, OD and Payroll Total	125	-	-	125	-	-	
			Customers & Service Development Total	248	583	156	986	0	0	
Kelly Watson	Adele Taylor	2013/14	Financial System Upgrade	0	0		0	0	-	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	87	57		144	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. £57k reprofiled from 18/19
Kelly Watson	Adele Taylor	2019/20	New E-Tenderings Portal for Procurement	30	0		0	0	(30)	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Kelly Watson	Adele Taylor	2019/20	Finance Replacement System	210	0		210	0	-	Currently out to tender, anticipated full spend in 19/20
			Finance Total	327	57	-	354	-	(30)	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	0	2		2	0	-	Works completed. Spend of £71K in 18/19. Final bill outstanding of £2K reprofile from 18/19
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	0	30		30	0	-	Works partially completed. On target for spend of £30K
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	0	0		0	0	-	Works completed, PO to be closed
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	0	50		50	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	0	253		253	0	-	In design stage, works progressing. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	0	0		0	0	-	Works complete. Snagging remains. Should be complete in July 19
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	0	45,798		45,798	0	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	0	7,636		7,636	0	-	Programme ongoing, reprofile £7,636 into 19/20
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	0	75		75	0	-	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 from 18/19
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	0	50		50	0	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	0	95		95	0	-	Works in design stage, awaiting actual costs. On target for full spend on project.
Stuart Parkhurst	Robert Fuzesi	2017/18	Retained Land	0	165		165	0	-	Contract awarded. Project has started April 19. On target for full spend on project. Review at Q2
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	0	162		157	0	(5)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					Re-profiling and variances to be updated	
				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	0	135		131	0	(4)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair, Banbury	0	100		100	0	-	Project under review. Previously tendered over budget. Review at Q2
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	0	110		106	0	(4)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	0	40		40	0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury	0	0		15	0	15	Site survey works not budgeted for in 19/20
	Nicola Riley	2019/20	The Mill	250	0		250	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Banbury Museum Upgrade of AHU	110	0		110	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Bodicote House Fire Compliance Works	154	0		154	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	The Fairway Garage Demolition	52	0		52	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	BYHP Separation of Building to two units	17	0		17	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Compliance Works with Energy Performanc	169	0		169	0	-	Phase one On site, 15 week programme. Project anticipated to be on target, works to be completed end of July 19. Phase two works being assessed. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2019/20	Ferriston Roof Covering	142	0		142	0	-	Design instructed. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Pioneer Square Fire Panel	20	0		20	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Asbestos Surveys	150	0		150	0	-	
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Fire Risk Assessments	60	0		60	0	-	Works are being assessed with the consultant.
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Water Hygiene Legionella Asses	35	0		35	0	-	Once full scope identified, works will proceed.
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Reinstatement Cost Assessments	59	0		59	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Works From Compliance Surveys	195	0		195	0	-	
Stuart Parkhurst	Robert Fuzesi	2019/20	Thorpe Place 18_19	75	0		75	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Robert Fuzesi	Adele Taylor	2019/20	CDC Feasibility of utilisation of proper	100	0		100	0	-	Anticipated full spend in 19/20
			Property Total	1,588	54,701	-	56,291	-	2	
			Finance Services Total	1,915	54,758	-	56,645	-	(28)	
			Capital Total	23,198	68,528	1,249	92,058	30	(696)	696 - Under Spend