

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive
Date: Monday 7 September 2020
Time: 5.30 pm
Venue: Virtual meeting

Membership

Councillor Barry Wood (Chairman)

Councillor Colin Clarke
Councillor John Donaldson
Councillor Andrew McHugh
Councillor Lynn Pratt

Councillor George Reynolds (Vice-Chairman)

Councillor Ian Corkin
Councillor Tony Ilott
Councillor Richard Mould
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 5 - 8)

To confirm as a correct record the Minutes of the Extraordinary Executive meeting held on 20 August 2020.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Monthly Performance, Finance and Risk Monitoring Report - July 2020** (Pages 9 - 64)

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

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

7. **Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Need: Inspector's Report and Plan Adoption** (Pages 65 - 82)

Report of Assistant Director - Planning and Development

Please note the appendices to this report have been published as a supplement to the main agenda pack

Purpose of report

To consider the Inspector's Report on the Examination of the Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Need (the Partial Review Plan) and to make recommendations to Council on the adoption of the Plan.

Recommendations

The meeting is recommended:

1. To note the conclusions of the Inspector's Report and endorse the Inspector's recommended Main Modifications (Appendix 1).
2. To endorse the incorporation of the minor modifications set out in Appendix 2.
3. To note the necessary changes to the Housing Trajectory (Appendix 3) and Infrastructure Schedule (Appendix 4) arising from the Inspector's recommendations and Main Modifications.
4. To note the Equalities Impact Assessment at Appendix 5.
5. To note the final Policies Maps at Appendix 6.
6. To recommend to Council that it adopts the Partial Review of the Cherwell Local Plan as presented at Appendix 7.
7. To recommend to Council that it delegates to the Assistant Director – Planning and Development the publication of an updated Adopted Policies Map to illustrate graphically the application of policies contained in the adopted development plan.

8. To recommend to Council that it delegates to the Assistant Director – Planning and Development, the correction of minor spelling, grammatical or typographical errors and any minor improvements from a presentational perspective prior to the publication of the Local Plan.
9. To recommend to Council that it authorises the Assistant Director – Planning and Development to publish the Sustainability Appraisal Adoption Statement (Appendix 8) and Local Plan Adoption Statement (Appendix 9).

8. 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.

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Thursday 27 August 2020

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Virtual meeting, on 20 August 2020 at 6.30 pm

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

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Transformation
Councillor Dan Sames, Lead Member for Clean and Green

Also Present: Councillor Sean Woodcock, Leader of the Labour Group

Officers: Yvonne Rees, Chief Executive
Ansaf Azhar, Corporate Director of Public Health & Wellbeing
Stephen Chandler, Corporate Director Adults & Housing Services
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer
Paul Feehily, Executive Director: Place and Growth (Interim)
Claire Taylor, Corporate Director Customers and Organisational Development
Lorna Baxter, Director of Finance & Section 151 Officer
Louise Tustian, Head of Insight and Corporate Programmes
Sukdave Ghuman, Head of Legal Services
Natasha Clark, Governance and Elections Manager

34 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

36 **Minutes**

The minutes of the meeting held on 6 July 2020 were agreed as a correct record and to be signed by the Chairman in due course.

37 **Chairman's Announcements**

There were no Chairman's announcements.

38 **Urgent Business**

There were no items of urgent business.

39 **Revised Budget 2020/2021**

The Director of Finance submitted a report which proposed a revised budget for 2020/21 to reflect the financial impact of Covid 19 and includes proposed savings required in order to achieve a balanced budget.

In introducing the report, the Lead Member for Financial Management and Governance commended all staff for their hard work in continuing to deliver services and support residents during the height of the Covid 19 pandemic and as restrictions were being eased.

The Lead Member for Financial Management and Governance explained that whilst the council was doing all it could to address the financial impact of Covid 19, the on-going lobbying of Government by Local Authority Leaders, the Local Government Association and District Councils Network for additional funding for local Government was supported.

The Chairman referred to the comments submitted to Executive following the Budget Planning Committee's scrutiny of the proposals at the Committee's meeting of 18 August 2020 and thanked the Committee for their in-depth review and comments.

In response to a question from the Leader of the Labour Group seeking clarity with regards the vacant Community Warden post, the Lead Member for Wellbeing clarified that there were currently three Community Wardens. The one vacant post would not be recruited to this financial year to help achieve the required in-year savings.

Resolved

- (1) That Council be recommended to approve the savings as set out in the Annex to the Minutes (as set out in the Minute Book).
- (2) That Full Council be recommended to a £1.2m use of the reserves as set out in the Annex to the Minutes (as set out in the Minute Book).

- (3) That Full Council be recommended to approve the revised budget as set out in the Annex to the Minutes (as set out in the Minute Book).
- (4) That the revised fees and charges relating to Building Control Fees from 1 October 2020 as set out in the Annex to the Minutes (as set out in the Minute Book).
- (5) That authority be delegated to the Director of Finance, in conjunction with the Finance Portfolio Holder, to carry out further virements between service budgets, Government grant income and reserves when actual sales, fees and charges income losses are known and when actual leisure costs are known.

Reasons

It is recommended that the Executive approves an revised budget for 2020/21 in order to address the net increase in costs the Council faces as a result of Covid-19. Formalising the net forecast underspend the Council has identified within its "Business as Usual" spend as well as further savings plus reflecting additional costs related to Covid-19 will ensure that service managers know the budget within which they are operating. This will help the Council to control its costs for the remainder of the year.

Alternative options

Option 1: Do nothing

The Council has the option to do nothing and not introduce a revised budget. However, this would mean that services are operating with budgets which do not reflect service delivery and would make it more difficult for services to control costs.

40 Quarterly Performance, Risk and Finance Monitoring Report - Quarter 1 2020/2021

The Director of Finance and the Head of Insight and Corporate Programmes submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of the first quarter of 2020/2021.

In introducing the report, the Lead Member for Performance explained that the Council reported on performance against 41 Business Plan Measures monthly, with 22 Programme Measures and 19 Key Performance Indicators (KPI). Due to the Covid-19 lockdown measures, it had not been possible to report on 2 KPI measures. Whilst Covid-19 had impacted on some indicators, service delivery had adapted in various areas and 61% of programme measures and key performance indicators were reporting in target at the end of Quarter 1.

The Lead Member for Performance and the Chairman confirmed that despite the challenges of Covid-19, performance measures would not be amended. Continuing to measure against existing KPIs would demonstrate the impact of Covid-19.

Lead Members commended all staff and paid particular tribute to the staff within their portfolio for their hard work during the Covid-19 lockdown to ensure ongoing service delivery, adapted where necessary, and support for residents.

Resolved

- (1) That the 2020/2021/ quarter 1 Performance, Risk and Finance Monitoring Report be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Due to the current unprecedented situation, the present report reviews Quarter 1 performance measures for 2020-21, from July onwards monthly reporting will be resumed.

This report provides an update on progress made so far in 2020-21 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 2020-21 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.

The meeting ended at 7.15 pm

Chairman:

Date:

Cherwell District Council

Executive

7 September 2020

<p>Monthly Performance, Risk and Finance Monitoring Report – July 2020</p>

**Report of: Director of Finance, and
Head of Insight and Corporate Programmes**

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring 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 during July 2020 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 2020-21 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 As part of monthly reporting the Insight Team provides the Senior Management Team with a corporate complaints report, complaints received during the month are monitor and analysed. The mandatory lessons learned data have been implemented for more than a year now and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

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

2.6 The Report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are three appendices to this report:

- Appendix 1 - 2020/21 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register
- Appendix 4 - Finance

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 2020-21 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2020-21 business plan set out four strategic priorities:

- Housing that meets your needs.
- Leading in environmental sustainability.
- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient and engaged communities.

3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	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: Housing that meets your needs.

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

3.5 Overview of our performance against this strategic priority:

Number of Homeless Households living in Temporary Accommodation is reporting Amber for July and Red for Year to Date (36 against the target of 35). The number in emergency and temporary accommodation remain high, due to the number of single clients placed as a response to the COVID19 emergency. The housing team have worked hard to limit the number of clients in short-term hotel accommodation and to move as many clients on to more settled accommodation; 30 single clients have been moved on from emergency placement to date. Plans are in place to secure further move on options.

Number of people helped to live independently through use of DFG & other grants/loans is reporting Green for July and Year to Date. Although COVID19 restrictions and anxieties on the part of some older and vulnerable clients is still limiting work on site, the situation is improving. This month's total is made up of 33 smaller cases, 13 larger adaptations and 2 essential repairs grant.



Number of affordable homes delivered including CDC and Growth Deal targets is reporting Red for July and Year to Date (19 against a target of 25). There were 19 Affordable Housing completions in July 2020. Comprising 15 Affordable Rent tenure and 4 Shared Ownership Tenure. There were no Growth Deal funded units completed as these units are not expected until later in 2020/21. Delivery on some schemes has been delayed due to the impact of the COVID19 lockdown.



Homelessness Prevention is reporting Amber for July and Green for Year to Date. The pressure on the Housing Team to respond to those presenting in crisis and at risk for rough sleeping due to COVID19, continues. This is impacting on our ability to prioritise prevention casework and may impact on the number of households who will present once lockdown eases and the courts resume eviction cases (from 24th August).

Homes improved through enforcement action is reporting Green for July and Year to Date. Our interventions have resulted in 14 homes being improved this month, 12 of which involved energy efficiency improvements.

% of Non-Major applications overturned at appeal is reporting Red for July and Year to Date (33% against a target of 10%). One Non-Major Planning Application Appeal was overturned by the Planning Inspectorate during July 2020. Three Non-Major Planning Appeals were determined during July, but 105 Non-Major Planning Applications were determined, giving less than 1% overturned at Planning Appeal.

Maintain 5 Year Land Supply is reporting Red for July and Year to Date (4.40 against a target of 5). The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3-year flexibility while the Oxfordshire Plan is produced. Note: Final quarterly completions for the year 2019/20 (1,159 against a target of 1,142): Q1 – 395, Q2 – 312, Q3 – 223, Q4 – 229.



Deliver Innovative and Effective Housing Schemes

is reporting Amber for July and Year to Date. One of the sales at Hope Close anticipated to completed at the end of June was delayed due to COVID19 due to survey delays on the property the buyer was selling. The other is proceeding but was also delayed due to COVID19 issues.

Average time taken to process Housing Benefit New Claims is reporting Green for July and Year to Date (10.54 days against a target of 15). In July 20 the average time taken to assess new claims for benefit was 10.54 days against a local target of 15 days. This is much improved from June when the average was 14.05 days. During the COVID19 crisis we saw a sharp increase in the number of new claims received and, although this has now stabilised, with the end of the furlough scheme.

Priority: Leading in environmental sustainability

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

3.7 Overview of our performance against this strategic priority:

Reduction of fuel consumption used by fleet is reporting Amber for July and Year to Date (40,422 against a target of 37,619). More refuse vehicles being used compared to last year as tonnage collected still high. This reflects extra tonnages which have been collected this period.

% Waste Recycled & Composted is reporting Green for July and Year to Date. Recycling rate is currently 59.1%. An increase in total waste and recycling of over 3000 tonnes in the first four months, compared to last year, this is a 14% increase

Protect the Built Heritage is reporting Amber for July and Year to Date. The Team continues Continue to work closely with Development Management on cases of heritage interest and the on- going Conservation Area Appraisal programme. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The team intends to complete as many as possible as soon

as possible while maintaining its service to Development Management in the current remote working situation.

Reduce Environmental Crime is reporting Green for July and Year to Date. Since the COVID19 lockdown commenced the Environmental Enforcement Team has continued to investigate fly tips, the increasing litter issues around PPE, waste accumulations and dog fouling complaints.

Priority: An enterprising economy with strong and vibrant local centres.

- 3.8 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.
- 3.9 Overview of our performance against this strategic priority:



% of Council Tax collected, increase Council Tax Base is reporting Amber for July and Year to Date. The Team has achieved a cumulative collection rate of 37.45% against a target of 39.00%, with targets amended from last year to take into account the increased number of 12 monthly payers; whilst just over 1.5% short of our target, we are only just over 1% behind the same period last year. There are 3 main factors that affected collection rates this year; the increased number of 12 monthly payers, an increase in the number of Council Tax Support claimants and those Council tax payers who won't pay unless reminded to do so.

Support Business Enterprise, Retention, Growth and Promote Inward Investment is reporting Green for July and Year to Date. The Team Supported CDC's implementation of the COVID19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) given to local businesses. One-to-one advice and detailed support was provided to 16 businesses in July 2020, plus, guidance in July 2020 on grants given to other businesses. Also, provided additional support to potential inward investors and Property developers.

% of Business Rates collected, increasing NNDR Base is reporting Red for July and Year to Date. The Team has achieved collection rates of 35.97% at end of July against the target of 40%. The amount of business rates collected this year have dramatically decreased due to the awarded extended retail rate relief scheme, with an amount due to be collected standing at £48.5m. However, this figure decreases on a daily basis with more and more companies applying and awarded the relief. We are proactively chasing debts by phone and by email, however, formal recovery will not commence until mid-August 2020.

Develop a Cherwell Industrial Strategy is reporting Amber for Quarter 1. Work on the Cherwell Industrial Strategy was paused to create capacity to support local businesses in response to COVID-19. The next step is to review the priorities of the emerging Cherwell Industrial



Strategy to address post COVID-19 economic recovery.

Develop our Town Centres is reporting Green for July and Year to Date. The team maintained a close working stream with officer groups and partners to ensure continued safety, regarding the reopening of high streets within the district. During this period the team has engaged with stakeholders regarding the Reopening of the High Streets Safely Fund.



Deliver the Growth Deal is reporting Amber for July and Year to Date. A draft strategy consultation was planned for Summer 2020 but paused, because of the need of staff to engage with the business community in response to COVID19. An economic research has been commissioned in July 2020 to inform the review of the LIS and preparation of CIS, to take account of the impact of COVID19 on the Oxfordshire and Cherwell economies.

Priority: Healthy, resilient and engaged communities

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

3.11 Overview of our performance against this strategic priority:

Enhanced Community Resilience is reporting Green for July and Year to Date. Liaison continues with partners, through the local resilience forum, to coordinate work relating to COVID19, with the emphasis now moved from response to recovery. Plans are being established with partners to support the management of local outbreaks, with a specific focus on the different settings in which outbreaks could arise and the support for people affected by the outbreak. Partners are also liaising closely on forthcoming events in the county and how the risks arising from these events will be managed.

Promote Healthy Place Making is reporting Green for July and Year to Date. The Inception meeting was held for evaluation of the wayfinding scheme in Kidlington with the consultancy State of Life Grant agreement signed with Sport England for the Wayfinding project in Kidlington. Also, the team has provided on-going place -based advice into road reallocation teams to promote safe cycling and walking.



Support and Safeguard Vulnerable People is reporting Green for July and Year to Date. The time taken to assess both new claims and change events for benefits is very good for the month of July so offering support to our more vulnerable residents. The team continues to award discretionary housing payments in a timely way, also, continues to work closely with colleagues in Housing to support residents. There is an increase in safeguarding referrals with concerns over exploitation and slavery and work is underway to put a campaign together to raise awareness.

Summary of Performance

- 3.12 The Council reports on performance against 40 Business Plan Measures, with 22 Programme Measures and 18 Key Performance Indicators. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Programme Measures and Key Performance Indicators (40)					
Status	Description	July	%	DoT	YTD
Green	On target	27	68%	↑	26
Amber	Slightly off target	7	17%	↑	6
Red	Off target	4	10%	↓	6
	No data	2	5%	NA	2

Please note 2 KPI measures haven't been able to report anything as a consequence of COVID-19 lockdown measures please check Appendix 2 for more information.

Risk Update

- 3.13 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.
- 3.14 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L12 & L17	L01 & L19	
	3 - Moderate		L16	L02, L05, L14, L18 & L21	L08, L15, L20	
	2 - Minor				L10	
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	16 High risk	↔	Risk reviewed 13/08 – No changes
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 17/08 – Risk manager updated.
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 11/08 – No changes
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 10/08 – Comments updated
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 10/08 – Comments updated
L08 Health & Safety	12 Medium risk	↔	Risk Reviewed 14/08 – No changes
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 10/08- Control assessment and mitigation actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 13/08 – No changes
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 13/08 – Comments updated.
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 11/08 – Risk description, potential impact, mitigating actions and comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 13/08 – No changes.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 10/08 – No changes
L16 Joint Working – New Risk	6 Low risk	↔	Risk Reviewed 20/08 – No changes
L17 Separation – New Risk	12 Medium risk	↔	Risk Reviewed 20/08 – No changes
L18 Workforce Strategy	9 Low risk	↔	Risk Reviewed 24/08 – No changes.
L19 Covid19 Community and Customers	16 High risk	↔	Risk Reviewed 31/07 – Mitigating actions and commentary updated.
L20 Covid19 Business Continuity	12 Medium risk	↓	Risk Reviewed 20/08 – Scores decreased, controls and comments updated.
L21 Post Covid19 Recovery	9 Low Risk	↔	Risk Reviewed 20/08 – Comments updated

During July the leadership risk had one score change, L20 “Covid19 Business Continuity” has decreased the residual score. (review Appendix 3 for details).

Finance Update

3.16 Revenue Position

The Council's forecast financial position up to the end of July, is set out in the table below following a review across the Council's service areas. Overall, for the financial year 2020/21 Cherwell District Council is projecting an overspend of £5.099m across the directorates. The gross Covid-19 impact for the year is estimated to be £6.928m with Directorate budgets identifying underspends of £2.070m. This is an improvement from last month of £1.0m. The Council continues to benefit from beneficial interest rates which are forecasting an underspend of £0.540 for the year.

3.17 For more detail on the movements across all budgets please see Table 1 showing the main reasons for the variances in 2020/21.

3.18 In order to allow CDC to complete forecast in year spending returns for the MHCLG and estimate the financial impact of Covid-19 the following assumptions have been applied:

- Assumed phased restart of economy from June to August based on Government decisions to mid-June (e.g. re-opening of high streets)
- Assumed full restart of the economy from September (e.g. opening of leisure centres)
- Assumption that full economic rebound does not happen before end of financial year
- Assumption that support to some providers will continue to the end of October in line with the new Procurement Policy Notice (PPN 04/20).

3.19 Applying these assumptions generates a forecast pressure from Covid-19 of £6.9m for 2020/21. This is a combination of additional costs and loss of income arising from the impact of the Covid-19 pandemic on Council services. This is partially met by Covid-19 LA support grant funding available in 2020/21 of £1.8m and a potential further grant of £1.34m to partially meet irrecoverable income losses. This reduces the in-year pressure to £3.8m.

3.20 CDC has identified options for how it will meet any funding shortfall that may remain for 2020/21 which were considered by the Executive on 20th August and will be considered by Council on 7th September.

3.21 There are further risks to the forecasts for service delivery such as the possibility of a second period of lockdown, either nationally or locally, to respond to a second peak in Covid-19 cases. This scenario is difficult to model as this would impact different services to different degrees with some services forecasting higher costs in the recovery phase than the response phase.

3.22 Report Details

Table 1: Forecast Revenue Outturn

Revenue Monitoring	Budget £m	Forecast Outturn £m	Current Month Variances £m	Covid Related Costs £m	Variance Excl. Covid £m	Prior Month Variances £m	Movement from last month	Proposed Virement £m	Adj. Forecast Variances £m
Communities	6.429	7.988	1.559	1.364	0.195	0.146	0.049	1.508	0.051
Place and Growth	3.506	3.882	0.376	0.632	-0.257	-0.111	-0.145	0.400	-0.024
Customers and Org. Dev.	3.901	3.777	-0.125	0.186	-0.311	-0.045	-0.265	-0.099	-0.026
Adults and Housing Services	2.932	3.022	0.090	0.389	-0.299	-0.114	-0.185	0.092	-0.002
Public Health and Wellbeing	3.066	4.408	1.342	1.794	-0.452	-0.529	0.077	-0.158	1.500
Comm. Dev. Assets and Inv.	2.208	4.065	1.857	2.562	-0.705	-0.241	-0.464	1.923	-0.066
Corporate	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.163	-1.163
Total Directorates	22.042	27.141	5.099	6.928	-1.829	-0.895	-0.934	4.829	0.271
Executive Matters	3.563	1.841	-1.722	0.000	-1.722	-1.654	-0.068	-1.654	-0.068
Total Cost of Services	25.604	28.982	3.378	6.928	-3.551	-2.549	-1.002	3.175	0.203
Total Income	-25.604	-28.752	-3.148	-3.148	0.000	0.000	0.000	-3.175	0.027
(Surplus)/Deficit	0.000	0.230	0.230	3.781	-3.551	-2.549	-1.002	0.000	0.230

Please note: The proposed virements and the use of £1.182m of reserves are subject to council approval anticipated on 7th September.

Communities

Communities predicts an overspend of £1.559m against a budget of £6.429m (24.2%).

Environmental Services

Variation

£1.544m
overspend

Last Month

£1.564m
overspend

Of the forecast, the most significant element is the anticipated loss of car parking income, estimated to be £1.0m equating to approximately half the level expected.

Also included is an anticipated reduction in income of £0.042m, additional spending of £0.356m related to waste activities, such as recycling and increased tonnage, a £0.079m increase in National Non-Domestic Rates & Business Improvement District charges, £0.072m increase in management variable fees and in year savings that have been identified.

Regulatory Services

Variation

£0.015m
overspend

Last Month

£0.025m
underspend

The spending and loss of income related to Covid-19, including the decision to waive the first quarter's Street Traders licences and costs related to the Local Outbreak Control system, will be offset by salary savings due to vacancies, reduced travel costs and joint working with Oxfordshire County Council.

Place and Growth

Place and Growth predict an overspend of £0.376m against a budget of £3.506m (10.7%).

Planning & Development

Variation

£0.606m
overspend

Last month

£0.814m
overspend

As at end of July, there is a significant forecast of £0.702m reduction in income from Planning Application fees and Building Regulation income of which £0.506m is related to Covid-19. Budget savings due to reviewing vacancies and other areas has reduced expected overspend by £0.208m from last month's forecast.

Growth & Economy

Variation

£0.230m
underspend

Last Month

£0.275m
underspend

A recent review of vacant positions has identified a number of posts that will now not be filled this year or until later this financial year. This and reviewing working efficiencies have resulted in an increase in potential savings for this year. In addition, there has been higher than anticipated rental income in Build.

Customers and Organisational Development

Customers & Organisational Development predict an underspend of £0.125m against a budget of £3.901m (-3.2%).

Customers & Organisational Dev.

Variation

£0.125m
underspend

Last Month

£0.157m
overspend

Due to the impact of Covid-19, there is a decline in house sales impacting on Land Charges income, resulting in an under recovery against the budget, this has been offset and further savings identified after reviewing current vacancies and other service areas costs.

Adults and Housing Services

Adults and Housing Services predict an overspend of £0.090m against a budget of £2.932m, (3.1%).

Housing & Social Care

Variation

£0.90m
overspend

Last Month

£0.250m
overspend

The overspend can be predominately attributed to the impact of Covid-19, which includes costs of temporary accommodation plus associated 'move-on' costs post lock down. Offsetting the overspend are salary savings as a result of reviewing posts that have been vacant for the first part of the year and other costs resulting in an estimated £0.160m reduction in overspend for the year.

Public Health & Wellbeing

Public Health & Wellbeing predict an overspend of £1.342m against a budget of £3.066m (43.8%).

Wellbeing

Variation

£1.408m
overspend

Last Month

£1.104m
overspend

The forecast overspend of £1.4m is predominately due to the Covid impact of £1.8m. This includes the loss of income from holiday hubs and hiring of sports facilities during closure as a result of Covid-19 alongside the expectation that contributions may not be received from external parties towards the costs of leisure facilities. Furthermore, in order to support the leisure centres during closure as a result of Covid-19, CDC has provided financial support in addition to the contractual management fees. Offsetting these costs are savings of £0.4m identified from reviewing existing costs and vacancies and funding for compensatory payments for a leisure provider linked to access restrictions which is no longer required.

Healthy Place Shaping

Variation

£0.066m
underspend

Last Month

£0.050m
underspend

Savings are forecast to be made on salaries due to vacant posts.

Commercial Development, Assets and Investments

Comm. Dev. Assets and Invests. predicts an overspend of £1.857m against a budget of £2.208m (84.1%).

Property	Significant reductions in commercial rent from commercial properties are currently forecast as a result of Covid-19. In addition, there is the potential that CDC may incur dilapidation costs for failed businesses. Reviewing expenditure plans has however provided potential savings to slightly offset some of this impact by £0.200m for the year.
Variation £1.873m overspend	
Last Month £2.1m overspend	

Finance	This is made up largely by supporting the additional work related to Covid-19, such as the business grant schemes and additional support with the extension in the completion of the Statement of Accounts. Additional government support through the New Burdens grant funding may be made available later in the year to help further offset some of this cost.
Variation £0.120m overspend	
Last Month £0.248m overspend	

Law and Governance	It is anticipated that there will be a slight underspend in this area this year.
Variation £0.120m underspend	
Last Month Nil	

Executive Matters

Executive Matters predicts an underspend of £0.540m against the budget of £3.563m (-15.2%).

Interest Costs	Reduced borrowing costs and lower rates are creating a positive variance against budget for 2020/21. £433k
Loan Interest	£108k savings due to additional borrowing requirements by Graven Hill (indirectly Covid related)

3. 23 Capital

There is a forecast in-year underspend of £12.305m, of which £11.570m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £0.734m. A review of the capital programme will be undertaken as part of the budget process to consider what schemes the Council will progress in the future

Directorate	Budget £000	Outturn £000	Re-profiled beyond 2020/21 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Housing & Environmental Services	4,907	3,344	828	(735)	
Place & Growth	31,249	20,506	10,742	(0)	
Customers & Service Development	696	703	0	7	
Finance Services	66,254	66,248	0	(6)	
Total	103,106	90,801	11,570	(734)	0

Current Period Variances

Wellbeing, Housing & Environmental Services:

Housing: are forecasting (£0.429m) underspend due to significantly reduced activity with regards to Disabled Facilities Grant (£0.375m) and Discretionary grants works (£0.050m) as a result of COVID.

Environmental Services: Slippage (£0.306m). The Vehicle replacement programme is currently under review, anticipating vehicle purchases to be slipped in to 21/22 as a result of purchasing delays and delivery lead times (£175k). Delays in purchasing and progression of Bicester Country Parks (£55k) and slippage required for Thorpe Lane Depot Capacity - should food and garden waste be implemented in 21/22, redesign of yard requirements would be required (£75k)

Place and Growth: No variance as budget overlaps into 21/22 and will be reprofiled.

Re-profile beyond 2020/21

Wellbeing, Housing & Environmental Services:

£183k North Oxfordshire Academy Astroturf

£43k Energy Efficiency schemes at leisure centres

£82k Bicester Leisure Centre extension

£30k Spiceball Leisure Centre bridge resurfacing

£490k Better Care Funding in relation to DFGs

Place & Growth:

£849k Phase 1b Bicester Library and Admiral Holland

£9,893k Phase 2 majority of works to commence in 20/21 but continue beyond 20/21

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 for the first quarter of this financial year and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2020-21 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 3.25 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance
Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer
Sukdave.Ghuman@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

Celia Prado-Teeling, Performance Team Leader
01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	2020/21 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Budget Monitoring
Background Papers	
None	
Report Author	Louise Tustian – Head of Insight and Corporate Programmes
Contact Information	Tel: 01295 221786 Louise.tustian@cherwell-dc.gov.uk

Cherwell District Council Business Plan 2020-2021

Where communities thrive, and businesses grow



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Strategic Priorities:



Housing that meets your needs

Page 25

- Deliver affordable housing
- Raise standards in rented housing;
- Find new and innovative ways to prevent homelessness;
- Promote innovative housing schemes;
- Deliver the Local Plan;
- Support the most vulnerable people.



Leading on environmental sustainability

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



An enterprising economy with strong and vibrant local centres

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



Healthy, resilient and engaged communities

- Enable all residents to lead an active life;
- Improve and develop the quality of local sport and leisure facilities
- Promote health and wellbeing in our communities
- Support community and cultural development;
- Working with partners to address the cause of health inequality and deprivation;
- Working with partners to reduce crime and anti-social behaviour.

Themes:

• Customers

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

• Healthy Places

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

• Partnerships

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

• Continuous Improvement

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

This page is intentionally left blank

Appendix 2 – Performance Report

July 2020

Includes:

- Key Performance Measures (KPIs)
- Programme Measures

Key to symbols

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

Housing that meets your needs - KPIs

Housing that meets your needs - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Stephen Chandler	36.00	35.00	●	The number in emergency and temporary accommodation remain high, due to the number of single clients placed as a response to the COVID19 emergency. The housing team have worked hard to limit the number of clients in short-term hotel accommodation and to move as many clients on to more settled accommodation. 30 single clients have been moved on from emergency placement to date. Plans are in place to secure further move on options. It is our ambition that no clients should return to rough sleeping wherever possible. The number of cases in temporary accommodation is a figure given at the end of each month and is not cumulative.	51.75	35	▲
BP1.2.02 Number of people helped to live independently through use of DSG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	48.00	45.00	★	Although COVID19 restrictions and anxieties on the part of some older and vulnerable clients is still limiting work on site, the situation is improving. This month's total is made up of 33 smaller cases, 13 larger adaptations and 2 essential repairs grant.	133.00	180.00	▲
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	14.00	9.00	★	Our interventions have resulted in 14 homes being improved this month, 12 of which involved energy efficiency improvements.	39.00	36.00	★
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	19.00	25.00	▲	There were 19 Affordable Housing completions in July 2020. Comprising 15 Affordable Rent tenure and 4 Shared Ownership Tenure. There were no Growth Deal funded units completed as these units are not expected until later in 2020/21. Delivery on some schemes has been delayed due to the impact of the COVID19 lockdown.	57.00	100.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	Gillian Douglas Stephen Chandler	61.00	55.00	★	Although COVID19 is still affecting our inspection activity we are continuing to respond to service requests and with identifying rented homes with poor energy efficiency by means of Energy Performance Certificate records. This month's figure includes 14 enforcement notices issued, of which 7 concerned energy-efficiency requirements.	206.00	220.00	●
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	10.54	15.00	★	In July 20 the average time taken to assess new claims for benefit was 10.54 days against a local target of 15 days. This is much improved from June when the average was 14.05 days. During the COVID19 crisis we saw a sharp increase in the number of new claims received and, although this has now stabilised, with the end of the furlough scheme.	14.75	15.00	★

Housing that meets your needs - KPIs

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	5.66	8.00	★	The average time taken to assess changes during July 20 was 3.71 days against a local target of 8 days. This performance continues to be strong and is supported by the automation (and automatic assessment) of change files from DWP and HMRC	4.13	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	100%	60%	★	4 Major Planning Applications were determined during July 2020, all 4 of them within National Indicator target or agreed timeframe.	96%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	83%	70%	★	105 Non-Major Planning Applications were determined during July 2020, 87 of them within National Indicator target or agreed timeframe. Therefore, our percentage determined to National Indicator is 83%	83%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0%	10.00%	★	No Major Planning Application Appeals were overturned by the Planning Inspectorate during July 2020, therefore the % is 0.	0%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0.95%	10.00%	★	1 Non-Major Planning Application Appeal was overturned by the Planning Inspectorate during July 2020 and 105 Non-Major Planning Applications were determined, giving less than 1% overturned at Planning Appeal.	0.95%	10.00%	★
BP1.2.12 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Paul Feehily	4.40	5.00	▲	The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3-year flexibility while the Oxfordshire Plan is produced. Note: Final quarterly completions for the year 2019/20 (1,159): Q1 – 395, Q2 – 312, Q3 – 223, Q4 – 229.	4.40	5.00	▲

Housing that meets your needs - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1.1 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Continue to make alternative arrangements for those placed under COVID19 as arrangements with local hotels come to an end. Find as many move on options as possible to prevent individuals returning to the streets.	Secure additional funding from Government to provide move-on options for all those placed as a result of COVID19 and ensure wherever possible clients are not returned to rough sleeping. Monitor the impact of the courts resuming eviction cases so that adequate resources are in place to manage additional caseloads in the Housing Team for families who may be threatened with homelessness as a result of evictions starting to take place.	●	The pressure on the Housing Team to respond to those presenting in crisis and at risk for rough sleeping due to COVID19, continues. This is impacting on our ability to prioritise prevention casework and may impact on the number of households who will present once lockdown eases and the courts resume eviction cases (from 24th August).	★
BP1.1.2 Impact of Universal Credit on residents and Council	Cllr T Ilott	Belinda Green Claire Taylor	During the last three months we have continued working very closely with our Universal Credit Partnership Manager to ensure that we support the increasing number of residents on Universal Credit. This includes working together on cases to support individuals.	During September we will be holding our next meeting of the Universal Credit project team including colleagues from DWP, Housing, Revenues and Benefits.	★	This work is delivering to plan with meetings held virtually over the last few months.	★
BP1.1.3 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	9 of the 11 homes at Hope Close completed at the end of June.	Completion of the remaining 2 estimated to be September	●	One of the sales at Hope Close anticipated to completed at the end of June was delayed due to COVID19 survey delays on the property she was selling. The other is proceeding but was also delayed due to COVID19 issues. Admiral Holland shared ownership units (7 one-bedroom flats and 1 three-bedroom house) will be marketed from August and the 7 two-bedroom affordable rented houses advertised on the CDCs choice-based lettings system. The units will be completed mid-September 2020.	●

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP1.1.4 Deliver the Local Plan</p> <p style="text-align: center;">Page 31</p>	<p>Cllr C Clarke</p>	<p>David Peckford Paul Feehily</p>	<p>Community Involvement Paper published for a new districtwide Local Plan Review. Comments invited between July and September 2020. Oxfordshire Plan 2050: central Plan team continued evidence gathering and consideration spatial options for a future options consultation paper.</p>	<p>Planning Policy team to work as close to business as usual as possible during the COVID19 outbreak. Inspector issued the Local Plan Partial Review final Examinations report on 6 August. Executive and full Council meeting to consider report findings and with a view to decision on adoption of the Plan - date TBA. Officers to collate and consider responses to consultation on the Local Plan in August and September in preparation for Plan stage. New Urban Design lead to promote health and well-being, provide input on development schemes through planning policies and the provision of design advice. Community Involvement Paper published for a new districtwide Local Plan Review. Local Plan Partial Review - Council to hold Executive and full Council meeting to consider contents of the Inspector's report with a view to decision to adopt the Plan. Officers to support the on-going public consultation for Local Plan Review and continue input to Oxfordshire Plan process.</p>	<p>★</p>	<p>The Local Development Scheme includes timetables for the completion of the Local Plan Partial Review, work on the Oxfordshire Plan 2050, a new district-wide Local Plan Review, a Banbury Canalside Supplementary Planning Document and a potential Community Infrastructure Levy. The independent examination of the Partial Review of the Local Plan (which seeks to help Oxford with the unmet housing need) has now concluded. The Inspector's final report was issued on 6 August 2020 and confirms that, with the Inspector's recommended modifications, the Plan is sound. Officers are preparing to report to Councillors with their recommendations. A public issues consultation for a separate districtwide Local Plan Review has commenced. Joint work by the Oxfordshire councils continues the Oxfordshire Plan 2050. Work will continue Canalside SPD, working towards formal consultation in September-October 2020.</p>	<p>★</p>

Strategic Priority - Leading on environmental sustainability - KPIs

Leading on environmental sustainability - KPI Report

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Jason Russell	59.04%	56.00%	★	Recycling rate is currently 59.1%. An increase in total waste and recycling of over 3000 tonnes in the first four months, compared to last year, this is a 14% increase . Previous years have shown increases of 1% to 1.5% .	59.12%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Jason Russell	40,422	37,619	●	More refuse vehicles being used compared to last year. Tonnage collected still high.	37,841	36,476	●

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.1 Delivery of a High Quality Waste & Collection Service to all Properties	Cllr D Sames	Ed Potter Jason Russell	A number of properties had their day of collection changed. The process ran smoothly	Increase the capacity where necessary to ensure the demand for bulky waste is met.	★	Overall tonnages still significantly above last years but the quality of service is still being maintained.	★
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Jason Russell	The Street Cleansing department is now fully up to strength after some staff (across both depots) had to self-isolate. There are no issues and all rounds are being cleaned as per the weekly / monthly rotas.	Hopefully be in the position to plan the safe reintroduction of the Neighbourhood Blitz events throughout the district when it is safe to do so for all parties concerned.	★	The district is being kept clean on a daily basis. There has been a noticeable increase in the use of the dog bins throughout the Cherwell area, this is being dealt with without having any impact on normal service delivery.	★

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP2.1.3 Reduce Environmental Crime</p> <p>Page 33</p>	Cllr D Sames	Jason Russell Richard Webb	<p>During the COVID19 lockdown the Environmental Enforcement Team has continued to work to tackle environmental problems. Some adjustments have been made to working practices. Activities include:</p> <ul style="list-style-type: none"> -Investigating fly tips and litter issues relating to PPE -Investigating waste accumulations and dog fouling complaints. <p>Enforcement action is limited somewhat due to the inability to undertake interviews under caution.</p>	<p>Going forward we will be seeking to establish procedures for conducting interviews under caution for fly tipping and duty of care offences. However, this is currently limited due to the inaccessibility of council buildings and the need for social distancing. Working more in the community determining if the waste has come from a property. We will begin to hopefully get back to normal. We are also working with the communications team regarding a press release about fly tipping and duty of care</p>	★	<p>Since the COVID19 lockdown commenced the Environmental Enforcement Team has continued to investigate fly tips, litter issues around PPE, waste accumulations and dog fouling complaints. Fly tips are still being investigated but effectiveness of investigations is limited by an inability to conduct interviews under caution. Interviews are being carried out by letter, where possible. Unfortunately, the nature of these offences means few responses are received and we hope to have access to office buildings for face-to-face interviews soon. Litter issues have been dealt with by working with local companies to educate them on their duty and working with another CDC department. Community Protection Notices are still being complied with for waste accumulations and enforcement action taken for dog fouling.</p>	★
<p>BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</p>	Cllr A McHugh	Jason Russell Richard Webb	<p>Air quality monitoring continued throughout the lockdown period. The review of the Taxi Licensing Policy to include requirements for electric vehicles is ongoing with the intention of proposing changes to the policy early in 2021 after consultation.</p>	<p>Discussions are taking place with Planning, Oxfordshire County Council and the developer of a proposed development near junction 11 of the M40 motorway regarding measures that could be implemented to improve air quality in and around the Hennef Way management area</p>	★	<p>Air quality monitoring continues at 42 locations across the district.</p> <p>The Annual Status Report which provides a review of the 2019 diffusion tube monitoring data has been accepted by the Department for Environment Food and Rural Affairs, a copy of the report can be found on the air quality page on the council's website.</p>	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p style="text-align: center;">Page 34</p> <p>BP2.1.5 Protect the Built Heritage</p>	<p>Cllr C Clarke</p>	<p>David Peckford Paul Feehily</p>	<p>Lead Member Reports for seven of the draft Conservation Area Appraisals (Hethe, Horley, Stratton Audley, Somerton, Duns Tew, Balscote, and Ardley) have been drafted by officers and are ready for managers review. Continue the progression of design guides to inform Development Management. Provided heritage and conservation advice to inform current Local Plan Review consultation (Planning for Cherwell to 2040: A Community Involvement Paper). Continue to work closely with Development Management on cases of heritage interest and the on-going Conservation Area Appraisal programme. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The team intend to complete as many as possible as soon as possible while maintaining its service to Development Management in the current remote working situation. Consultation on the review of the Bloxham Conservation Area was completed on 23 March.</p>	<p>Work on Conservation Area Appraisals has continued. Reports for seven Draft Conservation Area Appraisals (Hethe, Horley, Stratton Audley, Somerton, Duns Tew, Balscote, and Ardley) are awaiting Manager sign off for submission to Lead Member. Review and amend Bloxham Conservation Area Appraisal following the closure of the consultation on 23 March. Continue work on the Grimsbury Conservation Area Appraisal towards consultation stage. Continue work on heritage guidance notes to inform Development Management officers in their assessment of planning applications. Continue provision of conservation and urban design advice to Development Management and external stakeholders Based on the adopted and emerging Conservation Area Appraisals and their management plans officers will examine measures to protect built heritage including the suitability of Article 4 Directions and designation of Local Heritage Assets when appropriate. Continue to provide heritage and conservation advice to inform the Cherwell Local Plan Review.</p>	<p>●</p>	<p>Continue to work closely with Development Management on cases of heritage interest and the on- going Conservation Area Appraisal programme. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The team intends to complete as many as possible as soon as possible while maintaining its service to Development Management in the current remote working situation. Consultation on the review of the Bloxham Conservation Area was completed on 23rd March.</p> <p>Continue to provide heritage and conservation advice to inform statutory Plans (e.g. Cherwell Local Plan review)</p>	<p>●</p>

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Cllr D Sames	Ed Potter Jason Russell	Progressing the final stages of the land acquisition of both sites	Develop the plans following the completion of the land acquisition	★	The acquisition of the two sites has been a slow process but is now almost complete which will allow planning to fully progress	★

An enterprising economy with strong & vibrant local centres - KPIs

CDC An enterprising economy with strong & vibrant local centres -KPI Report									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<p>BP3.2.1 % of Council Tax collected, increase Council Tax Base</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 36</p>	Cllr T Ilott	Belinda Green Claire Taylor	8.88	9.50	●	We have achieved a cumulative collection rate of 37.45% against a target of 39.00%, with targets amended from last year to take into account the increased number of 12 monthly payers. However, whilst just over 1.5% short of our target, we are only just over 1% behind the same period last year. There are 3 main factors that affected collection rates this year; the increased number of 12 monthly payers, an increase in the number of Council Tax Support claimants and those Council tax payers who don't pay unless reminded to do so. The hardship payments of up to £150 per Council Tax Reduction for claimants of working age will also have a positive impact on collection rates. All of these factors are result of COVID19. We are not actively pursuing customers for unpaid council tax at this time, however, recovery will occur in due course.	37.45	39.00	●
<p>BP3.2.2 % of Business Rates collected, increasing NNDR Base</p>	Cllr T Ilott	Belinda Green Claire Taylor	7.75	9.00	▲	We have achieved collection rates of 35.97% at end of July against the target of 40%. The amount of business rates collected this year have dramatically decreased due to the awarded extended retail rate relief scheme, with an amount due to be collected standing at £48.5m. However, this figure decreases on a daily basis with more and more companies applying and awarded the relief. We are proactively chasing debts by phone and by email, however, formal recovery will not commence until mid-August 2020. Reminder notices are due to be issued also in mid-August 2020, for those customers who are in arrears with payments of one month or more.	35.97	40.00	▲

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.1 Promote the district as a visitor destination	Cllr L Pratt	Paul Feehily Robert Jolley	Reviewed impact of COVID19 pandemic on this sector.	Continue to monitor COVID19 impact and work with partners to promote the district as a visitor destination.	★	Hospitality venues and visitor attractions are threatened; these sectors were amongst the last to benefit from lifted lockdown restrictions and although those rules are now relaxed, visitor numbers are severely compromised due to continuing social distancing requirements and norms. Businesses face the challenge of winning back customer confidence. Multiple Knock-on effects are felt throughout the VisitEngland and VisitBritain. EO are very keen that Oxfordshire venues pioneer a self-accreditation kitemark for cleanliness & safety, launched by VisitEngland on 24/06/20.	★
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Paul Feehily Robert Jolley	Work on the Cherwell Industrial Strategy paused to create capacity to support local businesses in response to COVID19.	Review of priorities of emerging Cherwell Industrial Strategy to address post COVID19 economic recovery.	●	The Cherwell Industrial Strategy (CIS) is an important process of meaningful engagement with a range of internal and external partners as well as its end-product. A draft strategy consultation was planned for Summer 2020 but paused, because of the need of staff to engage with the business community in response to COVID19. The pandemic has triggered the most severe recession in nearly a century and there will be severe consequences for Cherwell and Oxfordshire economies. CIS links to OxLEP Local Industrial Strategy (LIS) are a key component to the Oxfordshire Housing and Growth Deal (Productivity workstream). An economic research has been commissioned in July 2020 to inform the review of the LIS and preparation of CIS, to take account of the impact of COVID19 on the Oxfordshire and Cherwell economies.	●
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	Cllr L Pratt	Paul Feehily Robert Jolley	Supported CDC's implementation of the COVID19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) given to local businesses. One-to-one advice and detailed support provided to 16 businesses in July 2020, plus, guidance in July 2020 on grants given to other businesses. Provided additional support to potential inward investors and Property developers.	Provide information and advice to local businesses during the COVID19 pandemic and the transitional period of the UK leaving the EU. Continues to support potential new business investors.	★	CDC is in close liaison with colleagues' local authorities in Oxfordshire, with OxLEP and Government departments, to ensure support to businesses during the COVID19 pandemic. CDC continues to work closely with Oxfordshire County Council and partners to enhance digital infrastructure throughout the district.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.4 Develop Our Town Centres	Cllr L Pratt	Paul Feehily Robert Jolley	Maintained close work with officer groups and partners to ensure continued safety, regarding the reopening of high streets within the district. Engaged with stakeholders regarding the Reopening of the High Streets Safely Fund.	Further engagement with stakeholders regarding the Reopening of the High Streets Safely Fund. Continue to review the impact of COVID19 on the district's urban centres.	★	Continue to provide support to Banbury BID (Business Improvement District) in delivery of projects to support businesses throughout the COVID19 pandemic. Work continues with the Bicester Town Centre Task Force, to develop projects which will address the impact of the pandemic. Information, advice and guidance provided to individual businesses, as required.	★
BP3.1 Deliver the Growth Deal	Cllr B Wood	Paul Feehily Robert Jolley	Good progress made on reviewing the Year Three Plans of Work, particularly in the light of impact of COVID19.	Review of the Year Three Plans of Work to be completed with due consideration to be given to emerging Oxfordshire system-wide Recovery Programme.	★	Progress of the Growth Deal Programme maintained with regular board meetings and reports. The impact on the delivery of programme output (accelerated housing, additional affordable units etc.) is being reviewed and understood in the context of the wider partnership.	★

Healthy, resilient and engaged communities - KPIs

Healthy, resilient and engaged communities - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.2.1 Number of visits/usages of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	3,738.00	20,000.00	-	Due to COVID19 the Leisure Centre have been closed since 20th March. As part of the phased re-opening of the Leisure Centres/Facilities the North Oxfordshire Academy opened week commencing 20th July with the Cooper Sports Facility re-opening week commencing 27th July. The Leisure Centres re-opened on Saturday 25th July. All facilities have opened on a phased basis with not all facilities being available. Clearly usage figures are down on the same period last year.	3,738.00	20,000.00	-
BP4.2.2 High risk food businesses inspected	Cllr A McHugh	Jason Russell Richard Webb	0	0%	-	The food inspection plan was suspended by the Food Standards Agency from April. We are waiting on the detail of when the inspections should recommence and what local authorities will be required to do in respect of premises which we would have inspected in the first half of the year.	0	0%	-

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.1 Support Community Safety and Reduce Antisocial Behaviour</p> <p>Page 40</p>	Cllr A McHugh	Richard Webb Rob McDougall	<p>During the COVID19 pandemic the community safety team has continued to provide a presence across Cherwell. The team supported the Police to enforce lock-down measures. Responded to complaints about anti-social behaviour. Engaged with all houseboat residents to ensure they had the support they needed. Assessed town centres for potential problem areas as shops re-opened. Supported shops to resolve social distancing problems.</p>	<p>The community safety team will be focusing on helping to resolve any problems arising as bars, cafes and restaurants continue to re-open. The team will also start to address any town centre anti-social behaviour problems that arise in the town centres as they re-open. Plans for this year include assessing whether a Public Spaces Protection Order (PSPO) is required for Bicester town centre. The process to re-boot enforcement of the existing Banbury PSPO has begun with discussions between the team and TVP having commenced over a review of our procedures and roles. As community events begin to reappear, the team are also now factoring in their usual rotas for attending partnership with TVP and other agencies.</p>	★	<p>The Community Safety Teams have undertaken a programme of visits to all villages during lockdown, supporting the Police to ensure movement restrictions were adhered to. The team also engaged with all businesses in Bicester, Banbury and Kidlington town centres to ensure their views on measures required to safely re-open the high streets were included in our plans. Work to tackle anti-social behaviour has continued as normal during lockdown without any significant increase in case numbers. A review of the potential benefit of a Public Spaces Protection Order for Bicester town centre was postponed as a result of the lockdown. However, relevant issues are now being monitored as the town centre reopens and the assessment of the need for a PSPO will take place in the second half of the year.</p>	★
<p>BP4.1.2 Promote Health & Wellbeing</p>	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	<p>£428,399 developer contributions secured for indoor and outdoor sports. Employer Recognition Scheme Silver Award Achieved Distribution of revised 'Thrive@Work' Health Needs Assessment to CDC staff on hold pending discussions with Human Resources.</p>	<p>Engage with the new 'Oxfordshire All Online' working group to explore reducing digital exclusion.</p>	★	<p>Employer Recognition Scheme is a national award sponsored by Ministry of Defence for employers committed to the Military Covenant. 'Oxfordshire All Online' is a project led by Oxfordshire Community Foundation and bringing together several voluntary and statutory organisations.</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.3 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	As part of the last milestone it was referenced that works would commence on the refurbishment of the changing rooms at Cooper Sports Facility. After successfully procuring a contractor the works commenced on Tuesday 4th August. Feasibility studies into the potential expansion of the Leisure Centres were due to commence. Consultant has been appointed and the process has started.	As part of the next milestone this should see the completion of the changing room refurbishment at the Cooper School Sports Facility towards the last week of August/beginning of September. Consultants will be working on the feasibility studies with CDC officers relating to enhancing provision in the District. Workshops are planned for September	★	As previously noted, the Leisure Centres had been closed since 20th March and therefore no further enhancement of facilities has occurred however with the re-opening of the facilities on the 25th July measures have had to be put in place to satisfy government guidance in the re-opening phase. Changing Room refurbishment at Cooper Sports Facility is planned for completion at the end of August beginning of September.	★
Page 41							
BP4.1.4 Support the Voluntary Sector	Cllr A McHugh	Ansaf Azhar Nicola Riley	Virtual Local Strategic Partnership meeting held on 17 July. Virtual Parish Liaison meeting held 30 July. New approach agreed with Volunteer LinkUp to promote growth of Good Neighbour groups. Community link publication July / August distributed to voluntary sector Virtual voluntary organisations forum / webinar and training will be delivered across the week of the 7th Sept in partnership with OCVA Cherwell Young People, Play and Wellbeing network delivered 18th August. Play: Full holiday hunger summer initiative delivered during the school summer holiday period, supporting vulnerable families. Age Friendly Banbury pledge launched with Banbury businesses and groups in the town.	Virtual Volunteer fairs will be delivered online working with Citizens Advice - Autumn 2020. Review delivery of the Cherwell Lottery and bring forward proposals for launch of a 'Good Cause Community Grant' scheme.	★	Community link publication has been distributed monthly during the COVID19 crisis to support voluntary organisations with up to date information, support and guidance. The Cherwell Young People, Play and Wellbeing network supports organisations working with young people and play, support has been given to look at alternative ways to continue to engage with young people and support them during the crisis. The Play: Full holiday hunger initiative has continued this summer to support our most vulnerable families in Banbury with socially distant activator park session, activity packs and healthy lunch bags distributed. Virtual Parish Liaison meeting had representation from 20 Cherwell parishes 'Good Cause Community Grant scheme will be open to existing 'Good Cause' partners of the Cherwell Lottery to assist with innovative projects or expand their services	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.5 Enhanced Community Resilience</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 42</p>	Cllr A McHugh	Richard Webb Rob McDougall	Liaison continues with partners, through the local resilience forum, to coordinate work relating to COVID19, with the emphasis now moved from response to recovery. Plans are being established with partners to support the management of local outbreaks, with a specific focus on the different settings in which outbreaks could arise and the support for people affected by the outbreak. Partners are also liaising closely on forthcoming events in the county and how the risks arising from these events will be managed.	A mutual support arrangement for Environmental Health Officer capacity to respond to local outbreaks is being established. A process for identifying and sharing details of forthcoming events is being established.	★	As seen nationally, there is now a local focus for the management of COVID19 infection risks. All local authorities and health system partners are developing local systems and processes for interventions to respond to increasing infection rates or outbreaks. Environmental Health Officers will support outbreak response teams and a mutual support arrangement is being put in place across Oxfordshire to provide a resilient, 7 day and week service. A list of all known events is being created and shared across Oxfordshire to ensure there is advance planning on any potential implications and a consistent approach is adopted across Oxfordshire for similar events.	★
<p>BP4.1.6 Support and Safeguard Vulnerable People</p>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	The time taken to assess both new claims and change events for benefits is very good for the month of July so offering support to our more vulnerable residents. We continue to award discretionary housing payments in a timely way. We also continue to work closely with colleagues in Housing to support residents.	During August we will be making payments from the COVID19 Council Tax Hardship Fund to help those residents who are unable to afford CT payments.	★	This continues to be on track. There is an increase in safeguarding referrals with concerns over exploitation and slavery and work is underway to put a campaign together to raise awareness.	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.7 Promote Healthy Place Making Page 43	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Successful way finding bid to sport England.	Commence recruitment of community evaluators for Kidlington wayfinding project.		Inception meeting held for evaluation of wayfinding scheme in Kidlington with consultancy State of Life Grant agreement signed with Sport England for Wayfinding project in Kidlington.	
			Survey for business volunteers has been launched Cherwell wide.	Review results of business volunteer survey.		Provided ongoing place-based advice into road reallocation teams to promote safe cycling and walking.	
			Prescription delivery scheme has been stood down.	Promote 'virtual' Superheroes event in Bicester.		Review session held with early years providers in Bicester to understand their concerns and challenges.	
			Placed base support for new MECC trained volunteers.	Deliver additional Dr Bike sessions in Bicester, Kidlington and Banbury.		Draft Health Impact Assessment tool sent to Development Management officers for comment.	
			Draft impact assessment tool sent for comment.	Identify ongoing funding source for additional Dr Bike sessions.	★	Development of a new approach to managing long term health conditions is ongoing with health colleagues in Banbury.	
			Held an early year's review session in Bicester.	Commence Wild Bicester project to enable people to access green spaces.		Survey of business volunteers has been launched in Kidlington, Bicester and Banbury to identify how best to support them to sustain some level of volunteering Prescription delivery schemes have been stood down	★
			Ongoing advice to promote safe cycling and walking.	Submit proposal on new care pathway for Long term conditions to OCCG.		The Sport England grant provides £124,000 in funding for delivering and evaluating a wayfinding scheme in Kidlington	
			Inception meeting held for evaluation of wayfinding scheme in Kidlington with consultancy State of Life Grant agreement signed with Sport England for Wayfinding project in Kidlington.	Deliver social media campaign to support national Better Health programme.			

This page is intentionally left blank

Appendix 3 – Leadership Risk Register as at 24/08/2020

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 4 of 5	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L12 & L17	L01 & L19	
	3 - Moderate		L16	L02, L05, L14, L18 & L21	L08, L15, L20	
	2 - Minor				L10	
	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				
2020/21																	
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	Steve Jordan	Sukdave Ghuman	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 legislation and Government guidance in response to COVID19 will assist service adjustment 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 2020-21 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2020-21 in progress.	Risk reviewed 17/08/20 - further checks in place internally resulting in no change to residual risk.
L03 -	CLOSED RISK 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-Thames Hampshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. 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. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partnership Working Group established with OCC to oversee joint working opportunities.	Partially Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9		Weekly CEDR and monthly 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.	Proposals for two Joint Corporate Directors between CDC and OCC approved. Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services).	Risk reviewed 20/11/19 - Removed
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 Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Some additional resource budgeted for 20/21. Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially Fully Partially	Councillor Colin Clarke	Paul Feehily	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The Examination of the Partial Review of the Local Plan ended on 6 August 2020 with receipt of the Inspector's Report. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Oxfordshire Plan. However, the residual risk score of '12' has not been changed as the risk of consequential delay for the district Local Plan has already been considered. Significant delay would require re-consideration of the risk. Consultation on a district-wide Local Plan Review Issues Paper commenced on 31 July 2020 in accordance with the LDS programme. The 2019 Annual Monitoring Report was approved by the Executive on 7/1/2020.	Risk reviewed 11/08/2020 - 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				
2020/21																	
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 effective Partially effective Not effective	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR Cross-council BC Steering Group meets regularly to identify BC improvements needed 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 2019 BC assurance framework under development	The council's extended leadership team provided business continuity status reports for their critical services weekly during the covid-19 lockdown. These demonstrated that the council could continue to provide critical services throughout the period. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A process for restoration of services is in place and being implemented across the teams. A lessons learned process has commenced to ensure business continuity plans are updated to reflect recent learning and to prepare for any second wave of the virus of local lockdown.	Risk Reviewed 10/08/2020 - Comments updated
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 effective Partially effective Not effective	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide 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	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 19 pandemic have now progressed to a recovery phase. Specific attention is being given to the plans for managing local outbreaks or increased infection rates. Partners are liaising with organisers of events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being planned. The council is maintaining its duty director rota for any other emergency incidents that might arise.	Risk Reviewed 10/08/2020 - Comments amended.

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				
2020/21																	
LO8 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	New Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the newly adopted HSE's recommended called 'HSG65' Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety.	Partially	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔	A Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June 2019, it is due for review no later than June 2021. The Corporate Arrangements are subject to a continuing programme of updates to ensure they remain up to date and relevant to council business.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager.	Risk reviewed 14/08/2020 - No changes
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Fully								Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks.	Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.	
		Financial loss due to compensation claims				Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees.	Fully								As Health and Safety Officers are in place no further action is required and risk mitigated.	These two posts are established posts and budgeted accordingly to secure future funding for continuity.	
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Fully								A 2-year internal Health and Safety Audit programme is in place covering the period until May 2021. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. This is temporarily on hold due to the Coronavirus Lockdown	The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 17 audits have been carried out across the Council however, the audits are currently on hold due to Corona Virus. The audit reports have been provided to the relevant service managers, including recommendations, advise and timescales for remediation.	
		Increased agency costs				Effective induction and training regime in place for all staff	Partially								Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. A central list of risk assessments is to be created to enable more proactive monitoring of risk assessment across the council. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services.	Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package	
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially								Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety compliance is fully maintained in line with the legislative compliance requirements.	A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements.	
		Reputational Impact				Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially								Currently the Council has no formal committee structure in place for the consultation of health safety with staff.	A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT in April 2020. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements.	
						Corporate body & Member overview of Health & Safety performance	Fully								Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager	Reporting dates have been agreed and adhered to.	
	Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Fully	Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.													

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				
2020/21																	
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.	<p>Service disruption</p> <p>Financial loss / fine</p> <p>Prosecution – penalties imposed</p> <p>Individuals could be placed at risk of harm</p> <p>Reduced capability to deliver customer facing services</p> <p>Unlawful disclosure of sensitive information</p> <p>Inability to share services or work with partners</p> <p>Loss of reputation</p>	4	5	20	<p>File and Data encryption on computer devices</p> <p>Managing access permissions and privileged users through AD and individual applications</p> <p>Consistent approach to information and data management and security across the councils</p> <p>Effective information management and security training and awareness programme for staff</p> <p>Password security controls in place</p> <p>Robust information and data related incident management procedures in place</p> <p>Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services</p> <p>Appropriate plans in place to ensure ongoing PSN compliance</p> <p>Adequate preventative measures in place to mitigate insider threat, including physical and system security</p> <p>Insider threat mitigated through recruitment and line management processes</p> <p>Cookie pop-ups on the website</p> <p>Increased threat to security during Covid-19 period in part due to most staff working from home.</p>	<p>Fully effective</p> <p>Fully</p>	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	<p>The cyber-essentials plus certification has now been passed.</p> <p>Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019</p> <p>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.</p> <p>Implemented an intrusion prevention and detection system.</p> <p>Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service.</p> <p>Cyber Awareness e-learning available and will be part of new starters induction training.</p> <p>Cyber Security issues regularly highlighted to all staff.</p> <p>External Health Check undertaken January 2020, no high risk security issues highlighted.</p> <p>Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place.</p> <p>Cookiebot live on website for users to confirm cookie preferences.</p> <p>Joint OCC/CDC Cyber Security Officer started work August 2020</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.</p>	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 10/08/20 - Control assessment and mitigation actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	<p>Increased harm and distress caused to vulnerable individuals and their families</p> <p>Council could face criminal prosecution</p> <p>Criminal investigations potentially compromised</p> <p>Potential financial liability if council deemed to be negligent</p>	4	4	16	<p>Safeguarding lead in place and clear lines of responsibility established</p> <p>Safeguarding Policy and procedures in place</p> <p>Information on the intranet on how to escalate a concern</p> <p>Mandatory training and awareness raising sessions are now in place for all staff.</p> <p>Safer recruitment practices and DBS checks for staff with direct contact</p> <p>Action plan developed by CSE Prevention group as part of the Community Safety Partnership</p> <p>Data sharing agreement with other partners</p> <p>Attendance at Children and Young People Partnership Board (CYPPB)</p> <p>Annual Section 11 return compiled and submitted as required by legislation.</p> <p>Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group</p> <p>Engagement at an operational and tactical level with relevant external agencies and networks</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	<p>Ongoing internal awareness campaigns</p> <p>Ongoing external awareness campaigns</p> <p>Annual refresher and new training programmes including training for new members</p> <p>Attendance at safeguarding boards and participation in learning events</p> <p>Continue to attend groups focused on tackling child exploitation</p>	The new HR payroll system (was expected in April 2020 postponed) will hold training records. The new safeguarding officer will ensure there is appropriate take-up of training across staff and members. Safeguarding Policy annual review in place. Close monitoring of Training needs/changes to roles and need for enhanced safeguarding training requirements. During C-19 staff working from home Internet safety brief on keeping children safe at home via LOOP. Joint working with safeguarding officers from local District councils New online training supplier Incorporating safeguarding as part of the 9 compulsory training sessions.	Risk Reviewed 13/08/2020 - 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				
2020/21																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes 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	Fully effective Partially effective Not effective	Councillor Tony Illot	Steve Jordan	Jonathan MacWilliam	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. Work with one company to ensure long term support arrangements are put in place.	COVID-19 impact being felt by all three companies. CSN continue to handle increased demands through various grant schemes and increased benefit enquiries Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers Occupation of Crown House continues with letting agents active in the market Regular liaison with the Shareholder Representative to ensure full understanding of ongoing pandemic impact	Risk reviewed - 13/082020 - Comments updated
L12 -	Financial sustainability of third-party suppliers including contractors and other partners Supply chain management ensuring effective delivery through the supply chain	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. A reduced supply market could also result in increased costs due to the council's; loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Lorna Baxter	Wayne Welsby	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting.	Risk reviewed 11/08/2020 - Risk description, potential impact, mitigating actions and comments updated.
L13 -	CLOSED RISK 18/11/19 - 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 Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	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 in place.	All services have now either been separated or moved into service delivery arrangements with SNC. Reviews of service delivery arrangements with SNC to take place between October-December 2019. Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 01/11/19 - Removed

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				
2020/21																	
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. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). Elements of the COVID-19 response may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statement process under review and deadline delayed by Government. Business Continuity Plans are in place which ensure that appropriate structures and leadership are put in place at the outset of the CV-19 response. Control measures implemented throughout 2019/20 and updates on key issues reported (e.g. Property/Security) reported to Audit & Governance Committee as requested by Members.	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Steve Jorden	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures 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 Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule.	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 13/08/20 - No changes
L15 -	L15 Oxfordshire Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers Oxfordshire Plan delivered late	5	5	25	Established programme structure and partnership ethos to support effective programme delivery Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery Identify potential "top up" schemes to supplement GD affordable housing scheme Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review Develop Year 3 Plans of Work to detail the expected delivery by CDC for Year 3 of the Growth Deal Programme; building on the experiences and knowledge gained during Year 2.	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Structured engagement with developers to better understand their needs Appropriate escalation of issues to agree programme flexibilities where required Improved collaboration working with partners Securing approval of a resourced GD Y3 plan to be delivered in a collaborative partnership environment	With the easing of Lock down restrictions, construction work on sites has recommenced. The operating restrictions will, however, impact the speed of delivery as will the delayed impact on the supply chain. The medium to long term impact on the demand side of the housing market will take time to manifest which reduce developers commitment to maintaining housing trajectories. If there is a down turn in the market there is potential for a positive impact as developers increase the number of social housing units they release, selling additional units to RPs as a way to off load unsold stock. Any Government incentives (Stamp Duty variations etc.) may impact the developers negotiations with RPs.	Risk reviewed 10/08/2020 - No changes.
L16 -	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team. Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is now in place. The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included.	Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is now in place. The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included.	Risk reviewed - 20/08/20 - 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				
2020/21																	
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	4	12	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice is being sort with regards to governance and technical advice is being sort regarding technology. Robust programme and project management frameworks in place.	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	4	12	↔	Regular reporting on joint working proposals to the senior management team. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. IT separation project underway with SNC in early stages of development.	The majority of services have now separated or been moved into a service delivery arrangement. Although Customer Services has now been separated, there is a lack of clarity of CSN and IT in the transition into the unitary. Plans are being prepared to ensure both areas are ready to separate in line with unitary deadlines. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. IT separation project underway with SNC in early stages of development.	Risk reviewed - 20/08/20 - No changes.
L18 -	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Training on workforce planning for the HR team planned to start across both CDC and OCC during Quarter 3.	Risk reviewed 24/08/2020 - No changes
L19 -	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience.. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID19 security on building are being put in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR An urgent review of business continuity plan is currently underway and will be completed in August to adjust for COVID19 disruption and possible further outbreaks. Outbreak planning is underway with Standard Operating Procedures being created for key risk areas which will be tested at the start of September The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities Contract tracing and testing to be implemented to identify localised outbreaks. Scenario planning to inform BCP for a local outbreak Engagement with PHE and the DPH to manage localised outbreak scenarios	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Easing of lockdown restrictions balanced against the risk of localised outbreaks is somewhat reducing the risk of people being unable to access services	Risk reviewed 31/07/20 - Mitigating actions and commentary 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				
2020/21																	
L20 -	Covid-19 Business Continuity Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces. Remote working in place Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice Sanitisers in washrooms Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	4	12	↓	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. Various scenario planning for organisational readiness for Covid-19 peaks is underway. Inherent (from 25 to 20) and residual risk reduced (20 to 16) due to Covid occurrence currently reduced. Risk will increase as / if further peaks or local outbreak are likely. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk.	Risk reviewed 20/08/2020 - Scores decreased, controls and comments updated.	
L21 -	Post Covid-19 Recovery - Challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic Requirement to review service delivery Budget implications	4	4	16	Work underway, a governance programme is currently under development. Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment. Working through a new corporate programme underpinned by policy research. In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Governance programme to be shared and implemented. CEDR and ELT working towards new corporate programme liaising with Insight and policy support. In year budget on track.	Risk reviewed 20/08/2020 - Mitigating actions updated.	

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Partial Review

The Inspector's report for the Examination of the Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) was received on 6 August and has been published. The Inspector concludes that with modifications (as suggested by the Council) the Plan is 'sound'. Officers are now preparing to report to Members.

Oxfordshire Plan 2050

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

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 scoping 'spatial options' for Plan development. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Plan. This allows for further stakeholder engagement in September 2020; public consultation on a formal Options Paper in January 2021; and, consultation on a proposed Plan in September 2021. The intention is to submit the Plan for Examination in January 2022. As the Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences, it had been considered that there was a medium to high risk that that the programme would be delayed. This has increased to high risk due to COVID19.

Local Plan Review

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

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

Additional staffing budget has been secured to help deliver this programme. The risk to the programme is considered to be low subject to the required staffing levels being achieved. The influence of the Oxfordshire Plan and its risk of delay to the district Plan raises the risk to medium with mitigation. An issues consultation commenced on 31 July 2020.

Banbury Canalside Supplementary Planning Document

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

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

Additional staffing budget has been secured to help deliver this programme. The risk to the programme would be low subject to the required staffing levels being achieved. COVID19 and associated difficulties of site planning make this a medium risk. There has been some slippage in re-commencing the work.

Community Infrastructure Levy (CIL)

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

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

Additional staffing budget has been secured to help deliver this programme. The risk to the programme is low subject to the required staffing levels being achieved. There has been some slippage in re-commencing the work.

This page is intentionally left blank

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Stuart Parkhurst	Sunshine Centre	0	20	0	20	20		-	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. 6/2 Stuart to chase final invoice
	Community Total	-	20	-	20	20	-	-	
Tom Darlington	Whitelands Farm Sports ground	0	0		0	0		-	funded from S106
Liam Didcock	Solar Photovoltaics at Sports Centres	0	43	0	43	0	43	0	No spend to date but budget to be utilised on energy efficiency scheme in 21/22
Tom Gubbins	Physical Activity and Inequalities Insight	0	20	0	20	20		-	Full spend expected in 20/21
Liam Didcock	North Oxfordshire Academy Astro turf	0	183	0	183	0	183	-	Currently in discussions with United Learning Trust regarding outstanding planning application and their contribution. Spend likely to be delayed until 21/22
Liam Didcock	Bicester Leisure Centre Extension	0	122	0	122	40	82	-	FMG Consulting fee of £37,750 for leisure centre feasibility works. Remaining spend likely to take place in 21/22
Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	0	30	0	30	0	30	-	Spend will not take place until 21/22 when Castle Quay Waterside is completed and bridge reinstated
Rebecca Dyson	Corporate Booking System	0	60	0	60	60		-	Delay due to corporate pressure on IT service.
Kevin Larnar	Community Capital Grants	100	28	0	128	128		-	Actual budget = £127,267; YTD actual = £17,755; YTD commitments including b/f from last FY @ £25K - £96,255.44, balance of commitments less actual TYD spend = £77,497.44. A further £30,208.73 has been agreed by assessors in principle but yet to be committed on Civica. This would leave £805 of uncommitted budget against the accumulated total budget.
Liam Didcock	North Oxford Academy Upgrade existing Fa	60	0	0	60	60	0	-	Forward funded by S106 as TrackMark was required before this financial year.
Liam Didcock	Cooper School Re-Development/Refurb work	40	0	0	40	40		-	Work has commenced in August. Full spend anticipated in this financial year

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Thomas Darlington	S106 Capital Costs	0	0	0	0			-	Adderbury PC Milton Rd Project - Expecting to pay the remaining amount of the existing PO for the completion of drainage works (£28,465); Bloxham PC Jubilee Hall Project - Expecting to pay the remaining amount of the existing PO for the completion of the project. Awaiting news of possible request for further s106 funds to address the rectification of the roof (£44,126.33); Cooper School Project - Contribution towards the refurbishment of the changing rooms (£12,050)(Liam leading). Bloxham Ex-Servicemen's Hall Project - Expecting to pay the outstanding amount of the existing PO (£20,530.87). NOA Athletics Track Improvements - Awaiting invoices (£5,340); Bicester Festival - Website build (£1,232)(Tara leading).
	Leisure & Sport Total	200	486	-	686	348	338	-	
Tim Mills	Disabled Facilities Grants	375	497	1,093	1,965	1,100	490	(375)	Total budget comprises: £375k base budget, £497k reprofiled budget from 19/20 and £1,093k BFC contribution from County. Anticipated full year spend is £1,100k. As previously acknowledged, the inclusion of the base budget was an error. The effective budget is therefore £1,590k. Covid significantly reduced activity in the first quarter and although delivery is now picking up, we are not expecting to be able to recover the lost ground.
Tim Mills	Discretionary Grants Domestic Properties	150	50	0	200	150		(50)	Total budget comprises: £150k base budget, £50k reprofiled budget from 19/20. Anticipated full year spend is £150k. Covid has significantly reduced discretionary grant activity and likely spend remains uncertain.
Frances Evans	Abritas Upgrade	0	12	0	12	8		(4)	Of the £12k budget, £4k has been spent to date, and a further £4k committed to be spent by September 2020 on a small works order/amendments to Abritas. There are no plans in place currently to spend the remaining £4k by March 2021.
	Housing Total	525	559	1,093	2,177	1,258	490	(429)	
Ed Potter	Car Park Refurbishments	0	145	0	145	145		-	Anticipating commitment in quarter 3, is in conjunction with project 40217 - installation of pay on exit barriers across Cherwell car parks
Ed Potter	Energy Efficiency Projects	0	4	0	4	3		(1)	Fully committed 20/21
Ed Potter	Glass Bank Recycling Scheme	0	0	0	0	0		-	Scheme not in use in 2019/20

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Ed Potter	Public Conveniences	0	0	0	0	0		-	Small overspend due to last invoice from contractor. £85k budget transferred to castle quay 1 changing places project
Ed Potter	Off Road Parking	0	18	0	18	18		-	Expecting full spend in 20/21- relates to delay in official purchasing of banbury country park in late 19/20
Ed Potter	Vehicle Replacement Programme	952	223	0	1,175	1,000		(175)	Review of replacement programme underway as budget setting exercise- some slippage may be required in to 20/21 . To be confirmed in period 5
Ed Potter	Wheeled Bin Replacement Scheme	0	0	0	0	0		-	Fully committed 19/20
Ed Potter	Urban City Electricity Installations	0	15	0	15	15		-	Expecting full spend in 20/21 (relates to electricity points in urban centres)
Ed Potter	Vehicle Lifting Equipment	0	0	0	0	0		-	Fully committed 19/20
Ed Potter	Container Bin Replacement	0	5	0	5	5		-	Review Actuals to date - journal require. Move o/spend to 40186 or 40187
Ed Potter	Commercial Waste Containers	25	1	0	26	26		-	Expecting full spend in 20/21
Ed Potter	On Street Recycling Bins	24	10	0	34	34		-	Expecting full spend in 20/21
Ed Potter	Build Team Essential Repairs & Improve C	160	0	0	160	160		-	Not Environmental Services
Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	12	12		-	Expecting full spend in 20/21 - commitment expected in quarter 3
Ed Potter	Car Parking Action Plan Delivery	125	0	0	125	125		-	Anticipating commitment in quarter 3, is in conjunction with project 40015 - installation of pay on exit barriers across cherwell car parks
Ed Potter	Depot Fuel System Renewal	50	0	0	50	50		-	Expecting full spend in 20/21 - commitment expected in quarter 3
Ed Potter	Bicester Country Park	80	0	0	80	25		(55)	Anticipating commitment in quarter 3 - awaiting results of archaeological dig, £55k slippage may be required in to 2021/22
Ed Potter	Thorpe Lane Depot Capacity Enhancement	175	0	0	175	100		(75)	Anticipating commitments in quarters 2 and 3, £75k slippage may be required in to 2021/22 - slippage potentially required as a result of works needed if separate food and garden waste introduced in 21/22.
	Environment - Environment Total	1,603	421	-	2,024	1,718	-	(306)	
	Wellbeing, Housing & Environmental Services Total	2,328	1,486	1,093	4,907	3,344	828	(735)	
Jane Norman	Community Centre Refurbishments	0	11	0	11	11		-	
Jane Norman	The Hill Youth Community Centre	0	0	0	0	0		-	
Andrew Bove	East West Railways	290	1,441	0	1,731	1,731		-	EW railways programme
Robert Jolley	Graven Hill - Loans and Equity	16,500	0	0	16,500	16,500		-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end. No reprofiling needed as the required funding for next year is included in 20/21 budget.
	Bicester Community Building	0	0		0	0		-	
Dean Fisher	NW Bicester Eco Business Centre	0			0	0		-	Valuation certificates from Kier confirm that there are no retentions outstanding. Therefore the accrual was overstated and is a genuine £68k underspend in 19/20 (See JK email in Bicester folder 12/3/20
Jane Norman	The Hill Community Centre	0	229	0	229	229		-	

CHERWELL CAPITAL EXPENDITURE 2020-21

		£000's							
PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
Jane Norman	Orchard Lodge (Phase 1)	0	0	0	0	0		-	
Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	0		-	
Jane Norman	Coach House Mews (Phase 1)	0	0	0	0	0		-	
Jane Norman	Banbury Ambulance Station (Phase 1)	0	0	0	0	0		-	
Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	0	0	0	0		-	
	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0	0		-	
Jane Norman	Juniper Court/Drapers (Phase 1)	0	0	0	0	0		-	
Jane Norman	Spring Gardens (Phase 1)	0	0	0	0	0		-	
Jane Norman	Newton Close (Phase 1)	0	0	0	0	0		-	
Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	0	1,103	0	1,103	861	242	-	Total budget for Phase 1b £4,707m (including £755k of acquisition). The total project costs are still within the agreed budget of £3.4m
Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	0	0	0	0		-	
Jane Norman	Creampot Crescent Cropredy Repurchase co	350	0	0	350	350		-	
Jane Norman	Bicester Library (phase 1b)	0	757	0	757	150	607	-	
Jane Norman	Build Programme (Phase 2)	0	124	0	124	0	96	(28)	The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to proceed. The additional site, St Edith's Way requires approval to be included in Phase 2. Cope Road and TCH roof are not considered capital projects so should be removed.
Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	0	6,958	0	6,958	18	6,940	(0)	
Jane Norman	Trades & Labour Club (Phase 2)	0	1,542	0	1,542	0	1,542	(0)	
Jane Norman	Angus Close (Phase 2)	0	344	0	344	12	332	(0)	
Jane Norman	Nizewell Head (Phase 2)	0	198	0	198	0	198	(0)	
Jane Norman	Leys Close (Phase 2)	0	261	0	261	12	249	(0)	
Jane Norman	Bullmarsh Close (Phase 2)	0	592	0	592	620	0	28	
Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	0	163	0	163	12	151	0	
Jane Norman	Park Road (Phase 2)	0	196	0	196	0	196	(0)	
Jane Norman	Wykham Lane (Phase 2)	0	189	0	189	0	189	0	
Jane Norman	St Ediths Way				0			-	
	Place & Growth - Economy & Regeneration	17,140	14,109	0	31,249	20,506	10,742	(1)	
	Place & Growth Total	17,140	14,109	-	31,249	20,506	10,742	(1)	
Natasha Barnes	Customer Self-Service Portal CRM Solution	0	0	0	0	0		-	
Tim Spiers	EXKI PROD copy fwd planning IT hardware	0	0	0	0	0		-	
Rakesh Kumar	Land & Property Harmonisation	0	146	0	146	146		-	Carry forward for Reg Services Project
Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	21	0	71	71		-	Carry forward for WiFi/Digital Customer
Tim Spiers	Business Systems Harmonisation Programme	40	12	0	52	52		-	Carry forward for WiFi/Digital Customer
	Website Redevelopment	0	0	0	0	0		-	

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Tim Spiers	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	0	0	0	0		-	Offsetting other overspends/underspends
Tim Spiers	IT Strategy Review	0	0	0	0	0		-	Offsetting other overspends/underspends
Tim Spiers	Digital Portal	0	0	0	0	0		-	journalled to 40170
Tim Spiers	Land & Property Harmonisation	0	0	0	0	0		-	Planned to complete by end of FY, replacement land and property systems
Tim Spiers	Customer Excellence & Digital Transfer	0	59	0	59	59		-	Carry forward for WiFi/Digital Customer
	Bodicote House Meeting Room Audio Visual	10	0	0	10	10		-	
	CDC & OCC Technology Alignment	100	0	0	100	100		-	
	Legacy Iworld System Migration	100	0	0	100	100		-	
	Procurement of Joint Performance system	65	0	0	65	65		-	
Hedd Vaughan-Evans	Unified Communications	0	0	0	0	0		-	Offsetting other overspends/underspends
Hedd Vaughan-Evans	WiFi Replacement	0	0	0	0	0		-	Offsetting other overspends/underspends
	Information Technology Total	365	238	-	603	603	-	-	Underspend use for Phase 2 next year as per PN
Karen Edwards	HR / Payroll System replacement	18	25	0	43	43		-	HR/Payroll project, have manually reduced commitment as it is incorrect (invoices not matched off against it). Will ask for it to be cancelled
Tim Spiers	Project Manager for HR/Payroll System	50	0	0	50	57		7	Manually adjusted outturn as expected to be 7K over. Recharges to SNC are in progress
	Elections Polling Booth and Count Tables	0	0	0	0	0		-	
	HR, OD and Payroll Total	68	25	-	93	100	-	7	
	Customers & Service Development Total	433	263	0	696	703	0	7	
Dominic Oakeshot	Financial System Upgrade	0	0	0	0	0		-	
	Antelope garage	0	0	0	0	0		-	
Belinda Green	Academy Harmonisation	0	79	0	79	79		-	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
Dominic Oakeshot	New E-Tenderings Portal for Procurement	0	0	0	0	0		-	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
	Bespoke/Custom Build Bridging Loan Schem	2,500	0	0	2,500	2,500		-	
Dominic Oakeshot	Finance Replacement System	980	0	0	980	980		-	

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
	Finance Total	3,480	79	-	3,559	3,559	-	-	
Stuart Parkhurst	Condition Survey Works	0	0	0	0	0		-	Works completed
Stuart Parkhurst	Bradley Arcade Roof Repairs	0	8	0	8	8		-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K - waiting for permission from Sanctuary
	Bicester Town Centre Redevelopment	0	0	0	0	0		-	
Stuart Parkhurst	Community Buildings - Remedial Works	0	0	0	0	0		-	Works completed, To be closed
Chris Hipkiss	Spiceball Riverbank Reinstatement	0	50	0	50	50		-	Full spend anticipated in 19/20
Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	0	253	0	253	253		-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Stuart Parkhurst	Thorpe Way Industrial estate - Roof & Roof Lights	0	0	0	0	0		-	Works complete and project signed off. Close
Chris Hipkiss	Castle Quay 2	25,798	29,715	0	55,513	55,513		-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Castle Quay 1	0	5,041	0	5,041	5,041		-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20
Shelagh Larard	Franklins House - Travelodge	0	0	0	0	0		-	Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19))
Robert Fuzesi	Housing & IT Asset System joint CDC/SNC	0	50	0	50	50		-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Orchard Way - external decorations	0	0	0	0	0		-	Tender received, to be ordered August 19. On target for full spend in 19/20
Stuart Parkhurst	Retained Land	0	0	0	0	0		-	Works complete pending final account - close
Stuart Parkhurst	Thorpe Place Industrial Units	0	0	0	0	0		-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. Close
Stuart Parkhurst	Thorpe Way Industrial Units	0	0	0	0	0		-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. Close
Stuart Parkhurst	Horsefair, Banbury	0	55	0	55	55		-	Project under review. Previously tendered over budget. Review at Q2
Stuart Parkhurst	Thorpe Lane Depot - Tarmac / drainage	0	0	0	0	0		-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. Completed

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Stuart Parkhurst	EPC certification & compliance works	0	0	0	0	0		-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Chris Hipkiss	Tramway Industrial Estate, Banbury	0	0	0	0	0		-	Site survey works not budgeted for in 19/20
Stuart Parkhurst	The Mill	0	250	0	250	250		-	Robert to provide forecast spend for 19/20 and reprofile for 20/21. A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.
Stuart Parkhurst	Banbury Museum Upgrade of AHU	0	106	0	106	106		-	Order being raised for investigation stage which will lead to full design. Review Q2
Stuart Parkhurst	Bodicote House Fire Compliance Works	0	141	0	141	141		-	Order raised for design. Waiting on FRA then works will begin
Stuart Parkhurst	The Fairway Garage Demolition	0	49	0	49	65		16	Full spend anticipated in 19/20. Review Q3 Forecasting potential overspend of £10k - balances out with savings elsewhere in property - budget review once tenders returned
Stuart Parkhurst	BYHP Separation of Building to two units	0	0	0	0	0		-	Order raised for design. Full spend anticipated in 19/20 (slightly over)
????	Town Centre House	0	0	0	0	0		-	added in as it was missing
Stuart Parkhurst	Compliance Works with Energy Performanc	0	39	0	39	39		-	Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend.
Stuart Parkhurst	Ferriston Roof Covering	0	93	0	93	93		-	Works being tendered anticipated start date of September. Full spend anticipated in 20/19
Stuart Parkhurst	Pioneer Square Fire Panel	0	17	0	17	17		-	Order raised for design. Full spend anticipated in 19/20
Stuart Parkhurst	Corporate Asbestos Surveys	60	150	0	210	160		(50)	
Stuart Parkhurst	Corporate Fire Risk Assessments	20	60	0	80	80		-	
Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	0	35	0	35	35		-	
Stuart Parkhurst	Corporate Reinstatement Cost Assessments	0	12	0	12	12		-	
Stuart Parkhurst	Works From Compliance Surveys	65	195	0	260	260		-	
Stuart Parkhurst	Thorpe Place 18_19	0	68	0	68	68		-	works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project.
Robert Fuzesi	CDC Feasibility of utilisation of proper	0	100	0	100	100		-	Reprofiled.
Stuart Parkhurst	Orchard Way Fire Safety Works	0	25	0	25	25		-	Need to Amend Line
Chris Hipkiss	Wildmere Industrial Estate	0		0	0	28		28	
Stuart Parkhurst	Community Centre - Works	195		0	195	195		-	
Stuart Parkhurst	Bridge Street Toilets Demolition	0	45	0	45	45		-	
	Property Total	26,138	36,557	-	62,695	62,689	-	(6)	
	Finance Services Total	29,618	36,636	-	66,254	66,248	-	(6)	

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's									
PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE- PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
	Capital Total	49,519	52,494	1,093	103,106	90,801	11,570	(735)	735.45347 - Under Spend

Cherwell District Council

Executive

7 September 2020

<p>Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Need: Inspector's Report and Plan Adoption</p>

Report of Assistant Director - Planning and Development

This report is public

Purpose of report

To consider the Inspector's Report on the Examination of the Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Need (the Partial Review Plan) and to make recommendations to Council on the adoption of the Plan.

1.0 Recommendations

The meeting is recommended:

1. To note the conclusions of the Inspector's Report and endorse the Inspector's recommended Main Modifications (Appendix 1).
2. To endorse the incorporation of the minor modifications set out in Appendix 2.
3. To note the necessary changes to the Housing Trajectory (Appendix 3) and Infrastructure Schedule (Appendix 4) arising from the Inspector's recommendations and Main Modifications.
4. To note the Equalities Impact Assessment at Appendix 5.
5. To note the final Policies Maps at Appendix 6.
6. To recommend to Council that it adopts the Partial Review of the Cherwell Local Plan as presented at Appendix 7.
7. To recommend to Council that it delegates to the Assistant Director – Planning and Development the publication of an updated Adopted Policies Map to illustrate graphically the application of policies contained in the adopted development plan.
8. To recommend to Council that it delegates to the Assistant Director – Planning and Development, the correction of minor spelling, grammatical or typographical

errors and any minor improvements from a presentational perspective prior to the publication of the Local Plan.

9. To recommend to Council that it authorises the Assistant Director – Planning and Development to publish the Sustainability Appraisal Adoption Statement (Appendix 8) and Local Plan Adoption Statement (Appendix 9).

2.0 Introduction

- 2.1 The Partial Review of the Cherwell Local Plan was prepared to meet a commitment in the adopted Cherwell Local Plan 2011-2031 in the interest of assisting Oxford with its unmet housing need.
- 2.2 Work on the Partial Review Plan commenced in earnest in 2016. Public consultations took place on Plan issues from January to March 2016, on Plan options from November 2016 to January 2017, and on a proposed Plan from July 2017 to October 2017. The draft Plan was approved by Council on 26 February 2018 having considered representations. It was submitted to the Secretary of State for Examination on 5 March 2018. Public hearings were held in September 2018 and February 2019.
- 2.3 This report presents the conclusions of the Examination process and makes recommendations as to whether the Plan should proceed to adoption by the Council.
- 2.4 The Oxfordshire Local Planning Authorities have been working cooperatively in the interest of addressing Oxford's unmet housing need since 2013. West Oxfordshire, Vale of White Horse and Oxford City Councils now have adopted Local Plans which meet their respective commitments and South Oxfordshire has now concluded the examination hearings on its Plan.
- 2.5 The Cherwell Partial Review Plan makes provision for the development of 4,400 homes in the south of the district close to Oxford on six sites in the Kidlington, Gosford and Water Eaton, Yarnton and Begbroke area within the Oxford Green Belt. Adoption of the Plan would result in the reduction of the total area of Cherwell that comprises Green Belt from 14.3% to 13.8% (a reduction of 275 hectares).
- 2.6 In examining the Plan, the appointed Planning Inspector is required to assess whether the Council has met a legal Duty to Cooperate, whether the Plan is legally compliant and whether the Plan is sound. The four tests of soundness, as set out in paragraph 182 of the National Planning Policy Framework (NPPF, 2012), are:
 - Positively prepared - the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;
 - Justified - the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;
 - Effective - the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and

- Consistent with national policy - the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.

2.7 In examining the soundness of the Plan, the Inspector has had to consider the housing need, the Plan's strategy, whether there are exceptional circumstances for development in the Green Belt, the suitability of the sites proposed for development and the deliverability of the Plan.

2.8 On 13 July 2019, the Inspector's preliminary advice was received (Appendix 10). The Inspector advised that:

- the apportioned 4,400 dwellings figure provides a sound basis for the Plan
- the Partial Review's strategy is appropriate
- there are exceptional circumstances for alterations to the Green Belt
- with one exception (land south east of Woodstock) the proposed land allocations, and the process by which they have been arrived at, are sound, in principle.

2.9 The Inspector advised that the Council prepares Main Modifications to address his concern about development at Woodstock and highlighted a number of potential alternatives.

2.10 Modifications were prepared and consulted upon from 8 November to 20 December 2019 following engagement with the Inspector. On 24 February 2020, Council considered representations received and approved Main and Minor Modifications and their Submission to the Secretary of State for Housing, Communities and Local Government for the continuance of the examination. Submission occurred on 25 February.

2.11 The Planning Inspector concluded the Examination by issuing his final report on 6 August 2020. He finds that the Duty to Cooperate has been met, that the Plan complies with other relevant legal requirements and that, with recommended Main Modifications set out in the Inspector's Report, the Plan is sound.

2.12 Officers have considered the Inspector's report and his recommendations. It is advised that all the Inspector's recommendations should be accepted, that his recommended Main Modifications be incorporated into the Plan (together with other minor modifications) and that the Plan proceeds to adoption so that it is considered as part of the statutory Development Plan.

3.0 Report Details

Overview of the Partial Review Plan

3.1 The Plan's vision is based on helping to meet Oxford's housing need in the Cherwell context. It seeks to support Oxford's world class economy, its universities and employment base; ensure that people have convenient, affordable and sustainable travel opportunities to the city's places of work, study and recreation and to its services and facilities. It seeks to provide development so that it:

- i. creates balanced and sustainable communities
- ii. is well connected to Oxford

- iii. is of exemplar design which responds distinctively and sensitively to the local built, historic and environmental context
- iv. is supported by necessary infrastructure
- iv. provides for a range of household types and incomes reflecting Oxford's diverse needs
- v. contributes to improving health and well-being, and
- vi. seeks to conserve and enhance the natural environment.

3.2 The Plan has four strategic objectives (SO16-SO19) which supplement those in the adopted Local Plan (2015). They relate to:

- 1. partnership working to meet needs and required infrastructure by 2031 (objective SO16)
- 2. providing development so it supports the projected economic growth which underpins the housing needs and local Oxford and Cherwell economies (objective SO17)
- 3. substantively providing affordable access to new homes for those requiring affordable housing, new entrants to the housing market, key workers and those requiring access to Oxford's key employment areas; and, providing well-designed development that responds to the local context (objective SO18)
- 4. providing development so that it complements the County Council's Local Transport Plan (including the Oxford Transport Strategy) and facilitates demonstrable and deliverable improvements to the availability of sustainable transport for access to Oxford (objective SO19).

3.3 The Plan includes a strategy and a set of policies to deliver this focused vision and objectives and has been informed by the consideration and examination of options for accommodating development across the district.

3.4 The Partial Review's strategy establishes the need for development to be well connected to Oxford and plans for development in the area of the district with the strongest economic and social relationship to the city. The Plan's strategy integrates fully the County Council's policies on sustainable transport and provides opportunities for greater integration of existing and new green infrastructure and for place shaping within that context.

3.5 The Plan explains that there are exceptional circumstances for development in the Green Belt to help meet Oxford's needs and that other options would not deliver the Plan's vision and objectives in the same way. Importantly, the Plan's strategy avoids undermining the delivery of planned growth in the adopted Local Plan (2015).

3.6 The Partial Review Plan, incorporating the Inspector's recommended Main Modifications, and other minor modifications, is presented at Appendix 7. Its key policies provide for:

- 1. the delivery of 4,400 homes for Oxford by 2031 so that it achieves sustainable development (policy PR1) with a set of site allocations in the Kidlington, Gosford and Water Eaton, Yarnton and Begbroke area:

Policy PR6a - Land East of Oxford Road: 690 homes

Policy PR6b - Land West of Oxford Road:	670 homes
Policy PR6c - Land at Frieze Farm: reserved site for replacement Golf Course	
Policy PR7a - Land South East of Kidlington:	430 homes
Policy PR7b - Land at Stratfield Farm:	120 homes
Policy PR8 - Land East of the A44:	1950 homes
Policy PR9 - Land West of Yarnton:	540 homes

2. the delivery of a mix, tenure and size of homes that responds to identified needs (policy PR2)
3. exceptional alteration of Green Belt boundaries having considered all other reasonable options for development and the vision and objectives to be achieved (policy PR3)
4. maximising the opportunity for affordable and sustainable transportation from development areas to Oxford's key employment areas, services and facilities (policy PR4a)
5. using the advantage of sustainable transport opportunities to help strengthen Kidlington centre in accordance with the existing Local Plan (2015) and the Kidlington Framework Masterplan (policy PR4b – Kidlington Centre)
6. providing a consolidated and integrated approach to the provision of green infrastructure alongside new development, particularly within the Green Belt (policy PR5).

3.7 The Plan was informed by:

- the work of the Oxfordshire councils on the level of unmet housing need and how much of that need should be apportioned to each district
- an examination of the critical and cross boundary issues relevant to meeting those needs.
- public consultation and engagement
- evidence.

3.8 The examination process involved the Inspector considering: the draft Plan, evidence and other supporting documents; representations and submissions, written statements made for the public hearings; oral evidence presented at the hearings (including arguments presented by those opposing the Plan, by developers and other interested parties); statements of common ground and post-hearing documents and proposed modifications. The hearings, and the questions put to Council officers and others, were led by the Inspector. Housing need, the apportionment of that need to the districts and the exceptional case for alteration to Green Belt boundaries were given particular attention.

3.9 The final Inspector's Report on the examination (Appendix 1), received on 6 August 2020, was made publicly available on 7 August 2020. The report and the examination library are available on-line.

Inspector's Report

- 3.10 Paul Griffiths was appointed by the Secretary of State for Housing, Communities and Local Government as the independent Inspector to examine the Partial Review of the Cherwell Local Plan. The Inspector is required to consider all representations made in accordance with Regulation 20 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 3.11 In examining the Plan, the Inspector's responsibilities are to assess whether the local planning authority has met the Duty to Cooperate, whether the Plan is legally compliant and whether the Plan is sound based on the NPPF's test of soundness (para 2.6 above). As the Partial Review Local Plan was submitted before 24 January 2019, it is the 2012 version of the NPPF under which the Plan was examined.
- 3.12 The Planning Inspectorate's guidance, *Procedure Guide for Local Plan Examinations (June 2019)* states that the Inspector will make the report as concise as possible while ensuring it is adequately reasoned. In drafting the report, the Inspector will concentrate on:
- reaching clear conclusions, backed by reasoned judgements, on soundness and legal compliance of the plan; and
 - recommending main modifications as necessary to rectify any aspect of the plan which he or she considers to be unsound or legally non-compliant, provided it is possible to do so.
- 3.13 The legislation enables the Inspector to recommend a Main Modification only if the plan would otherwise be unsound or legally non-compliant. The focus on soundness and legal compliance means that, as far as possible, the Inspector's report will avoid summarising the cases of individual parties, referring to specific representations and representors, or describing what was said at hearing sessions. The report will not respond to every point or issue raised by those objecting to the plan or refer to every policy or site allocation. Instead, it will explain concisely why the Inspector has arrived at his or her conclusions and recommendations.
- 3.14 In addition, minor changes known as Minor Modifications can be made by the local planning authority without the need for them to be examined. Section 23 of the Planning and Compulsory Purchase Act 2004 provides that the Council can adopt a plan with additional modifications, if those additional modifications (taken together) do not materially affect the policies that would be set out in the document if it were adopted with the main modifications recommended by the Inspector.
- 3.15 The basis for the Inspector's examination is the Plan as submitted on 5 March 2018.
- 3.16 His report comprises two parts:
1. The main report giving the Inspector's assessment of the Plan, his recommendations and the reasons for his recommendations; and
 2. An appendix comprising a schedule of Main Modifications necessary to make the Plan sound.

The Inspector's Main Conclusions and Recommendations

- 3.17 The Inspector concludes that the Plan *'provides an appropriate basis for the District to meet its commitment to dealing with the unmet housing need of the City of Oxford, provided that a number of main modifications are made to it.'* (Inspector's Report Non-technical summary).
- 3.18 The Inspector's modifications reflect those modifications endorsed by the Council in February 2020.

Assessment of Duty to Co-operate (Paragraphs 12 – 17)

- 3.19 The Inspector considers that in engaging constructively, actively and on an on-going basis through the Oxfordshire Growth Board in assessing the unmet need of Oxford and then subsequently apportioning this total to each of the Oxfordshire local planning authorities, the Duty to Co-operate has been met.

Assessment of Other Aspects of Legal Compliance (Paragraphs 18 – 24)

- 3.20 The Inspector concludes that:
- The Plan has been prepared in accordance with the Council's Local Development Scheme (LDS);
 - Consultation on the Plan and the Main Modifications was carried out in compliance with the Council's Statement of Community Involvement;
 - Sustainability Appraisal has been carried out and is adequate;
 - The Habitats Regulations Assessment (HRA) Stage 1 and Stage 2 Addendum, together with the original HRA sets out that a full assessment has been undertaken and that while the plan may have some negative impact which requires mitigation, this mitigation has been secured through the Plan, as modified;
 - The Development Plan, namely the Partial Review alongside the adopted Cherwell Local Plan 2015, includes policies to address the strategic priorities for the development and use of land in the area;
 - The Development Plan, taken as a whole, includes policies designed to ensure that the development and use of land in the local planning authority's area contributes to the mitigation of, and adaption to, climate change;
 - The Plan complies with all other relevant legal requirements.

Assessment of Soundness (Paragraphs 25-161)

- 3.21 The Inspector identified seven main issues upon which the soundness of the plan depended and recommended Main Modifications (appended to Inspector's Report - Appendix 1 of this report) to address them where required in the interest of soundness. His overall conclusion on each is summarised below.
- 3.22 Issue 1: Have the figures for Oxford's unmet need, and the apportionment for Cherwell been justified?

'...the figure for Oxford's unmet need, and the apportionment for Cherwell, have been justified and form a robust basis for the Plan.' (para. 32)

3.23 Issue 2: Have the vision and spatial strategy of the Plan been positively prepared and are they justified and effective?

‘... the vision and spatial strategy of the Plan have been positively prepared; they are justified; and likely to be effective. That said, most of the sites identified lie within the Oxford Green Belt and if adopted, the Plan will result in areas of land being removed from the Green Belt...’ (para. 43)

3.24 Issue 3: Are the exceptional circumstances necessary to justify the alterations to Green Belt boundaries proposed in the Plan in place so that the Plan is consistent with national policy?

‘... the exceptional circumstances necessary to justify the alterations to Green Belt boundaries proposed in the Plan are in place. The Plan is therefore consistent with national policy.’ (para. 49)

3.25 Issue 4: Are the sites proposed for allocation appropriately located in accordance with the Plan’s spatial strategy and thereby justified?

‘The group of proposed allocations closest to Oxford (at North Oxford, Kidlington, Begbroke, and Yarnton) are fully in accord with the Plan’s spatial strategy and have therefore been justified. The site proposed for allocation adjacent to Woodstock [policy PR10] is not in accord with that spatial strategy, has not been justified, and must therefore be removed from the Plan’ (para. 57)

‘That removal has consequences, not least the fact that it leaves the Plan 410 dwellings short of meeting Cherwell’s apportionment of Oxford’s unmet need...’ para. 58)

3.26 Issue 5: Have the ramifications of the deletion of the proposed Policy PR10 allocation been dealt with in a manner that is justified and effective?

‘In setting out to the Council my reasons why the proposed Policy PR10 allocation should be deleted I also made some suggestions as to how the Council might approach the 410 dwelling shortfall that would result. Following on from discussions around residential densities and land take, I made the point that to best accord with the spatial strategy, these 410 dwellings could potentially be spread around the other allocations, with increased densities, and perhaps a western extension of developed area of the Policy PR9 site, with the possibility of housing on the Policy PR6c site (Land at Frieze Farm) reserved for a replacement golf course, if required, but left it to the Council to explore options’ (para. 59).

‘To inform that process, the Council carried out further work, notably the Cherwell Green Belt Study (Second Addendum); a Site Capacity Sense Check; a Landscape Analysis for Policy PR9; and a SA Addendum (including a non-technical summary). Having done that, the conclusion drawn was that the shortfall caused by the deletion of the Policy PR10 allocation could best be accommodated by increasing the amount of housing on five of the remaining six sites, with, in some cases, adjustments to developable areas, site boundaries, and the extent of land to be removed from the Green Belt.

Having regard to the additional work the Council carried out, I am satisfied that as a principle, that is the approach that best reflects the spatial strategy' (para. 60).

3.27 For Issue 5, the Inspector then considers the affected sites and the potential changes. His conclusions include:

a. PR6a – Land East of Oxford Road (para's. 61 to 63)

Further analysis has demonstrated that the density proposed for the residential element of the allocation is reasonable. The Education Authority has confirmed that the required primary school need only be two rather than three forms of entry. This reduces the land take for the school from 3.2 Ha to 2.2 Ha. There is no good reason why the 1 Ha gained should not be given over to housing. This increases the housing capacity of the allocation from 650 dwellings to 690 dwellings.

b. PR6b – Land West of Oxford Road (Golf Course) (para's. 64 to 68)

The site is an excellent one for the sort of housing the Plan proposes, given its location close to Oxford Parkway and the Park and Ride, and its proximity to the centre of Oxford. Residential densities can be increased without having to remove any important individual specimens or groups of trees. This together with the fact that this gateway location could accommodate higher density housing types allows for the overall density to be increased to 30 dwellings per hectare, meaning that the allocation could provide for 670 dwellings, an increase of 140, overall.

Land at Frieze Farm (Policy PR6c) could, if required, provide a replacement facility.

c. PR7a - South East Kidlington (para's. 69 to 73)

Extending the southern boundary of this site, to follow an historic field boundary would give the site a more logical relationship with development on the opposite side of Bicester Road, and allocation Policy PR7b. It would allow for the provision of an additional 200 dwellings (i.e. in addition to the 230 originally proposed). The reduction in formal sports provision is in line with the Council's Playing Pitch Strategy (2018). There would be a need for additional land to be removed from the Green Belt but the purposes of the Green Belt would not be harmed to any significant additional degree. The exceptional circumstances necessary to justify this additional removal are in place.

d. PR7b – Stratfield Farm (para's. 74 to 78)

Further analysis of capacity at the Kidlington Roundabout, potential layouts, and reducing the size of the nature conservation area by 1 Ha, alongside expansion of the developable area of the site which will ensure that the revised Green Belt Boundary follows a physical feature, in this case an established field boundary, without any significant increase in harm, has

shown that 120 dwellings could be accommodated on 5 Ha earmarked for residential development without threatening any of the identified constraints.

The site can be extended without any significant increase in harm to the Green Belt and the new Green Belt boundary would follow a physical feature likely to endure. The sense of separation between Kidlington and Oxford would be maintained, and the relationship between this site, the Policy PR7a allocation, and the Sainsbury's Supermarket would be a logical one. The purposes of the Green Belt would not be harmed to any significant, additional degree. The exceptional circumstances necessary to justify this additional removal are in place.

e. PR8 – East of the A44 (para's. 79-81)

There is no capacity for an increase in housing numbers on this allocation.

f. PR9 – West of the A44 (para's. 82 to 86)

The area set aside for the school should be 1.8 Ha. In addition, analysis following the hearings has shown that while it would entail further removal of land from the Green Belt, extending the developable area to the west up to the 75m contour, which is approximately the lower end of this topography, would still avoid the greater harm associated with the release of the higher slopes.

The site does have significant constraints and the original residential density proposed was optimistic. There is a need for additional land to be removed from the Green Belt. The upshot of an extended developable area, with additional land take from the Green Belt and a reduced density is that the site can reasonably accommodate 540 dwellings. A new Green Belt edge can be established without undue impact in landscape terms. The impact of the change on the purposes of Green Belt would be marginal, in the light of the original deletion proposed. There are exceptional circumstances necessary to justify this additional removal.

3.28 Overall on Issue 5, the Inspector concludes:

'The result of these changes to Policies PR6a, PR6b, PR7a, PR7b, PR8 and PR9, alongside others that I move on to below, is to reinstate the 410 dwellings lost from the overall requirement of 4,400 as a result of the deletion of the Policy PR10 allocation' (para. 87).

'While I acknowledge that this involves further Green Belt releases, exceptional circumstances have been made out for them. Overall, I consider that the ramifications of the deletion of the Policy PR10 allocation been dealt with in a manner that is justified and effective' (para. 88).

3.29 Issue 6: Are the remaining elements of the allocation policies, including Policy PR6c, justified, effective and compliant with national policy? (para's. 89 to 129)

3.30 The Inspector notes that the scrutiny through the examination process has resulted in a myriad of changes that as part of the policies themselves, need to be dealt with

as Main Modifications. Some of these changes, required to make the policies effective, are common to all of them.

3.31 His conclusions include recommended modifications as suggested by the Council. They include modifications to:

- allow minor variations in the location of specific uses from what is shown on the Policies Maps (as revised) where shown to be justified (para. 90)
- make plain that phase 1 habitat surveys must include surveys for protected and other notable species (para. 91)
- broaden requirements for foul drainage (para.92)
- deal with issues around the re-use and improvement of soils (para.93)
- make clear that all sites designed to meet Oxford's unmet need should act in concert to maintain a five-year supply (para. 94)
- introduce more specific requirements arising from the outcomes of archaeological investigations (para. 95)
- introduce a series of detailed policy changes for the various site allocations.

3.32 In respect of the site at Frieze Farm for a potential replacement Golf Course (policy PR6c), the Inspector confirms his view that the extent of the site is such that it could provide a facility that would be similar, or superior, in quality and quantity to the existing course and make detailed recommendations for expanding the policy.

3.33 With the Main Modifications recommended, the Inspector finds that the allocation policies are sound.

3.34 Issue 7: Are the other policies in the Plan, aimed at supporting the allocation policies, and the appendices, justified, effective and consistent with national policy?

3.35 The Inspector considers the Plan's overarching and cross-cutting policies covering other matters:

Policy PR1:	Achieving Sustainable Development for Oxford's Needs
Policy PR2:	Housing Mix, Tenure and Size
Policy PR3:	The Oxford Green Belt
Policy PR4a:	Sustainable Transport
Policy PR4b:	Kidlington Centre
Policy PR5:	Green Infrastructure
Policy PR11:	Infrastructure Delivery
Policy PR12a:	Delivering Sites and Maintaining Housing Supply
Policy PR12b:	Sites Not Allocated in the Partial Review
Policy PR13:	Monitoring and Securing Delivery

3.36 His conclusions again include recommended modifications as suggested by the Council. They include recommendations to:

- add reference to the primary aim of supporting necessary infrastructure within policy PR1 (para. 131)
- cross refer to the definition of affordable housing in the NPPF within policy PR2 (para. 132)
- update policy PR3 to reflect the wider recommended changes to site allocations and to cross refer to policy Kidlington 1 of the adopted Plan relating to the extension of Begbroke Science Park (para's. 133 to 134)
- expand the list of measures and objectives within policy PR5 that green infrastructure involves and tighten the policy requirements (para. 136 to 141)
- update the context for policy PR11 on infrastructure delivery and on the policy's detailed requirements and potential funding mechanisms (para's. 142-147)
- remove the requirement for phasing for the delivery of two development sites under policy PR12a, while recognising that the Council's proposal to deliver and monitor a five year supply for the Partial Review separately from the commitments in the 2015 Plan would '*avoid the situation where meeting Oxford's unmet needs could be disregarded because of better than expected performance on the Local Plan 2015 Cherwell commitments, or vice versa*' (para. 148)
- ensure that the onus is on sites contributing to the delivery of a five year land supply for the Partial Review Plan overall rather than for individual sites (para. 151)
- ensure that the requirements within Policy PR12b for dealing with applications that come forward for unallocated sites are policy compliant and effective (para's. 153-158)
- ensure Policy PR13's measures for monitoring are effective (para. 160)

3.37 Consequential changes are recommended across the Plan including the updating of the housing trajectory and infrastructure schedule (see Appendices 3 and 4 to this report). The recommended Main Modifications also require corresponding changes to policies maps. The Inspector clarifies that the Council will need to update the Adopted Policies Map to include all the changes published alongside the Main Modifications. This includes the changes necessary from the deletion of Policy PR10 (land at Woodstock).

The Inspector's Overall Conclusion and Recommendation

3.38 The Inspector indicates that the Submitted Plan (March 2018) has a number of deficiencies relating to soundness and as such recommends non-adoption of the Plan as submitted in March 2018. However, he concludes that with the recommended Main Modifications appended to his report, the Cherwell Local Plan 2011 - 2031 (Part 1) Partial Review – Oxford's Unmet Housing Need satisfies the requisite legislative requirements and is sound.

Summary of Residential Allocations notable site allocation modifications

3.39 The effect of the Inspector's Main Modifications on the number of homes for each residential site is shown below:

Site	No. of Dwellings with Main Modifications
PR6a - East of Oxford Road	690
PR6b - West of Oxford Road	670
PR7a - South East Kidlington	430
PR7b - Stratfield Farm	120
PR8 - East of A44	1,950
PR9 - West of A44	540
Total	4,400

Officer Consideration of the Inspector's Report

- 3.40 Officers have considered the report and have no reason to disagree with the Inspector's conclusions and recommendations. It is noted that the recommended Main Modifications are those that were publicly consulted upon from November to December 2019 and approved by Council on 24 February 2020. The Main Modifications secure the overall soundness of the Plan and help achieve the Plan's vision, objectives and strategy.

Minor Modifications

- 3.41 The Council last approved Minor Modifications to the Plan on 24 February 2020. They were provided to the Inspector in the interests of professional clarity notwithstanding that they can lawfully be made by the local planning authority without the need for their examination if, taken together, they do not materially affect the policies that would be set out in the Plan if it were adopted with the Main Modifications recommended by the Inspector.
- 3.42 An updated schedule of Minor Modifications is presented for approval at Appendix 2. The additional modifications since February 2020 comprise future proofing in relation to footnotes and website links.
- 3.43 Should the Council adopt the Partial Review of the Local Plan, further minor editorial and presentational changes may be required before formal publication. Delegation is therefore sought in the usual way.

Sustainability Appraisal

- 3.44 A Sustainability Appraisal (SA) incorporating a Strategic Environmental Assessment (SEA) has been undertaken to ensure the Partial Review Plan meets sustainability objectives. The SA has been considered by the Inspector.
- 3.45 Although no further Sustainability Appraisal work is required for the Partial Review Plan, the Council would need to make 'the sustainability appraisal (SA) report' available alongside the Plan should it be adopted. A SA Adoption Statement has

been prepared (Appendix 8) which explains what comprises the final SA Report, how the requisite legal requirements have been met and provides a monitoring framework for implementation of the Plan. The SA Adoption Statement would be published should the Plan be adopted.

Equalities Impact Assessment

- 3.46 An Equalities Impact Assessment was carried out in September 2019 supporting the November 2019 consultation on Main Modifications. The Partial Review Plan Main Modifications submitted to the Secretary of State in February 2020 were accompanied by an updated Equalities Impact Assessment.
- 3.47 An updated Equalities Impact Assessment accompanies the Plan as proposed for adoption (Appendix 5). Officers consider that the Plan incorporating Main and Minor Modifications would comply with equalities legislation.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Partial Review of the Local Plan is an important part of the Council's Local Development Scheme. Its completion would enable the Council to fulfil its commitment in paragraph B.95 of the adopted Cherwell Local Plan (2015). It would draw to a conclusion a significant period of concerted, cooperative work and provide certainty for the affected communities, notwithstanding the concerns of many who have objected to the development proposals.
- 4.2 Those objections have been considered by the Planning Inspector. He has considered why and how the Plan has been prepared, its proposals and its likely effects. He has considered the case against the Plan, including through public hearings.
- 4.3 The purpose of the Plan is clear - to provide housing to meet identified need. The plan would provide 4,400 homes including 2200 homes as affordable housing. It would ensure that this happens in the area of the district most suitable for responding to the source of that need. Completion of the Plan would provide certainty of supply. The Plan is supported by significant proposals for sustainable transport, the delivery of green infrastructure and net gains in biodiversity. It seeks to provide the opportunity for distinctive place-shaping.
- 4.4 It has now been clearly stated by the appointed Planning Inspector that, with Main Modifications (as proposed by the Council), the Plan is sound. It has been prepared in accordance with necessary regulatory, procedural and national policy requirements. It had been informed by cooperation and engagement with prescribed bodies and a process of sustainability appraisal. An evidenced led process has been followed.
- 4.5 It is therefore the view of officers that the Partial Review of the Local Plan, incorporating Main and Minor Modifications, would appropriately and sustainably deliver on the Council's commitment.
- 4.6 Officers advise that the Inspector's recommendations should be accepted, that the Main and Minor Modifications be endorsed, and that the Plan proceeds to Council for adoption.

5.0 Consultation

- 5.1 Statutory consultation requirements were met in preparing the Plan. The Inspector's Report has been made publicly available but no public consultation is required at this stage in the Local Plan process.
- 5.2 Cllr Colin Clarke – Lead Member for Planning

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: To proceed to adoption of the Local Plan with the Inspector's Main Modifications only.

This option was rejected as this would fail to address minor matters of clarification, updating and corrections, which together do not materially affect the policies but without which the Plan would be of lesser quality.

Option 2: Reject the Inspector's Main Modifications and not proceed to adoption of the Plan.

This option was rejected as the Inspector has recommended all of the Main Modifications proposed by the Council.

Plan making is a crucial part of the planning process and the Secretary of State may direct a local authority to make a plan to ensure that the planning process in any area is properly administered (Section 27, Planning and Compulsory Purchase Act 2004 as amended).

7.0 Implications

Financial and Resource Implications

- 7.1 The cost of Plan adoption would be met from existing resources. Significant budget expenditure has been required in preparing the Plan.

Comments checked by:

Karen Dickson, Strategic Business Partner
karen.dickson@cherwell-dc.gov.uk, 01295 221900

Legal Implications

- 7.2 Should the Council adopt the Partial Review Plan, it will be part of the statutory development plan for the District. The Partial Review Plan does not supersede any of the policies in the adopted development plan.

- 7.3 The Partial Review Plan is an important part of the Council’s Local Development Scheme and the Council has a commitment to preparing it under paragraph B.95 of the adopted Local Plan. Failure to do so could increase the risk of challenge to planning decisions and encourage speculative development proposals.
- 7.4 The Secretary of State may direct a local authority to make a plan to ensure that the planning process in any area is properly administered (Section 27, Planning and Compulsory Purchase Act 2004 as amended).
- 7.5 There is provision under Section 113 of the Planning and Compulsory Purchase Act 2004 for legal challenge to be made within six weeks of adoption of a Local Plan by any aggrieved person. Officers have considered this risk in preparing this report.

Comments checked by:
 Matthew Barrett, Planning Solicitor
Matthew.barrett@cherwell-dc.gov.uk, 01295 753798

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

Business Plan 2020/21

The completion of a new Local Plan will assist in meeting the business plan’s strategic priorities:

- Housing that meets your needs
- Leading on environmental sustainability
- An enterprising economy with strong and vibrant local centres
- Healthy, resilient and engaged communities

Lead Councillor

Councillor Colin Clarke, Lead Member for Planning

Document Information

Appendix No	Title
Appendix 1	Inspector's Report with recommend Main Modifications
Appendix 2	Minor Modifications
Appendix 3	Housing Trajectory
Appendix 4	Infrastructure Schedule
Appendix 5	Equalities Impact Assessment
Appendix 6	Policies Maps
Appendix 7	Plan for Adoption
Appendix 8	Sustainability Appraisal Adoption Statement
Appendix 9	Local Plan Adoption Statement
Appendix 10	Inspector's Preliminary Advice Note (PC5)
Background Papers	
<p>26 February 2018 Report to Council - Submission of the Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Needs https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=114&MId=2837&Ver=4</p> <p>24 February 2020 Report to Council - Submission of Main Modifications https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=114&MId=3241&Ver=4</p>	
Report Author	<p>David Peckford Assistant Director – Planning & Development</p> <p>Maria Garcia Dopazo Acting Planning Policy, Conservation & Design Manager</p>
Contact Information	<p>David.Peckford@cherwell-dc.gov.uk</p> <p>Maria.Dopazo@cherwell-dc.gov.uk</p> <p>01295 227985</p>

This page is intentionally left blank