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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive
Date: Monday 5 October 2020
Time: 6.30 pm
Venue: Virtual meeting

Membership

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 5 - 10)

To confirm as a correct record the Minutes of the meeting held on 7 September 2020.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Budget and Business Planning Process 2021/22 - 2025/26 (Pages 11 - 30)

Report of the Director Of Finance

Purpose of report

This report is to inform the Executive of the proposed approach to the 2021/22 Budget and Business Planning Process and provides context and background information on the existing Medium Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Recommendations

The Executive is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2021/22.
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2025/26 and three-year period for the Capital Programme to 2023/24.

7. Monthly Performance, Finance and Risk Monitoring Report (Pages 31 - 86)

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 August 2020.

Recommendations

The meeting is recommended:

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

8. Cherwell District Council Climate Action Framework (Pages 87 - 106)

Report of Executive Director Place and Growth

Purpose of report

To note progress made and seek approval for the Climate Action Framework as a basis to frame action against our Climate Emergency motions.

Recommendations

The meeting is recommended:

- 1.1 To note the progress made.
- 1.2 To approve the Climate Action Framework document (appendix 1).

9. **Transfer of Delegated Power to New Post Holder** (Pages 107 - 110)

Report of Monitoring Officer

Purpose of report

To transfer a power delegated to the former post of Corporate Director: Communities to the post of Corporate Director: Place and Growth.

Recommendations

The meeting is recommended:

- 1.1 To transfer **from** the former post of Corporate Director: Communities **to** the current post of Corporate Director: Place and Growth the power (delegated to the Corporate Director: Communities by the Executive at its meeting on 2 March 2020) to determine whether to support the funding of Bicester Vision for a three year term, in the sum of £15,000 per annum, in consultation with the S.151 officer and the Leader of the Council.

10. **Urgent Business**

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

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

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 Friday 25 September 2020

Cherwell District Council

Executive

Minutes of a meeting of the Executive held as a virtual meeting, on 7 September 2020 at 5.30 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 Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green

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

Officers: Yvonne Rees, Chief Executive
Stephen Chandler, Corporate Director Adults & Housing Services
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer
Claire Taylor, Corporate Director Customers and Organisational Development
David Peckford, Assistant Director: Planning and Development
Lorna Baxter, Director of Finance & Section 151 Officer
Maria Dopazo, Acting Planning Policy, Conservation & Design Manager
Chris Thom, Principal Planning Policy Officer
Yuen Wong, Principal Planning Policy Officer
Sharon Whiting, Principal Planning Policy Officer
Natasha Clark, Governance and Elections Manager

41 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

43 **Minutes**

The minutes of the meeting held on 20 August 2020 were agreed as a correct record, to be signed by the Chairman in due course.

44 **Chairman's Announcements**

There were
no Chairman's announcements.

45 **Monthly Performance, Finance and Risk Monitoring Report - July 2020**

The Director of Finance and 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.

Resolved

- (1) That the Performance, Risk and Finance Monitoring report at July 2020 be noted.

Reasons

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

This report provides an update on progress made 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.

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.

46 **Partial Review of the Cherwell Local Plan 2011-2031 - Oxford's Unmet Housing Need: Inspector's Report and Plan Adoption**

The Assistant Director - Planning and Development submitted a 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.

In introducing the report the Lead Member for Planning commended and thanked the Assistant Director Planning and Development, the Acting Manager Planning Policy, Conservation and Design and the Planning Policy Team for their hard work on the Cherwell Local Plan and partial review.

Resolved

- (1) That the conclusions of the Inspector's Report be noted and the Inspector's recommended Main Modifications be endorsed (Annex to the Minutes as set out in the Minute Book).
- (2) That the incorporation of the minor modifications as set out in the Annex to the Minutes (as set out in the Minute Book) be endorsed.
- (3) That the necessary changes to the Housing Trajectory and Infrastructure Schedule (Annexes to the Minutes as set out in the Minute Book) arising from the Inspector's recommendations and Main Modifications be noted.
- (4) That the Equalities Impact Assessment (Annex to the Minutes as set out in the Minute Book) be noted.
- (5) That the final Policies Maps (Annex to the Minutes as set out in the Minute Book) be noted.
- (6) That Full Council be recommended to adopt the Partial Review of the Cherwell Local Plan (Annex to the Minutes as set out in the Minute Book).
- (7) That Full Council be recommended to delegate 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) That Full Council be recommended to delegate 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) That Full Council be recommended to authorise the Assistant Director – Planning and Development to publish the Sustainability Appraisal Adoption Statement and Local Plan Adoption Statement (Annexes to the Minutes as set out in the Minute Book).

Reasons

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.

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.

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.

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.

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.

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.

Alternative options

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).

Executive - 7 September 2020

The meeting ended at 6.05pm

Chairman:

Date:

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Cherwell District Council

Executive

5 October 2020

Budget and Business Planning Process 2021/22 – 2025/26

Report of the Director of Finance

This report is public

Purpose of report

This report is to inform the Executive of the proposed approach to the 2021/22 Budget and Business Planning Process and provides context and background information on the existing Medium Term Financial Strategy and information on latest government announcements relevant to the Strategy.

1.0 Recommendations

The Executive is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2021/22
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2025/26 and three-year period for the Capital Programme to 2023/24.

2.0 Introduction

- 2.1 This report is the first in the series on the Budget and Business Planning process for the forthcoming year. It forms context and background information ahead of and part of the process which will culminate in Council setting a budget for 2021/22; a medium-term plan to 2025/26, the capital programme to 2023/24 and a Corporate Plan in February 2021.
- 2.2 The Medium-Term Financial Strategy (MTFS) to 2024/25, agreed by Council in February 2020, identified additional savings of £7.7m to be delivered in 2021/22. This reflects expected growth over the same period for demographic and other directorate pressures and inflation. Reflected as well are savings and other income growth which reduce the net budget requirement over the period. The pressures in the MTFS mainly relate to reductions in Funding.
- 2.3 Information on latest government announcements and their impact, as well as an overview of new and emerging pressures which will need addressing through the Budget and Business Planning process for 2021/22, are set out in the report.

- 2.4 There is uncertainty in government funding for 2021/22 and beyond due to awaiting the announcement of a full Spending Review in 2020. In addition, announcements are anticipated with regards to the introduction of a new Fairer Funding Formula and the implementation of 75% Business Rates Retention. These are expected to be introduced from 2022/23. This level of uncertainty is unusual; however, in forming the MTFS prudent assumptions will be made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

3.0 Report Details

- 3.1 This initial report sets the context and the starting point for the Budget and Business Planning process. It sets out the assumptions on which the existing MTFS agreed in February 2020 is based, information arising from government and other announcements plus new and emerging financial issues for 2021/22 and beyond which impact on the existing MTFS. It also sets out the process for updating the Corporate Plan as well as the timetable of events for the Budget and Business Planning process.
- 3.2 The following appendices are attached to this report:
- Appendix 1: Previously agreed budget changes 2020/21 – 2024/25
 - Appendix 2: Budget and Business Planning timetable for 2020/21
- 3.3 It is proposed that the MTFS continues to cover a five-year time frame and is therefore extended by one year to cover 2025/26. It is also proposed that the Capital Programme is extended by one year to cover the three-year period to 2023/24.

Assumptions in the existing Medium-Term Financial Strategy

Additional Spending & Savings

- 3.4 The 2020/21 – 2024/25 MTFS agreed by Council in February 2020 identified the requirement for annual savings of £7.7m required in 2021/22 to offset funding reductions and to meet additional expenditure pressures. Due to Covid-19 pressures, the required on-going annual savings target is now estimated to be £9.5m. Delivery of savings identified in February 2020 of £5.9m are being monitored through the Performance, Finance and Risk Monitoring Reports to Cabinet throughout this financial year.
- 3.5 The MTFS also includes an additional £1m per year of on-going funding for pay and contract inflation. No inflation is provided for general prices.
- 3.6 Details of the savings and growth assumed in the existing MTFS for 2021/22 to 2024/25 are set out in Annex 1.

Funding

- 3.7 The MTFS for 2020/21 approved by Council in February 2020 identified temporary funding received in 2020/21 as a result of the delay to the proposed reset of business rates growth allocations within the Business Rates Retention System and

the winding down the New Home Bonus grant. As a consequence, the existing MTFS has a budget shortfall of £7.7m in 2021/22. There is also considerable uncertainty surrounding the financial implications of the Spending Review and new formula to allocate funding across local government.

- 3.8 The income retained from the Business Rates Retention Scheme is estimated to reduce to £5.8m in 2021/22, a 52% reduction from £12.1m in 2020/21. The reduction is predicated on the assumption that growth in business rates above the baseline reduces with the expectation of a business rates reset in April 2021. In addition, the Business Rates Tariff is expected to increase from £29m in 2020/21 to £37m in 2021/22 (29%) as funds are redirected to areas of government priority spending.
- 3.9 Revenue Support Grant, which was extended for one year, is expected to drop out in 2021/22. The continuing phased reduction of the New Homes Bonus grant is also assumed.
- 3.10 Council tax increases of £5 for a Band D property are assumed across all years of the MTFS. It is assumed the Council Tax base will increase 2.9% on average annually. Total income from Council Tax (not including collection surpluses) is estimated to be £9.6m a year by 2024/25.
- 3.11 Taken together, these result in overall reductions in funding totalling £9.3m for 2021/22. This is slightly offset by a planned reduction in expenditure of £1.6m, resulting in an overall gap in 2021/22 of £7.7m. Details are set out in the table below.

Table 1: MTFS as approved February 2020

MTFS Movements	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Base Budget b/f	19,091				
Unavoidable service pressures	835	(265)	(53)	0	0
Service Growth	2,588	(1,506)	(89)	(178)	0
Service Efficiencies	(445)	(565)	0	(1,704)	1
Service Savings Proposals	(1,394)	(222)	(5)	(100)	(58)
Capital impact	11	(32)	(24)	45	0
Corporate Pressures	3,731	(67)	(313)	(348)	(328)
Pay & contract inflation	0	1,077	1,077	1,077	1,077
Use of reserves	1,186	(53)	(7)	321	0
Net Budget Requirement	25,604	(1,633)	586	(887)	692
Base funding b/f					
Revenue Support Grant	(116)	116	0	0	0
Council Tax	(7,692)	(213)	(529)	(546)	(578)
CTRS	175	(175)	0	0	0
Business Rates related income	(12,134)	6,357	(602)	(612)	(622)
New Homes Bonus	(5,836)	3,208	861	1,767	0
Total Income	(25,604)	9,294	(270)	609	(1,200)
Funding Gap / (Surplus)	0	7,661	316	(278)	(509)

Earmarked Reserves and General Balances

- 3.13 Earmarked reserves (reserves held for a specific purpose) are forecast to be £23.4m at the end of 2020/21. The latest forecast estimates that general balances will remain around £2.0m at the end of 2020/21. As with general balances, the level of earmarked reserves is reviewed each year as part of the Budget and Business Planning process.
- 3.14 CDC is developing a new reserves policy which will be in place for 2021/22 and earmarked reserves will be reviewed in line with the new policy. A risk assessment to determine the level of appropriate balances will also be undertaken as part of the Budget & Business Planning process.

Covid-19 Pandemic

- 3.15 Since the Government announced a lockdown due to the Covid-19 pandemic CDC has seen significant increased costs and reductions in income. The Government has partially covered some of the immediate costs and income losses and CDC has agreed a Revised Budget for 2020/21 to address the shortfall.
- 3.16 There are some key areas of uncertainty for which it is unclear whether compensating funding will be required or received for next year, in particular around business rates and council tax.
- 3.17 It is unclear whether businesses will be able to continue to operate and grow at the rates assumed in the MTFS. There are clearly significant challenges for businesses and if the recovery from the “stall” in the economy is not swift enough then some businesses may not continue into 2021/22 putting at risk the anticipated growth of business rates. Retail and leisure businesses have not been required to pay business rates in 2020/21 but are currently expected to go back to paying business rates as normal from 1 April. In addition, to the extent that business rates growth was less than anticipated this year, this will result in a deficit to the Collection Fund which will have to be repaid.
- 3.18 Linked to the reduced rates of growth in business rates, CDC has seen increases in the levels of those eligible for working age Council Tax Support and receiving discounts on their council tax bills. There is a risk that, as the furlough scheme ends, levels of working age Council Tax Support will continue to increase. This could have the impact of reducing levels of Council Tax that will be received by the Council compared to the MTFS.
- 3.19 It is also very early in the recovery phase of the pandemic to understand whether some of the additional costs and income losses faced by the Council will continue into 2021/22.

Government Announcements

- 3.20 Since Council approved the 2020/21 budget, MTFS and Capital Programme, there have been a number of major immediate impacts on local government finance which have created unprecedented uncertainty for 2021/22 and beyond are:
- the financial impact of the Covid-19 pandemic
 - the delay in the announcement of the Spending Review until November 2020
 - a delay in the Autumn Budget until mid-late November
 - the delay in implementing the Fair Funding Review, which is now expected to be implemented from April 2022

- the delay in Business Rates Reform, including a move to retaining 75% of business rates, which may now be introduced from April 2022
- the delay in Business Rates Revaluation which will now happen in April 2023

Spending Review Delay

- 3.21 The Spending Review (SR) sets the overall funding envelope for Government departments for the Spending Review Period, anticipated to be the three years from 2021/22 – 2023/24. The SR was originally intended to report in July 2020. Whilst this would not have provided specific funding levels for individual local authorities, it would have given a clear steer on the trajectory of local government funding as a sector and assisted with planning scenarios. The SR has been delayed and is now expected to be announced in the autumn, with many commentators suggesting this could be around mid-November.

Further Medium-Term Uncertainty

- 3.22 To compound the planning uncertainty, there are major changes to the way local government funding works that are currently planned to be introduced from 2022/23 onwards, specifically around how funding is allocated between local authorities. As part of the Fair Funding Review, the proportion of business rates retained by local government and how local authorities are rewarded for generating growth in business rates will change; however, it is too early to predict the overall financial impact of these proposals as they are still being designed and consulted on. Therefore, for now the planning assumption is that they are cost neutral.

Savings Proposals

- 3.23 Taking all of the uncertainty into account and the challenging situation relating to funding, CDC will undertake to identify savings proposals of £9.5m in 2021/22. This takes into account the impacts identified in the MTFs approved in February 2020 and also the potential financial impacts of Covid-19. Assumptions will be revisited and revised as information becomes clearer, but it is important to note that the actual implications will not be known until very late in the Budget and Business Planning process
- 3.24 The Budget and Business Planning Process will consider the impact that savings proposals may have on the strategic priorities of:
- Housing that meets your needs
 - Leading on environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.25 The strategy for identifying savings will be to prioritise “Corporate Building Blocks”. This will identify savings which will help to mitigate the need to make savings from front line service provision. Examples of Corporate Building Blocks include reviewing contracts, reviewing whether we continue to require all the assets we own and maximise income streams.
- 3.26 Whilst savings are expected to be delivered from the Corporate Building Blocks, it is still anticipated that Directorates will be required to identify savings. This will

require services to consider the levels of service provided, whether the service can be redesigned and whether the Council is fully charging for the service.

Corporate Plan

- 3.27 The overall corporate planning framework includes the Corporate Plan itself, finance, Leadership risks and the service plans of individual directorates and services.
- 3.28 It is proposed that these issues should be considered alongside existing priorities for formal incorporation into the overall corporate plan framework to drive action and outcomes. Work will be required to identify the tangible change associated with each priority area and how the issue is best incorporated into the overall planning framework – whether into the Corporate Plan or into service specific plans. Where issues are agreed as priority areas, consideration should be given through the budget process of how refocussing on these issues affects budget priorities.
- 3.29 In addition to revising plan priorities, within the current cycle of corporate planning, there is an opportunity to redesign and represent elements of the current Corporate Plan to better articulate for residents, councillors, staff and partners the existing and emerging narrative and purpose. Supporting materials to the Corporate Plan should include a highly visual plan on a page that articulates to internal and external audiences the Council's mission and clear links from the leadership risk register to the overarching priorities.
- 3.30 Updating the Corporate Plan will necessarily require a parallel update to the Outcomes Framework and the Leadership Risk Register to ensure that the framework accurately describes the priorities and actions in the plan. Alongside updating content, there is an opportunity to continue to improve the Outcomes Framework reflecting feedback and challenge received through the new reporting process. Performance indicators (key performance indicators and measures) will be reviewed to ensure that they have a clear and direct line to outcomes and the target setting process will be reviewed to ensure that the reasons for changing or maintaining a target across years are transparent.

Budget and Business Planning Timetable

- 3.31 An online public consultation on CDC's budget proposals will commence when the information is published at the start of December 2020, with Budget Planning Committee (BPC) considering them ahead of formal Executive sign off on 7 December 2020. Comments from BPC, along with other responses, will feed into the final formulation of proposals.
- 3.32 Capital proposals will be considered by Budget Planning Committee in January 2020 alongside the Capital & Investment Strategy which incorporates the Treasury Management Strategy. The Review of Charges will also be considered.
- 3.33 The Executive will take into consideration the comments from the BPC in December 2020 and comments from the public consultation alongside the funding available announced as part of the provisional settlement expected during December 2020, at its meeting on 1 February 2020 in setting out its proposed budget to Council.

- 3.34 The provisional local government finance settlement is not expected until mid-late December 2020, with the final settlement not expected until early late January/early February 2021. This will confirm the general funding available to the Council for 2021/22 and the Council Tax referendum limit to be applied.
- 3.35 The Council meeting to agree the 2021/22 revenue budget, MTFS and capital programme will take place on 22 February 2021.
- 3.36 A timetable for the Budget and Business Planning process is attached at Annex 2.

Capital Programme Planning

- 3.37 The Council considers capital investment and programming activity as an integral part of the Budget and Business Planning process. This ensures that the creation of a new asset or investment in existing assets is justified through detailed business cases and delivery models for the service, and implications for MTFS are clearly identified. Existing capital schemes are being reviewed alongside emerging investment pressures and priorities. These will be brought forward over the autumn to inform the capital planning process.
- 3.38 Full Council is required to approve annually the Capital & Investment Strategy in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, affordability and appetite for risk. The overall Capital & Investment Strategy incorporates the Treasury Management Strategy and the Investment Strategy.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council has a legal obligation to set a balanced budget and ensure it maintains a suitable level of reserves each year. The process laid out in this report will allow CDC to develop budget proposals that will allow it to meet these legal obligations.

5.0 Consultation

None required

6.0 Alternative Options and Reasons for Rejection

- 6.1 The Council has a legal obligation to set a balanced budget and evaluate its level of reserves to ensure they are held at a suitable level. Therefore; there are no alternative options other than to carry out a budget process that reviews the levels of reserves and identifies a budget proposal that can be delivered within the overall level of resources available to the Council.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no immediate financial implications associated with agreeing a budget process.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845,
michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council legally has to set a balanced budget each year. Ensuring there is a robust process in place will help it to achieve that.

Comments checked by:

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

Risk Implications

- 7.3 The Council faces significant risks given the scale of the financial challenge for 2021/22. Having a robust process in place to develop budget proposals and the associated Corporate Plan will help to mitigate these. These risks are managed as part of the operational and leadership risk register.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes 01295 221786
louise.tustian@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

None

Links to Corporate Plan and Policy Framework

The Budget and Business Planning Process cuts across the entire Corporate Plan and Policy Framework

Lead Councillor

Cllr Tony Ilott, Lead Member for Financial Management and Governance

Document Information**Appendix number and title**

- Appendix 1 - Previously agreed budget changes 2020/21 – 2024/25
- Appendix 2 - Budget and Business Planning timetable for 2020/21

Background papers

None

Report Author and contact details

Michael Furness, Assistant Director of Finance, 01295 221845,
michael.furness@cherwell-dc.gov.uk

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Appendix 1

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW011	Best Council to work for	Finance "Growing Our Own"	The Finance Team are seeking to develop a business plan around developing and growing the team from within, building a strategy that is underpinned by bringing graduates and apprentices into the team at the beginning of their career aiming to see them develop through the team at the Council and on occasions into the wider local government community.	24,000	12,000	0	-12,000	0	0
GRW045	Best Council to work for	HR Apprentice	£11,875 (inclusive of on-costs) is requested to employ an HR apprentice.	23,750	11,875	0	-11,875	0	0
	Best Council to work for Total			47,750	23,875	0	-23,875	0	0
CAP028	Clean, Green and Safe	On Street Recycling container provision	The aim is to purchase around 60 more on street recycling bins. This will collect litter on one side of the bin and recycling (largely plastic bottles & cans). They will be located in places such as bus tops and to replace some freestanding litter bins	-10,000	-2,000	0	0	0	0
Page 21 CAP029	Clean, Green and Safe	Depot fuel system renewal	There are two fuel tanks – one at Highfield depot and one at Thorpe Lane. The fuel is dispensed via pumps which are becoming increasingly unreliable. The pumps at Thorpe Lane are very heavily used and the pumps are ten years old and need of replacement. Spare parts are becoming more difficult to source as the pumps are obsolete. The main pump at Highfield also needs replacement. The fuel system itself is also old, over ten years and better systems are on the market. The system needs replacing during 2020/21	-10,000	-2,000	0	0	0	0
CAP030	Clean, Green and Safe	Horsefair Public Conveniences	Horsefair public conveniences is located in a main visitor area. Adjacent to Banbury Cross and the Fine Lady statue. The coach drop off point is nearby. The public conveniences are twenty years old, tired and there are no facilities near by. The public conveniences will be refurbished to unisex cubicles and a disabled facility	-25,000	-5,000	0	0	0	0
GRW013	Clean, Green and Safe	Waste Collection	The growth of the district means more properties being occupied. Each 4000 properties requires a new crew. Each crew covers around 6000 properties with one & half crews needed for each property. This has been in the business plan for several years. A new crew will commence in 2020/21 with a further crew likely to be required in 2023/24	1,090,000	70,000	100,000	0	170,000	0

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW040	Clean, Green and Safe	Waste Collection – Recycling gate fee	The value of recyclables can be highly volatile. Three years ago recyclables were bringing in £300k/year income. The gate fees have change to having to pay due to price changes on the individual materials. The gate is fee is over £40/tonne which means a change of £700k/year over the last three years. The deal the Council is still favourable compared to most Councils	417,776	177,776	-117,776	0	0	0
SAV027	Clean, Green and Safe	Commercial Waste	This proposal is to grow the Commercial Waste Service. The Commercial Waste Service has grown over recent years from a very small service bringing in around £50k of income per year to a service bring in around £300k/year. The service is planning to continue to expand at around £100k/year additional income for each of the following three years, resulting in a net £30k pa surplus	-150,000	-30,000	0	0	0	0
Clean, Green and Safe Total				1,312,776	208,776	-17,776	0	170,000	0
Page 22 CAP031	District of Opportunity & Growth	Car Parking Action Plan Delivery	A new car parking strategy with an action plan is being developed. It is expected that the strategy & action plan will be approved by the Executive in early 2020. The action plan will aim to improve signage to and from the car parks. It will enhance facilities including signage and direction boards. More car parks will move over to pay on exit. In addition issues such as changing lighting over to LED lights to make the car even more safe but also energy efficient The action plan will commence in 2020 and should be largely completed in early 2021/22	-75,000	0	-30,000	-15,000	45,000	0
CAP032	District of Opportunity & Growth	Street scene fencing, street furniture and railings	This project aims to ensure play areas, open spaces and areas on CDC land and areas where CDC is responsible so areas are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or no longer safe	-5,000	-1,000	0	0	0	0

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW002	District of Opportunity & Growth	Growth Deal – Year 3 CDC Plan Resourcing	<p>Following the establishment of the CDC Growth Deal programme board a resourced Year 2 delivery plan was created and approved by CEDR. This growth proposal identifies the required resources to continue the programme through Year 3.</p> <p>The Programme is made up of four workstreams: Affordable Housing; Homes from Infrastructure; Productivity and the Oxfordshire Plan 2050. These are supported by a Programme Management function within the Transformation team.</p>	972,047	336,978	-23,034	7,181	-321,125	0
GRW017	District of Opportunity & Growth	Canalside Regeneration Feasibility	The budget proposal would allow the appointment of external consultants to work with staff to unlock, design and engage stakeholders to ensure a delivery plan to achieve the Councils aspirations in delivering the Canalside Redevelopment.	230,000	230,000	-230,000	0	0	0
GRW021	District of Opportunity & Growth	Planning Policy Conservation Design	<p>Net cost for 20/21 for staff changes : Required for Planning Policy, Conservation & Design Business Case to achieve:</p> <ul style="list-style-type: none"> -Introduction of team leaders and provide capacity for the service manager -To build capacity in Planning Policy to fulfil project requirements of the Local Development Scheme -To re-introduce Urban Design resource to support healthy place shaping and raise design standards 	266,307	61,095	-9,792	0	0	0
GRW033	District of Opportunity & Growth	Kidlington masterplan delivery project	This project will deliver the projects identified in the action plan and next steps for Kidlington masterplan. The priority projects include the village centre, Exeter Close, sport and recreation improvement. The Growth Proposal will support a Project Delivery Officer/Manager (£50,000) and funding (£75,000) for specific projects and strategy development for an employment cluster, Oxford Road corridor transformation and canal improvement.	175,000	125,000	-75,000	-50,000	0	0
GRW036	District of Opportunity & Growth	Landscape architects	<p>The growth of the district means more and more planning applications are being received. The Landscape architects (1.5 FTE) comment of planning applications and inspect after developments are complete.</p> <p>The level of planning applications particularly on major developments mean most of the resource is tied up on planning applications and other projects such as the design and development of Banbury Country Park and Bicester Country Park are adversely affected due to lack of resource.</p> <p>The intention is to fill another post to deal with the growth in planning applications.</p>	100,000	20,000	0	0	0	0

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	Growth, Savings and Spend to Save Bids and Revenue Impact of Capital				Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW038	District of Opportunity & Growth	Planning Fee income reduction	Negative growth bid to compensate for expected net reduction in planning fee income. Some saving from the introduction of DEF software (£22,500.00) taken into account.	512,500	102,500	0	0	0	0
SAV003	District of Opportunity & Growth	Rental Income - Tramway and Antelope Garage, Banbury	CDC acquired Tramway industrial Estate on the 29th March 2019. The income from that property was not reflected in our 2019/20 revenue budgets due to the timing of the acquisition. Rent free periods in some of our other commercial properties have also come to an end during 2019/20 and this means that we are anticipating additional income due to the council that needs to be reflected in our budgets.	-2,508,750	-501,750	0	0	0	0
SAV011	District of Opportunity & Growth	Miscellaneous	Small adjustments based on correction from previous years; including CQ1 consultancy	-457,595	-91,519	0	0	0	0
SAV028	District of Opportunity & Growth	Christmas Lights	Following discussions prompted by the capital bid of the same name, the town centres will be asked to accept capital and/or revenue responsibility for the provision of Christmas Lights, resulting in a corresponding revenue saving for the council.	-146,000	-29,200	0	0	0	0
Page 24	District of Opportunity & Growth Total			-936,491	252,104	-367,826	-57,819	-276,125	0
CAP004	Operational Excellence	Procurement of joint performance system with OCC	Implementation of this proposal will ultimately deliver a much improved data capture and reporting system for the services inputting and for the audiences CEDR/members and our residents. This proposal will also enable shared working across CDC & OCC, expanding resilience across the areas, one version of the truth through reporting and an improved end to end process.	40,000	0	10,000	0	0	0
CAP024	Operational Excellence	Bodicote House Meeting Room Audio Visual Systems	There is a growing demand within the council to make use of audio & visual (AV) facilities within meeting rooms at Bodicote House. Historically, to provide additional capacity, a temporary projector has been used. In order to eliminate the inefficient temporary approach, the proposal is to install an AV system in a further 3 meeting rooms within Bodicote House.	4,000	2,000	0	-2,000	0	0
CAP025	Operational Excellence	Legacy Iworld System Migration	The proposal is for the councils IT service to work with CSN resources and a third party specialist provider to migrate the data from the I World system into a supported, sustainable environment and develop an appropriate interface to enable access to the data.	12,000	12,000	-12,000	0	0	0

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW014	Operational Excellence	Land Charges – Income Reduction	The current level of expected income was reduced to £262,000 in 19-20. The forecast income for the 2019-20 year is £235,000. This uncertainty is expected to continue and therefore it is prudent to reduce the level of expected income to £250,000 for 2020-21. This is considered realistic given current forecasts and the proposed increase in fees and charges.	60,000	12,000	0	0	0	0
SAV001	Operational Excellence	Increasing licensing income	Increase in income from licensing activities	-100,000	-20,000	0	0	0	0
SAV002	Operational Excellence	Rationalised FM Operations	Cleaning and security service contracts for our properties have been renegotiated which have resulted in favourable rates but without a reduction in service or quality as part of the tendered specification. We continue to monitor the contracts using KPIs agreed as part of that specification, to assure quality and cost-efficiencies are maintained.	-841,435	-142,751	-31,920	0	0	0
SAV004	Operational Excellence	Finance – Consultancy	The Finance team has previously had a budgetary requirement of £72k to fund the costs of consultancy across a number of projects, including the establishment of new companies, major capital schemes, closure of the accounts and system and process improvements. However a change in approach and the completion of some of the projects reduces this requirement considerably to £10k, releasing £62k per annum. The remaining £10k would be held as a small contingency for the occasional exploratory opportunity where a specific project proposal as detailed below has not yet progressed to the stage required to submit a proposal.	-310,000	-62,000	0	0	0	0
SAV006	Operational Excellence	Finance – Recruitment	The Finance team has previously had a budgetary requirement of £30k to fund the costs of recruitment. However now that the majority of posts have been filled the assumption is that normal levels of turnover will resume, and lower level of budgetary allocations will be needed reducing the requirement. It is suggested this be reduced to zero, with a focus on developing and growing the team locally. Should there be a requirement for recruitment costs this would be managed from the process of vacancy management, holding posts vacant for a sufficient period to cover the required recruitment costs. This releases £40k.	-150,000	-30,000	0	0	0	0
SAV012	Operational Excellence	EDM Software	New Electronic Document Management system has resulted in savings	-60,000	-12,000	0	0	0	0
SAV016	Operational Excellence	Spiceball Management contract	Reduction in management costs to reflect year on year movements in the unitary fee.	-140,000	-28,000	0	0	0	0

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	Growth, Savings and Spend to Save Bids and Revenue Impact of Capital				Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
SAV017	Operational Excellence	Democratic Services – Review of Parish Charges	A full review of parish charges should see an increase in income generation to the Elections team to ensure that we can continue with the proper administrations of elections for Parish and Town Councils.	-25,000	-5,000	0	0	0	0
SAV018	Operational Excellence	Democratic Services - Canvass reform	With the reform of the annual canvass arrangements it is anticipated this will reduce the administrative burden on Councils generally and CDC should see a reduction in the administrative burden on electoral registration.	-25,000	-5,000	0	0	0	0
SAV019	Operational Excellence	Legal Charges	The proposal is simply to (a) review legal spend, (b) establish a procedure through the Director of Law & Governance for authorisation of external legal spend, (c) consider in the first instance whether internal support can be utilised through the joint legal service and (d) review the legal charges as part of the framework contract.	-150,000	-30,000	0	0	0	0
SAV020	Operational Excellence	Increased income	It is anticipated that with the full implementation of the Growth Deal there will be an increase in development proposals within CDC's area and developers pay a premium rate for the legal support provided to facilitate those developments. (Hence the importance of savings proposal 1 to ensure where possible this work is kept in-house.) This should result in increased income.	-400,000	-80,000	0	0	0	0
SAV024	Operational Excellence	Delete vacant Senior Estate and Valuation Officer	Following separation, the post is no longer required.	-310,115	-62,023	0	0	0	0
SAV025	Operational Excellence	Increasing car parking charges	This proposal is to increase car parking charges for the first time since 2011.	-1,560,000	-120,000	-175,000	-5,000	-100,000	-45,000
	Operational Excellence Total			-3,955,550	-570,774	-208,920	-7,000	-100,000	-45,000
GRW006	Response to Climate Emergency	Responding to Climate Emergency	Additional resource to ensure CDC responds to the Climate Emergency with pace and a structured programme management approach. This resource will enable CDC to recruit additional expertise and capacity to lead on this project. The intention is to create a shared team with Oxfordshire County Council to make the most of expertise, knowledge, efficiencies of scale and resilience of a larger team working across Cherwell and Oxfordshire. Working in this way will enable us to get the most value from the resource.	250,000	50,000	0	0	0	0
S2S002	Response to climate Emergency	LED Lighting across corporate properties	Cherwell District Council has a wide and diverse property portfolio, these properties are generally of an age where traditional light fittings are used. To reduce energy consumption which will lead to a reduction in energy billing it is proposed to replace existing traditional fluorescent / filament lamps across the council's corporate portfolio to LED lamps with proximity sensors.	105,000	69,000	0	0	-120,000	0

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Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
	Response to Climate Emergency Total			355,000	119,000	0	0	-120,000	0
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Many of the community centres have not received any major replacement works and after the property having had condition reviews undertaken by Gleeds it has been identified that many of the roofs are in a poor condition which is leading to significant damage to the internal elements of the building. Rustcote Arcade and Chasewell Grange have experienced persistent roof problems that need to be resolved. Generally the tenants liability does not extend to the structural parts of the buildings.	13,860	6,930	0	-6,930	0	0
GRW004	Thriving Communities & Wellbeing	Growth Deal – Affordable Housing “Top Up Funding”	To provide sufficient funding to deliver the Affordable Housing (AH) numbers specified in the Growth Deal (GD).	880,000	880,000	-880,000	0	0	0
GRW019	Thriving Communities & Wellbeing	Contribution to the Young People’s Supported Housing Pathway (YPSHP)	This is CDC’s proposed contribution to the Young People’s Supported Housing Pathway being recommissioned by Oxfordshire County Council in partnership with the 5 district/city councils. New contracts will start on 1/10/20 and run for 5 years.	538,303	59,811	59,812	0	0	0
GRW026	Thriving Communities & Wellbeing	FAST programme – Wellbeing Service	Grant income that will have a corresponding expenditure not accounted for in 2019/2020. Part of a much larger grant from Sport England that will not yield an income to Cherwell District Council	79,560	26,520	0	0	-26,520	0
GRW028	Thriving Communities & Wellbeing	Social Prescribing	This additional contribution is essential to continue our commitment to prevention and improving residents’ wellbeing through a supported system of care navigators. This is a contracted out service supported by Cherwell, West Oxfordshire DC and OCCG underwritten by the Department of Health.	1,500	13,500	0	-22,000	0	0
GRW029	Thriving Communities & Wellbeing	Spiceball Leisure Centre Contract Compensation	The Leisure Centre contract has provision for compensation payments due to the operator of Spiceball Leisure Centre should Cherwell change the context of the operation. The closure of the pedestrian footbridge to Spiceball Leisure Centre is essential during the completion of extension works to Castle Quay. It is anticipated that this will conclude at the end of the 2020/2021 financial year and compensation will need to be paid against the agreed benchmark throughput.	330,000	330,000	-330,000	0	0	0

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Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
SAV007	Thriving Communities & Wellbeing	Cherwell Bond Scheme Revenue Budget	This a long standing revenue budget that funds the setting up of new private rented sector tenancies for homeless households. The budget is used to set up deposit bonds which underwrite a tenancy i.e. no money is passed across to the landlord or tenant but the bond acts as a security for the landlord. The Bond is only paid out once the tenancy ends and only if there has been damage to the property beyond reasonable wear and tear. The £30,600 recurring budget has been underspent year on year and underspend carried in to a Bond Scheme reserve that now stands at £100k. This is enough to cover any costs incurred by the Scheme in to the medium to long term. As and when it is dissipated a growth bid will be submitted in the future.	-153,000	-30,600	0	0	0	0
SAV008	Thriving Communities & Wellbeing	Potential saving from joint commissioning of debt and money advice	The proposal is to reduce the spend available for debt and money advice commissioning but without sacrificing the level of service and possibly enhancing it through the joint commissioning process. This could be done by taking out 10% from 1/11/20 or tapering the saving e.g. -5% in year 1, -10% in year 2 and -15% in year 3. This could be done on the basis of seeking funding bids from providers that demonstrate complementary funding will be attracted from other sources in order to maintain and invest in services i.e. that demonstrate the provider will lever in other funding.	-111,339	-10,503	-14,706	0	0	0
SAV015	Thriving Communities & Wellbeing	Homelessness Support Grants	Owing to continued grant funding from central Government it is now possible to reduce Cherwell's contribution whilst maintaining the same services for those facing homelessness.	-40,000	-8,000	0	0	0	0
SAV022	Thriving Communities & Wellbeing	Reduce Banbury Museum Funding	Reduce the support to the Museum to reflect their ability to begin charging for events	-12,500	0	0	0	0	-12,500
SAV023	Thriving Communities & Wellbeing	Health Buses	Reduce the spend on the health buses by consolidating provision	-55,000	-11,000	0	0	0	0
SAV026	Thriving Communities & Wellbeing	Build Rental Income Increase	Increase rental income by 2%, remove vacant FTE from salary budget	-425,000	-85,000	0	0	0	0
	Thriving Communities & Wellbeing Total			1,046,384	1,171,658	-1,164,894	-28,930	-26,520	-12,500
	Grand Total			-2,130,131	1,204,639	-1,759,416	-117,624	-352,645	-57,500

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Budget and Business Planning Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	5 October 2020
Spending Review	Mid-Late November 2020
Budget Consultation Published	26 November 2020
Budget Consultation considered by Executive	7 December 2020
Budget Consultation considered by BPC	15 December 2020
Council Tax Reduction Scheme considered by Council	14 December 2020
Provisional Local Government Finance Settlement	Mid-December 2020
Council Tax Base considered by Executive	4 January 2021
Draft Treasury Management Strategy considered by BPC	19 January 2021
Treasury Management, Investment and Capital Strategies considered by AARC	20 January 2021
Proposed Budget from Executive	1 February 2021
Council to agree 2021/22 Budget	22 February 2021

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Cherwell District Council

Executive

5 October 2020

Monthly Performance, Risk and Finance Monitoring Report

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 August 2020.

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 August 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 also provides the Senior Management Team with a corporate complaints report detailing complaints received during the month. The mandatory lessons learned data has 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 four 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

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:**

Homes improved through enforcement action is reporting Red for August and Amber for Year to Date (4 against a target of 9). The team’s interventions have resulted in 4 homes being improved through completed works this month. The low figure reflects the holiday season and is expected to increase for September.

Number of affordable homes delivered including CDC and Growth Deal targets is reporting Green for August and Red for Year to Date (30 against a target of 25). There was a total of 30 new affordable homes completed in August 2020, comprising 18 Affordable Rent and 12 Shared Ownership tenure properties. Some development sites are still catching up after delays caused by the COVID-19 lockdown.



Number of Housing Standards interventions is reporting Red for August and Amber for Year to Date (46 against a target of 55). Although inspection activity is still restricted by COVID-19, the team has continued to respond to service requests and with identifying rented homes with poor energy efficiency. This month's figure reflects a reduced number of proactive cases because resources have been allocated to the conclusion of several major enforcement cases.

Homelessness Prevention is reporting Amber for August and Year to Date. The Housing Team remains committed to ensuring those who have been placed as a response to the COVID-19 emergency do not return to rough sleeping and are working to secure more long-term options for single clients. Demand on the service from those presenting in crisis remains high, particularly from single people. The team continues to monitor the needs of those placed, as well as those who remain



on the streets and in other supported accommodation, to find the best options for all clients in our area. Applications for funding as part of Next Steps Planning have been submitted to Ministry of Housing, Communities & Local Government; the outcome will determine what additional options can be secured as a response to the COVID-19 emergency.



Deliver Innovative and Effective Housing Schemes is Reporting Green for August and Amber

for Year to Date. Admiral Holland is due to complete mid-September. The seven two-bedroom houses have been advertised on the Cherwell Home Choice system and each has attracted 50 bids. The seven shared ownership units have attracted 10 expressions of interest and are due to be put on Rightmove in early September.

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 Green for August and Amber for Year to Date (34,864 against a target of 35,114). Slightly less fuel used than last August despite more vehicles in the fleet, this is due to constant training and monitoring.



% Waste Recycled & Composted is reporting Green for August and Year to Date. Recycling rate is currently 59.1%. Recycling rate is still slightly up on last year. Total tonnage collections are 2900 tonnes up compared to the first five months of last year this is an increase of 10%.

Protect the Built Heritage is reporting Amber for August and Year to Date. The Team continues to work closely with Development Management on cases of heritage interest and the on-going Conservation Area Appraisal programme. The current position is: work continues on Conservation Area Appraisals (Bloxham and Grimsbury); a number of officer reports on completed Conservation Area Appraisals require finalisation and heritage advice continues to be provided to inform Development Management decision making.



Reduce Environmental Crime is reporting Green for August and Year to Date. Environmental enforcement operations are now almost fully restored, with only interviews under caution remaining to be restarted. The team is responding directly to reported waste management issues, mainly by visits to advise businesses and residents on how to dispose of waste lawfully, e.g. where a fridge has been left outside a residential property.

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 August and Year to Date. The Team has achieved a cumulative collection rate of 46.12% against a target of 48.5%, with targets amended from last year to take into account the increased number of 12 monthly payers, this equates to a shortfall in collection of just over £2.6m. The team is now inspecting new build properties

again and the amount of Council Tax collected will now continue to rise now that the housing market is moving again, this will impact collection rates in the short term. There are 3 main factors that have affected collection rates this year; the increase in number of 12 monthly payers, an increase in the number of Council Tax support claimants and those Council Taxpayers who don't pay unless reminded to do so. All of these factors are a result of COVID-19. The team is not actively pursuing customers for unpaid council tax at this time however recovery will commence in due course.

Develop Our Town Centres – 29th August saw the opening event for Lock-29 at Castle Quay, Banbury, which is Happerley's national centre in England for food and drink provenance. It was a well-attended event, following social distancing and safety guidelines. Also, during August council officers continued to work closely with external partners to ensure safety regarding the reopening of high streets within the district. After engaging with stakeholders regarding the Reopening High Streets Safely Fund (RHSS), a Grant Action Plan was submitted to the Ministry of Housing, Communities and Local Government (MHCLG).



Support Business Enterprise, Retention, Growth and Promote Inward Investment – The Economic Growth team continued to support Cherwell's implementation of the COVID-19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) to local businesses. The team also provided one-to-one advice and support to Cherwell businesses, as well as guidance on grants to other businesses and information to potential inward investors and property developers.

% of Business Rates collected, increasing NNDR Base is reporting Amber for August and Year to Date. The Team has achieved a collection rate of 44.10% as at end of August against a target of 49% which equates to a shortfall of just over £2.4m. The amount of business rates to collect has increased since end July by £700k due to new growth within the district. Formal reminder notices were issued in August which has assisted an additional £772k in August compared to July 2020. The team is proactively chasing debts by phone and by email and should no payment be forthcoming a formal reminder notice is issued.

Develop a Cherwell Industrial Strategy is reporting Amber for August 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. The planned review of the CIS focus and timeline will take account of the impact of COVID-19 on the Oxfordshire and Cherwell economies. CIS links to the OxLEP Local Industrial Strategy (LIS) which is a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).



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:

New COVID grant launched to help tackle food poverty in Cherwell - Community groups in Cherwell are being encouraged to apply for a new grant to help residents struggling in the wake of COVID-19, to access food and essential supplies.

Cherwell is distributing £70,000 from the Community Hub Emergency Relief Grant, provided by the Department for Food and Rural Affairs (DEFRA) through Oxfordshire County Council. The fund is available to support the work of voluntary not-for-profit organisations, working to relieve hardship in their community and prevent food insecurity.



Projects that can be funded include, but are not limited to, community food banks and food projects such as larders and fridges.

Cherwell District Council is offering grants of up to £5,000 per constituted voluntary group to support programmes of work that reduce food insecurity and alleviate the hardships of residents in Cherwell during the COVID-19 crisis.

Any event or project that is supported needs to be accessible to all and to bring communities together.

The fund is already open and will close on 31 March 2021. Due to the finite nature of the grant, the closing date may be sooner if the budget has been allocated.

Number of visits/usages of District Leisure Centre is reporting Green for August and Red for Year to Date, accounting a total of 23,061 visits against a target of 20,000. As noted, the Centres are opening on a phased basis with social distancing measures in place and restriction on numbers. A positive performance has been noted at Stratfield Brake Sports Ground where the usage is slightly higher than the same period last year.

Support Community Safety and Reduce Anti-Social Behaviour - The Cherwell Community Safety Partnership has identified its priorities for 2020/21 and is finalising a refreshed partnership plan for publication. The partnership met in August

and focused on violent crime, receiving an update on the work of the Thames Valley Violence Reduction Unit. Whilst the Community Safety team continues to respond to reports of anti-social behaviour and to provide a visible council presence in our communities, their focus has moved to supporting businesses ensure good COVID-19 security measures are in place.

The Cherwell Young People, Play & Wellbeing partnership – The Partnership met for its first socially distant meeting on the 18 of August. The meeting allowed partners to meet face to face for the first time to share partner updates, good news stories, plans and good practice. The feedback from partners was very positive, the meeting was a great way to support the mental wellbeing of individuals from voluntary organisations.

Play:Full – The Play:Full initiative activities continued throughout the summer holiday period, giving the residents of our Brighter Future wards in Banbury the opportunity of having fun and a free healthy lunch or snack. Activities include socially distant activator sessions, treasure hunts and activity sheets with fun competitions and art opportunities. To celebrate the end of the holidays, a socially distant picnic was delivered on 27 August, with storytelling from the Cherwell Theatre Company, activity bags from the Warriner School Farm and a weekend family meal bag for all families to cook a meal together at home.



Active Travel - The Council has provided support to Oxfordshire County Council colleagues in preparing its submission for Tranche 2 funding from the National Active Travel Fund; a specific proposal for Bicester was included as part of this submission. Officers have also assisted delivery of Tranche 1 funded schemes including the installation of additional cycle racks in Bicester, Kidlington and Banbury. Officers have supported residents to cycle to work by providing free repairs in its 'Dr Bike' sessions in Banbury, Bicester and Kidlington. A total of 352 cycles have been repaired in the year to date, with residents on lower incomes prioritised. The healthy place shaping team has also been working with County officers to promote the safe return to school, encouraging parents and children to walk and cycle to school to promote social distancing and reduce congestion at the school gates.

Summary of Performance

- 3.12 The Council reports on performance against 39 Business Plan Measures, with 22 Programme Measures and 17 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 (39)

Status	Description	August	%	DoT	YTD
Green	On target	31	79%	↑	25
Amber	Slightly off target	6	15%	↓	9
Red	Off target	1	3%	↓	4
	No data	1	3%	NA	1

Please note that the KPI measure “High risk food businesses inspected” 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	L01, L17, 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 04/09 – No changes
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 10/09 – No changes
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 03/09 – Comments updated
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 03/09 – Comments updated
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 03/09 – Comments updated
L08 Health & Safety	12 Medium risk	↔	Risk Reviewed 08/09 – Mitigating actions and controls amended
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 07/09 - No changes
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 08/09 – Mitigating actions and comments updated
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 03/09 – No changes
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 09/09 – Comments updated
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 13/08 – No changes.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 07/09 – Comments updated
L16 Joint Working	6 Low risk	↔	Risk Reviewed 08/09 – No changes
L17 Separation	16 High risk	↑	Risk Reviewed 08/09 – Risk score increased, and comments updated
L18 Workforce Strategy	9 Low risk	↔	Risk Reviewed 04/09 – No changes.
L19 Covid19 Community and Customers	16 High risk	↔	Risk Reviewed 10/09 – Mitigating actions and commentary updated.
L20 Covid19 Business Continuity	12 Medium risk	↔	Risk Reviewed 08/09 – No changes
L21 Post Covid19 Recovery	9 Low Risk	↔	Risk Reviewed 08/09 – Comments updated

During August the leadership risk had one score change, L17 “Separation” has increased score from 12 to 16 (review Appendix 3 for details).

Finance Update

- 3.16 The Council's forecast financial position up to the end of August shows a forecast overspend of £0.2m. This is made up of a £3.7m overspend related to Covid-19 costs (para 3.19), offset by a £3.5m underspend on business as usual costs (para 3.17).
- 3.17 The directorate budgets have identified underspends and in-year savings proposals agreed by Council of £1.8m within business as usual activities. Within the Executive Matters budget, the Council continues to benefit from low interest rates which are forecast to provide an underspend of £0.5m for the year and a use of reserves of £1.2m is also assumed. This results in an overall underspend of £3.5m on business as usual activities. These business as usual underspends are £0.1m lower than forecast in July.
- 3.18 The following assumptions have been made in assessing the costs of Covid-19 to the Council:
- Phased reopening of businesses from June to August
 - All businesses able to reopen from September
 - Full economic recovery does not happen before the end of financial year
 - Contract support to some service providers will continue until the end of October in line with Government guidance.
- 3.19 Applying these assumptions generates a forecast pressure from Covid-19 of £6.7m 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 support grant funding of £1.8m and an estimated grant of £1.2m to partially meet income losses. This reduces the in-year Covid-19 pressure to £3.7m.
- 3.20 For more detail on the movements across all budgets please see Table 1 showing the main reasons for the variances in 2020/21.
- 3.21 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 approved by the Council on 7th September.
- 3.22 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.

3.23 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 £m	Proposed Virement £m	Adj. Forecast Variances £m
Communities	6.429	7.954	1.525	1.247	0.278	0.195	0.083	1.508	0.017
Place and Growth	3.506	3.937	0.431	0.630	-0.200	-0.257	0.057	0.400	0.031
Customers and Org. Dev.	3.907	3.730	-0.178	0.126	-0.304	-0.311	0.007	-0.099	-0.079
Adults and Housing Services	2.932	2.962	0.030	0.354	-0.324	-0.299	-0.025	0.092	-0.062
Public Health and Wellbeing	3.066	4.319	1.253	1.727	-0.474	-0.452	-0.022	-0.158	1.411
Comm. Dev. Assets and Inv.	2.211	4.054	1.843	2.562	-0.719	-0.705	-0.014	1.923	-0.080
Corporate	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.163	-1.163
Total Directorates	22.051	26.955	4.904	6.647	-1.743	-1.829	0.086	4.829	0.075
Executive Matters	3.553	1.845	-1.708	0.000	-1.708	-1.722	0.014	-1.654	-0.054
Total Cost of Services	25.604	28.800	3.196	6.647	-3.451	-3.551	0.100	3.175	0.021
Total Income	-25.604	-28.600	-2.996	-2.996	0.000	0.000	0.000	-3.175	0.179
(Surplus)/Deficit	0.000	0.200	0.200	3.651	-3.451	-3.551	0.100	0.000	0.200

Please note:

1. The proposed virements and the use of £1.182m of reserves were approved by the council on 7 September the budget changes will be reflected in September's figures.
2. This assumes the Government will compensate for losses of sales, fees and charges income for the full year.
3. Some numbers do not agree to paragraphs 3.17 and 3.19 due to rounding.

Communities

Communities predicts an overspend of £1.525m against a budget of £6.429m (23.7%).

Environmental Services	The most significant element of the anticipated loss is car parking income, estimated to be £0.9m equating to approximately half the level expected.
Variation £1.522m overspend	Also included is an anticipated increase in income of £0.147m, £0.119m increase in transport costs, additional spending of £0.380m related to waste activities, such as recycling and increased tonnage, a £0.084m increase in National Non-Domestic Rates & Business Improvement District charges, £0.083m increase in management variable fees, £0.088m employee/agency costs and other small overspends. These figures include in year savings that have been identified.
Last Month £1.544m overspend	
Regulatory Services	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.
Variation £0.003m overspend	
Last Month £0.015m	

overspend

Place and Growth

Place and Growth predict an overspend of £0.431m against a budget of £3.506m (12.3%).

Planning &
Development

Variation
£0.601m
overspend

Last month
£0.606m
overspend

August has shown very little change to July. There is a significant forecast reduction in income of £0.702m from Planning Application fees of which £0.506m is Covid related. Building Regulation income reduction for the year relating to Covid-19 is estimated at £0.059m.

Budget savings due to reviewing vacancies and other areas has reduced the impact of the expected overspend to the level shown.

Growth &
Economy

Variation
£0.170m
underspend

Last Month
£0.230m
underspend

The forecast underspend is mainly made up of savings as a result of reviewing vacancies and delaying recruitment as well as savings made with the Shared Ownership repairs and Maintenance budget. This month saw reduced underspend due to a commitment to consultancy for the build review and a forecast reduction in officer time that can be capitalised.

Customers and Organisational Development

Customers & Organisational Development predict an underspend of £0.178m against a budget of £3.907m (-4.5%).

Customers &
Organisational
Dev.

Variation
£0.178m
underspend

Last Month
£0.125m
underspend

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. However, Land Charges recovered more than expected in August which has reduced the covid impact. Further savings identified after reviewing current vacancies and other service areas costs have helped to offset the income loss impact.

Adults and Housing Services

Adults and Housing Services predict an overspend of £0.030m against a budget of £2.932m, (1.0%).

Housing & Social Care	The overspend can be predominately attributed to the impact of Covid-19, which includes costs of temporary accommodation, associated 'move-on' costs post lock down and fee income loss for agency services. Offsetting the overspend are salary savings as a result of reviewing vacant posts and other costs.
Variation £0.30m overspend	
Last Month £0.90m overspend	

Public Health & Wellbeing

Public Health & Wellbeing predict an overspend of £1.253m against a budget of £3.066m (40.9%).

Wellbeing	The forecast overspend of £1.3m is predominately due to the Covid impact of £1.7m. The main cost is the contractual relief payments expected to be made to support the leisure operator during the pandemic. In addition, loss of income from holiday hubs and hiring of sports facilities. 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.
Variation £1.313m overspend	
Last Month £1.408m overspend	

Healthy Place Shaping	Savings are forecast to be made on salaries due to vacant posts.
Variation £0.060m underspend	
Last Month £0.066m underspend	

Comm. Dev. Assets and Invests. predicts an overspend of £1.843m against a budget of £2.211m (83.4%).

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 £1.873m 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 £0.106m overspend	
Last Month £0.120m overspend	
Law and Governance	The main savings this year are due to no district elections and vacancies.
Variation £0.120m underspend	
Last Month £0.120m underspend	

Executive Matters

Executive Matters predicts an underspend of £1.708m against the budget of £3.553m (-48.1%).

Interest Costs	Reduced borrowing costs and lower rates are creating a positive variance against budget for 2020/21 £0.424m
Loan Interest	£0.105m additional loan interest income (indirectly Covid related)

3.24 Capital

There is a forecast in-year underspend of £12.779m, of which £11.902m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £0.877m. 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	4,747	3,141	1,160	-446	-735
Places & Growth	34,355	23,510	10,742	-102	0
Customers & Service Development	696	703	0	7	7
Finance Services	66,224	65,888	0	-336	-6
Total	10,6022	93,242	11,902	-877	-734

3.25 Current Period Variances

Wellbeing, Housing & Environmental Services:

Wellbeing: are forecasting (£0.008m) underspend against the Story Map insight work.

Housing: are forecasting (£0.429m) underspend due to significantly reduced activity with regards to Disabled Facilities Grant (£0.375m), (£0.004m) for the Arbritas upgrade and Discretionary grants works (£0.050m) as a result of COVID.

Community: are forecasting (£0.008m) underspend against Sunshine Centre

Environmental Services: are forecasting (£0.001m) underspend

Place and Growth:

Growth & Economy: Build Phase 1 - is reporting unbudgeted spend of £0.109m with a forecast spend of £1.361m in this financial year and reprofiling the remaining budget into 21/22 to complete the programme

Build Phase 2 - £0 overspend - is forecasting to spend £0.674 in this financial year and reprofiling the remaining budget in to 21/22. The agreed capital programme does overlap financial years.

The Hill Community Centre - £211k underspend is currently being investigated.

Finance Services:

(£0.336m) relating to: The Fairway Garage Demolition £16k, Corporate Asbestos Surveys (£0.050m) and Wildmere Industrial Estate £0.028m, (£0.008m) Bradley Arcade Roof Repairs, (£0.153m) Banbury Health Centre, (£0.070m) Banbury Museum Upgrade of AHU, (£0.050m) Ferriston Roof Covering, (£0.014m) Pioneer Square Fire Panel, (£0.035m) Corporate Water Hygiene Legionella

Re-profile beyond 2020/21

Wellbeing: Housing & Environmental Services:

£183K North Oxfordshire Academy Astro turf - - currently under discussion

£43k Energy Efficiency schemes at leisure centres

£84k Bicester Leisure Centre extension

£30k Spiceball Leisure Centre bridge resurfacing

£490k Better Care Funding in relation to DFGs Covid significantly reduced activity in Q1 but is now picking up

£100k Thorpe Lane Depot Capacity Enhancement

£55k Bicester Country Park - - delays in purchasing and progression

£175k Vehicle replacement Programme - currently under review anticipating purchase delays and delivery lead times

Place & Growth:

£849k Phase 1b Bicester Library and Admiral Holland

£9,893k Phase 2: The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning Leys Close is also under discussion with the planners as they have issues relating to parking.

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 August 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

7.1 **Financial implications** are detailed within section 3.16 to 3.25 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218, 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 implications are detailed in Appendix 3.

7.3 This report contains a full update with regards to the Council's risk position at the end of the August. 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 Councillor

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

Document Information

Appendix number and 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 and contact details

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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 49

- 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.

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Appendix 2 – Performance Report

August 2020

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

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	31.00	35.00	★	The housing team have worked hard to find solutions for many clients placed as a response to the COVID-19 emergency and as a result overall numbers in temporary accommodation have fallen to 31 this month. Demand from single clients remain high, but robust assessments and ongoing casework is establishing if emergency accommodation for all is appropriate. The number of singles in COVID-19 placements has reduced to 9 as of 28 /8/20. Since lockdown 40 clients were accommodated, they now have been assessed into settled or alternative supported accommodation. The number of vulnerable households placed,including those with children,is now 22.	47.00	35.00	▲
BP1.2.02 Number of people helped to live independently through use of RRG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	47.00	45.00	★	We have provided help to 47 households this month; 15 by means of major adaptations, 31 by means of smaller works and 1 through an essential repairs grant.	180.00	225.00	▲
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	4.00	9.00	▲	Our interventions have resulted in 4 homes being improved through completed works this month. The low figure reflects the holiday season and is expected to increase for September. The total figure for the past 3 months is 35, or 11.6 on average, compared to a monthly target of 9 .	43.00	45.00	●
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	30.00	25.00	★	There was a total of 30 new affordable homes completed in August 2020, comprising 18 Affordable Rent and 12 Shared Ownership tenure properties. Some development sites are still catching up after delays caused by the COVID-19 lockdown.	87.00	125.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	Gillian Douglas Stephen Chandler	46.00	55.00	▲	Although inspection activity is still be restricted by COVID-19 we have continued to respond to service requests and with identifying rented homes with poor energy efficiency. This month's figure reflects a reduced number of proactive cases because resources have been allocated to the conclusion of several major enforcement cases.	252.00	275.00	●
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	13.09	15.00	★	The average time taken to assess new claims during August was 13 days. This is against a local target of 15 days and a national average of 20 days. Performance continues to be strong during a very busy time with additional work presented by COVID-19.	14.42	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	4.75	8.00	★	Change events have been assessed in an average of 4.7 days during August 20. This is against a local target of 8 days. Performance continues to be good so ensuring residents are receiving the correct amount of help with their Council Tax and rent.	4.25	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 August 2020, all 4 of them within National Indicator target or agreed timeframe.	97%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	84%	70%	★	99 Non-Major Planning Applications were determined during August 2020, 83 of them within National Indicator target or agreed timeframe.	83%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0.0%	10%	★	No Major Planning Application Appeals were overturned by the Planning Inspectorate during August 2020, therefore the % is 0.	0.0%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0.0%	10%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate during August 2020.	0.0%	10.00%	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
<p style="text-align: center;">Page 54</p>	BP1.1.1 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Stephen Chandler	<p>Application to secure additional funding from Government to provide move-on options for all those placed as a result of COVID-19 and ensure wherever possible clients are not returned to rough sleeping.</p> <p>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.</p>	<p>Applications for funding as part of Next Steps Planning have been submitted to MHCLG. The outcome will determine what additional options can be secured as a response to the COVID-19 emergency. The plans include delivering more support to assist move-on from hotel and other emergency placements for clients to secure settled housing as well as trying to provide additional units of affordable settled accommodation in our area for single clients who have experienced homelessness. The further delay in resuming court eviction proceedings allow time for the Housing Team to engage with those under notice to assist clients to resolve issue with their tenancies and prevent homelessness once the courts do resume.</p>	●	<p>The Housing Team in Cherwell remain committed to ensuring those who have been placed as a response to the COVID-19 emergency do not return to rough sleeping and are working to secure more long term options for single clients. Demand on the service from those presenting in crisis remains high, particularly from single people. We are continuing to monitor the needs of those placed as well as those who remain on the streets and in other supported accommodation to find the best options for all clients in our area.</p> <p>Clients who are open to our service, at risk due to eviction from tenancies, are been given advice on what the options for them will be prior to the courts resuming eviction proceedings. This is intended to help clients resolve their situations in the time remaining and prevent homelessness as an outcome.</p>	●
	BP1.1.2 Impact of Universal Credit on residents and Council	Cllr T Hott	Belinda Green Claire Taylor	<p>During August 20 we continued to support residents in their applications for Universal Credit. We also worked closely with the DWP Universal credit team throughout the period.</p>	<p>The next meeting of the Universal Credit project team will be held in September 20. This includes our Universal Credit Partnership Manager from DWP. One of the agenda items will be the anticipated impact of the end of Furlough scheme.</p>	★	<p>This work is progressing and is on target</p>	★
	BP1.1.3 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	<p>Completion of last two sales at Hope Close in September.</p>	<p>Admiral Holland completion mid-September.</p>	★	<p>Admiral Holland is due to complete mid-September. The 7 two bedroom houses have been advertised on the Cherwell Home Choice system and each has attracted 50 bids. The 7 shared ownership units have attracted 10 expressions of interest and are due to be put on Rightmove in early September.</p>	●

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1.4 Deliver the Local Plan	Cllr C Clarke	David Peckford Paul Feehily	Officer consideration of the Inspector's Report for the Partial Review of the Local Plan has been completed Consultation on issues for the district wide Local Plan review commenced.	Publication of the Partial Review of the Local Plan, should the Plan be adopted by Council (September 2020) Completion of formal consultation on issues for the district-wide Local Plan Review (September 2020) Oxfordshire Plan consultation on spatial options (January 2021).	★	<p>The Inspector's Report for the Partial Review of the Local Plan, and the final proposed Plan, were presented to the Executive and Council on 7 September 2020.</p> <p>An issues consultation for a separate, district-wide review of the Local Plan is presently taking place in accordance with the expected timetable.</p> <p>Officers continue to provide input into the Oxfordshire Plan process.</p> <p>Officers are considering the implications of the Government's proposed changes to the planning system.</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	56.91%	56.00%	★	Recycling rate is still slightly up on last year. Total tonnage collections are 2900 tonnes up compared to the first five months of last year this is an increase of 10%.	58.68%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Jason Russell	34,864	35,114	★	Slightly less fuel used than last August despite more vehicles in the fleet.	37,246	36,203	●

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	Bulky waste service still has a high demand, but service level is still good.	Garden waste will increase during September due to weather conditions.	★	Tonnages still higher than usual due to the high levels of home working which still exists.	★
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Jason Russell	The Street Cleansing department are now back to full strength and operating as normal.	The Cleansing department are offering equipment and assistance to any interested parties wishing to take part in the Keep Britain Tidy - Big Clean up initiative.	★	All streets and the open spaces contract work are being cleaned to standard as per the normal working rota's.	★

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.3 Reduce Environmental Crime	Cllr D Sames	Jason Russell Richard Webb	The Environmental Enforcement team restarted visits to business and residents to address waste management problems. 48 fly-tips were investigated and one prosecution commenced in the month. The team have also seen an increase in vermin complaints.	The Environment Enforcement team will continue to investigate fly tipping reports and advise business on how to dispose of waste legally. Interviews under caution should restart to enable the team to fully investigate fly tipping.	★	Environmental enforcement operations are now almost fully restored, with only interviews under caution remaining to be restarted. The team are responding directly to reported waste management issues, mainly by visits to advise businesses and residents on how to dispose of waste lawfully, e.g. where a fridge has been left outside a residential property. A business was issued with a fixed penalty notice for failing to comply with an enforcement notice but this was withdrawn when the business immediately remedied the failure.	★
BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Jason Russell Richard Webb	Following the discussions, we are now awaiting formal proposals to be submitted on measures that could be implemented to improve air quality in and around the Hennef Way air quality management area.	The Department for Food and Rural Affairs (Defra) have announced their air quality grant scheme for 2020. The deadline for applications to be submitted is 14 October. We will be discussing options for a grant bid with other service areas including Healthy Place Shaping and OCC.	★	Air quality monitoring continues at 42 locations across the district. The measured levels are slowly increasing as the lockdown eases but are below the levels pre- lockdown and for the similar period last year.	★
BP2.1.5 Protect the Built Heritage	Cllr C Clarke	David Peckford Paul Feehily	Work on Conservation Area. Appraisals has continued. Draft reports have been prepared for those completed. Conservation advice continues to be provided for Development Management decision making.	Finalisation and submission of lead member reports for completed Conservation Area Appraisals.	●	Work continues on Conservation Area Appraisals (Bloxham and Grimsbury.) A number of officer reports on completed Conservation Area Appraisals require finalisation. Heritage advice continues to be provided, to inform Development Management decision making.	●
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Cllr D Sames	Ed Potter Jason Russell	Final progress on transfer of the Country Parks land from the developers to CDC almost complete.	Plans for the development of the country parks continue.	★	Both parks (Banbury Country Park and Bicester Country Park) are in operation, but installation of paths and other infrastructure have been delayed by the delays in transferring the land to CDC. Installations will start to take place in the next few months.	★

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	
Page 58	BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	8.67%	9.50%	●	We have achieved a cumulative collection rate of 46.12% against a target of 48.50% which equates to a shortfall in collection of just over £2.6m. We are now inspecting new build properties again and the amount of Council Tax we collect will now continue to rise now that the housing market is moving again, this will impact collection rates in the short term. There are 3 main factors that have affected collection rates this year; the increase in 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. All of these factors are a result of COVID-19. We are not actively pursuing customers for unpaid council tax at this time however recovery will commence in due course.	46.12%	48.50%	●
	BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	8.13%	9.0%	●	We have achieved a collection rate of 44.10% as at end of August against a target of 49% which equates to a shortfall of just over £2.4m. The amount of business rates to collect has increased since end July by £700k due to new growth within the district. Formal reminder notices were issued in August which has assisted an additional £772k in August compared to July 2020. We are proactively chasing debts by phone and by email and should no payment be forthcoming a formal reminder notice is issued.	44.10%	49.00%	●

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 COVID-19 pandemic on this sector	Continue to monitor COVID-19 impact. Work with partners to promote the district as a visitor destination	★	Hospitality venues and visitor attractions are both facing significant difficulties. These sectors were among the last to benefit from lockdown restrictions being lifted and although those rules were relaxed, because of the continuing social distancing requirements, visitor numbers are severely compromised. Businesses still face the challenge of winning back customer confidence. Multiple knock-on effects are being felt throughout the supply chains serving the visitor economy.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Paul Feehily Robert Jolley	Started a review of the Cherwell Industrial Strategy timeline and focus to ensure post COVID-19 recovery is addressed.	Finalise revised arrangements and timeline for the emerging Cherwell Industrial Strategy to address post COVID-19 economic recovery.	●	A draft strategy, planned for consultation in Summer 2020, was paused because of the need for staff engagement with the business community in response to COVID-19. The pandemic has triggered the most severe recession in nearly a century and there will be significant consequences for the Cherwell and Oxfordshire economies. The planned review of the CIS focus and timeline will take account of the impact of COVID-19 on the Oxfordshire and Cherwell economies. CIS links to the OxLEP Local Industrial Strategy (LIS) which is a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	●
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	Cllr L Pratt	Paul Feehily Robert Jolley	Continued to support CDC's implementation of the COVID-19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) to local businesses. One-to-one advice and detailed support provided to Cherwell businesses during August 2020, plus guidance 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 COVID-19 pandemic and during the transition period of the UK leaving the EU. Continue to provide support to potential new business investors.	★	CDC is in close liaison with colleagues at local authorities in Oxfordshire, with OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic. CDC continues to work closely with Oxfordshire County Council and partners to enhance digital infrastructure throughout the district.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP3.1.4 Develop Our Town Centres</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 60</p>	Cllr L Pratt	Paul Feehily Robert Jolley	<p>Maintained close working with officer groups and external partners to ensure continued safety regarding the reopening of the high streets within the district.</p> <p>Engaged with stakeholders regarding the Reopening High Streets Safely Fund (RHSS). Submitted RHSS Fund Grant Action Plan to the Ministry of Housing, Communities and Local Government (MHCLG)</p> <p>29th August launch and opening of Lock-29 at Castle Quay, Banbury, which is Happerley's national centre in England for food provenance.</p>	<p>Continue to review the impact of COVID-19 on the district's urban centres.</p> <p>Await decisions from MHCLG as to which projects, submitted for RHSS Fund, are eligible for delivery.</p>	★	<p>Continued support provided to Banbury BID (Business Improvement District) in the delivery of projects to support businesses.</p> <p>Work continues with the Bicester Town Centre Task Force to develop projects which will help mitigate the impact of the pandemic.</p> <p>Information, advice and guidance provided to individual businesses, throughout the district.</p>	★
BP3.1.5 Deliver the Growth Deal	Cllr B Wood	Paul Feehily Robert Jolley	<p>Year Three Plans of Work were under review, with key elements being delivered within the constraints of the new post-COVID environment.</p>	<p>Change requests have been made to the Infrastructure Delivery Programme and will be considered by the Oxfordshire Growth Board at its 22nd September meeting, with final decisions to be made by Oxfordshire County Council later in the autumn.</p>	★	<p>Progress of the Growth Deal Programme has been maintained with regular board meetings and reporting. The impact on the delivery of programme outputs (accelerated housing, additional affordable units etc) is being reviewed and understood in the context of the wider partnership.</p>	★

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/usage of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	23,061.00	20,000.00	★	Usage figures across all of the Leisure Centres/Facilities are significantly down on the same period last year due to the restrictions placed on activities by COVID-19. As noted, the Centres are opening on a phased basis with social distancing measures in place and restriction on numbers. A positive performance has been noted at Stratfield Brake Sports Ground where the usage is marginally higher than the same period last year (August 19). Primarily this is due to a return to outdoor sporting activity in July and although some restrictions in place this is having a lesser of an impact on outdoor activities.	26,799.00	40,000.00	▲
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. Inspections will be recommencing in September, but we are waiting on the detail of what we will be required to do in respect of those premises that we would have inspected in the first half of the year.	0	0%	-

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Healthy, resilient and engaged communities - Programme Measures									
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD		
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Richard Webb Rob MacDougall	The work of the Community Wardens was promoted as part of the Stop the Spread campaign. The Community Safety team continues to visit businesses in the town centres to support them with social distancing measures. Licensing, Environmental Health and Community Safety team members carried out visits to businesses across Cherwell, both during the day and through the evening, to monitor compliance with social distancing guidelines. The Community Safety Partnership met and reviewed the latest crime and disorder data for the area.	The Community Safety Team will continue to respond to reports of Anti-Social Behaviour and carry out town centres patrols enforce the Public Spaces Protection Order. Licensing, Environmental Health and Community Safety team members will continue to respond to reports of any businesses failing to ensure appropriate social distancing measures are implemented.	★	The Cherwell Community Safety Partnership has identified its priorities for 2020/21 and is finalising a refreshed partnership plan for publication. The partnership met in August and focused on violent crime, receiving an update on the work of the Thames Valley Violence Reduction Unit. Whilst the Community Safety team continue to respond to reports of anti-social behavior and to provide a visible council presence in our communities, their focus has moved to supporting businesses ensure good COVID-19 security measures are in place.	★		

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.2 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	Initial discussions for a digital exclusion pilot scheme have taken place with Citizens Advice and Royal Voluntary Service.	Assist parishes and community organisations to deliver 3 local community infrastructure improvement schemes using s106 funding. Launch 'Love to Ride - staff wellbeing initiative	★	The 'Oxfordshire All Online' (OAO) working group has yet to meet. The digital exclusion pilot is Banbury based and involving some of the OAO partners. 'Love to Ride' is a national programme to cycling for fitness and sustainable travel.	★
BP4.1.3 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	<p>As part of the previous milestone it was noted that the the project relating to the changing room refurbishment at Cooper Sports Facility was nearing completion. These works have now been completed and within budget and timescales prior to the start of the new season.</p> <p>In addition, it was reported that work had started into the Leisure Centre feasibility studies - these discussions with our consultants have continued.</p>	<p>Work will focus on the feasibility studies into the expansion of the leisure provision in line with housing growth in the district. The Council is currently working with consultants (FMG) as to what future provision may look like in line with the Active Communities Strategy published last year.</p> <p>The next milestone will focus on the feasibility studies into Leisure provision across the District. The Council are at present working with consultants (FMG) in drawing up options for future expansion to meet the needs of the District in line with the 'Active Communities Strategy'</p> <p>Workshop sessions are to be held over the next few months on what this could look like.</p>	★	As noted within the milestones the focus over the coming months in enhancing Leisure and Community Facilities will centre around the feasibility studies relating to the Leisure Centres within the District and looking at ways in which the need of the residents can be met.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.4 Support the Voluntary Sector</p>	Cllr A McHugh	Ansaf Azhar Nicola Riley	<p>Community Link publication support voluntary organisations was distributed.</p> <p>Play: Full holiday hunger initiative delivered in all 3 Brighter Future wards supporting voluntary groups and the families they work with during the summer holiday period.</p> <p>Cherwell Young People, Play & Wellbeing partnership met on 18th July supporting voluntary organisations working with young people. Cherwell Lottery reviewed and detailed proposals developed for 'Good Cause Community Grant'</p>	<p>International celebration for older people - October pop up information events in Banbury, Bicester & Kidlington Volunteer Connect will be hosting Cherwell's 2nd Volunteer Fair event of 2020 online this September.</p> <p>Cherwell Voluntary Organisations forum will be online the week commencing 7th of September.</p> <p>Cherwell Seniors forum - September 2020</p> <p>Launch 'Community Hubs Emergency Relief Grant' and award £20k of funding</p>	★	<p>Online volunteer Fair - Introduced by Volunteer Connect we shall see focused sessions and the introduction of an online feast of volunteering support and opportunity. Aimed at those looking to volunteer and those furloughed employees who lent support to groups during lockdown. 3 brief live webinars will be hosted by Keith Davies to introduce Volunteer Connect, their work and how volunteers can support organisations at a local level. And the week will see the launch of a new portal to volunteering through Volunteer Connect. This event will 'visit' Kidlington, Bicester and Banbury in turn look at local opportunities on the ground.</p> <p>'Community Hubs Emergency Relief Grant' is a mechanism to distribute government funding (channeled through OCC) to local voluntary sector groups assisting residents severely affected by the economic impacts of the COVID-19 crisis.</p>	★

BP4.1.4 Support the Voluntary Sector

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.5 Enhanced Community Resilience</p> <p>Page 64</p>	Cllr A McHugh	Richard Webb Rob MacDougall	<p>The council continues to work closely with partners on the management of COVID-19 risks. This work included monitoring activity around Cropredy at the time that the Cropredy festival was due to take place. An initial meeting was held with the Banbury fair organiser to discuss their plans for this event.</p> <p>Arrangements have been established for the councils across Oxfordshire to liaise on forward planning for events.</p>	<p>Local outbreak plans are being exercised this month by partners to identify any possible improvements.</p> <p>A Safety Advisory Group meeting will be held for Banbury Fair. Mutual support arrangements will be finalised so the councils in Oxfordshire can assist each other on outbreak responses.</p>	★	<p>Working with partners the council continues to plan for potential Covid-19 local outbreaks and monitor local trends to determine whether interventions are necessary. Additional capacity is being created to support our work on promoting high standards of COVID-19 security in local businesses and settings to which the public have access.</p> <p>New arrangements have been established to plan ahead for events taking place in the area and to ensure we liaise with organisers early in the planning process. Mutual support arrangements are being finalized to ensure the councils in Oxfordshire can support each other with the response to any outbreak, whenever the outbreak occurs.</p>	★
<p>BP4.1.6 Support and Safeguard Vulnerable People</p>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	<p>During August 20 the Benefits team continued to assess claims for Housing Benefit and Council Tax Reduction is a timely way.</p> <p>COVID-19 Council Tax Hardship payments of £150 have been made to 1960 households who are in receipt of Council Tax Reduction.</p>	<p>Council Tax Discretionary Hardship payments will be considered moving forward. Referrals for this payment will be made to the Benefits team via Revenues and Customer Services.</p>	★	<p>Continuing to ensure staff receive appropriate training and Cherwell works in partnership with Oxfordshire County council to ensure vulnerable residents receive the safeguarding support they need.</p>	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.7 Promote Healthy Place Making</p> <p>Page 65</p>	<p>Cllr A McHugh</p>	<p>Ansaf Azhar Rosie Rowe</p>	<p>First meeting of the Kidlington Wayfinding Project Group. Community evaluator posts for Kidlington wayfinding project now advertised. Wayfinding officer appointed subject to references. Additional Dr Bike sessions in Bicester, Kidlington and Banbury have provided free bike repairs for people on a low income. Proposal on new care pathway for Long term Conditions submitted to Oxfordshire Clinical Commissioning Group. Active Travel promoted as children return to School.</p>	<p>Complete recruitment of community evaluators for Kidlington.</p> <p>Finalise training plan for community evaluators. Promote active travel to children returning to school. Provide Making Every Contact Count (MECC) training online. Complete production of heritage trail leaflet.</p>	<p>★</p>	<p>Since lockdown, 96 bikes have been fixed in Bicester, 73 in Kidlington and 123 in Banbury with the support of Bicester Green, cycling club volunteers and local mechanics</p>	<p>★</p>

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Appendix 3 – Leadership Risk Register as at 17/09/2020

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
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11 & L12	L01,L17 & 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																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability				Medium Term Revenue Plan reported regularly to members.								Review of workload and capacity across the team. Beginning interim recruitment process of vacant capital post. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC	Risk reviewed - 04/09/2020 - Comments updated	
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully							Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes	Investment options considered as and when they arise, MTFs and budget setting being developed to enhance the scrutiny and quality of investments.		
		Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Partially							Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica		
		Reduced financial returns (or losses) on investments/assets				Good networks established locally, regionally and nationally	Fully							Asset Management Strategy being reviewed and refreshed.	Review underway		
		Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully							Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.	Review in hand.		
		Inability to deliver commercial objectives (increased income)				Members aware and are briefed regularly	Fully							Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.		
		Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully							Further integration and development of Performance, Finance and Risk reporting	Integrated reporting has been embedded		
		Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully							Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFs.		
		Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully							Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken.		
		Lack of financial awareness and understanding throughout the council	4	4	16	Investment strategies in place	Fully	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	↔	Budget setting for 2020/21 underway. All Member briefing to update on latest position taking place on 21 July.		
						Regular financial and performance monitoring in place	Fully							Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors		
						Independent third party advisers in place	Fully							Internal Audits being undertaken for core financial activity and capital as well as service activity	Regular reporting of progress on internal audits considered by the committee		
						Regular bulletins and advice received from advisers	Fully							Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting for 2021/22 will begin at the Budget Planning Committee in March 2020 in order to ensure full and thorough consideration of the budget in conjunction with members to alleviate the challenges over the medium term. The impact of the UK national Budget on 11 March 2020 and the medium term impact of the reduction in the Bank Base rate by 0.5% on 11 March The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms, requiring the use of/depletion of Council reserves. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. Awaiting further economic update from the Chancellor		
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially										
						Asset Management Strategy in place and embedded.	Partially										
						Transformation Programme in place to deliver efficiencies and increased income in the future	Fully										

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 10/09/20 - No changes
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 Northamptonshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. 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. 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 Levy (CIL). The Inspector's Report on the Partial Review of the Local Plan is being considered by Executive and Council on 7 Sept. An issues consultation for the Local Plan Review is taking place in accordance with the LDS timetable. Re-starting work on the Canalside SPD has been delayed and the timetable for the Oxon Plan process is outside the Council's direct control. Officers are considering the proposed national changes to the planning system which could affect how plans are prepared. This may also influence a decision on whether or not to proceed with work on CIL.	Risk reviewed 3/09/2020 - Comments updated

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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 Fully Fully Partially Fully Partially	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 03/09/2020 - 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 Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide 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 03/09/2020 - Comments amended.

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L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased agency costs Reduction in capacity impacts service delivery Reputational Impact	5	4	20	Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the HSE's recommended Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety. Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Fully Fully Partially Partially Fully Fully	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔	A Corporate Health, Safety and Wellbeing Policy was ratified by 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 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. As Health and Safety Officers are in place no further action is required and risk mitigated. 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. The full programme of audits is temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services have recommenced as of July 2020. 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. 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. Currently the Council has no formal committee structure in place for the consultation of health safety with staff. Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager. 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. These two posts are established posts and budgeted accordingly to secure future funding for continuity. 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. Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. 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. A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT once stability has been achieved following COVID 19. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a Reporting dates have been agreed and adhered to. Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.	Risk reviewed 08/09/2020 - Mitigating actions and controls amended

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L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes Cookie pop-ups on the website Increased threat to security during Covid-19 period in part due to most staff working from home.	Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 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 implemented an intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. 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. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken January 2020, no high risk security issues highlighted. Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place. Cookiebot live on website for users to confirm cookie preferences. Joint OCC/CDC Cyber Security Officer started work August 2020 Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.	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 07/09/20 - No changes
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	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend groups focused on tackling child exploitation Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence regular internal cross departmental meetings to discuss safeguarding practice	The new Safeguarding Officer is working closely with HR colleagues to ensure that training and recording are up to date and generally processes are understood and being applied. Higher levels of exploitation concerns have been recorded through the pandemic to date and multi agency work continues in order to contain impacts.	Risk Reviewed 08/09/2020 - Mitigating actions and comments updated

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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 Fully Partially Fully Partially	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. Review of governance arrangements, including roles and responsibilities to be undertaken within the next quarter	Risk reviewed - 03/09/2020
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.	Council departments monitor suppliers financial stability as part of their contract management responsibilities. In addition, through collaboration with Oxfordshire CC, a joint Provision Hub will be established in FY20/21 that will put in place greater commercial skills and controls across the two authorities. This will result in improved monitoring and management of commercial contract risk across the council's supply chain.	Risk reviewed 09/09/20 - 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 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

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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 completed for 2019/20. Joint Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon is working up a revised and complementary Annual Governance Statement process for 2020/21, which also connects more fully and earlier with ELT and CEDR. CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate.	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Steve Jordan	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures 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.	In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement). Monitoring Officer undertaking a focused Constitution review during Autumn, closely with members, scrutiny involvement with any recommendations for change presented to Full Council.	Risk reviewed 09/09/20 - Controls and comments updated
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	Change requests have been made to the Infrastructure Delivery Programme in order that schemes which are more capable of being delivered and which enable the building of a greater number of houses proceed. The Affordable Housing Programme has been increased to a fourth year. Furthermore, an additional number of affordable housing sites have been identified to mitigate the risk of loss of delivery of some previously identified sites.	Risk reviewed 07/09/2020 - Comments amended
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. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The Joint MO and Director for Law and Governance has just been confirmed by both councils.	Risk reviewed - 08/09/20 - No changes.

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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	4	4	16	↑	Regular reporting on joint working proposals to the senior management team. 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. A proposal to separate IT as SNC transitions into West Northants has been agreed by SNC but West Northants has not yet engaged. There is a risk that prolonged delay will prevent CDC working with OCC on future proposals. Work is ongoing to ensure the proposal is progressed.	Risk reviewed - 08/09/20 - Risk rating increased and comments updated.	
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 effective 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. No changes	
L19 -	Covid-19 Community and Customers Significant spread of the Covid-19 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 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 and Standard Operating Procedures completed and virtual table top review carried out at beginning of September	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. Oxfordshire Health Protection Board is operating effectively to monitor and manage local outbreaks with a number of successful interventions already carried out	

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 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 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 08/09/20 - No changes
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.	Action completed.	Risk reviewed 08/09/20 - Commentary 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'. The Inspector's Report and the final proposed plan are to be presented to the Executive and Council on 7 September 2020.

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 2019. 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, there is risk of delay.

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

An issues consultation commenced on 31 July 2020. There is some risk to the programme in terms of the availability of staff resources and due to the dependency on the Oxfordshire Plan process. The risk of delay is presently considered to be medium with mitigation. Expected national changes to the planning system could affect how the plan is completed.

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

Staff resources have been focused on Local Plan work which has led to delay in re-commencing work on the SPD. A corporate review of the work needed for Canalside is also taking place which could affect whether/how the SPD is taken forward.

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

The risk to the programme is low subject to the required staffing levels being achieved. However, expected changes to the planning system may affect whether or not to proceed.

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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	12		(8)	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	12	-	(8)	
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	12		(8)	£12k spend on Story Map insight work
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	38	84	-	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 Lamer	Community Capital Grants	100	28	0	128	128		-	£126,461.17 committed on Civica, £42,304 spent with balance of £85,157.37 and leaving a non-committed underspend of £806.03
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	338	340	(8)	
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, 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		-	Fully committed 19/20
Ed Potter	Public Conveniences	0	0	0	0	0		-	Fully committed 19/20

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	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 6
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	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	75	100	-	Anticipating commitments in quarters 2 and 3, £100k 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	1,443	421	-	1,864	1,533	330	(1)	
	Wellbeing, Housing & Environmental Services Total	2,168	1,486	1,093	4,747	3,141	1,160	(446)	
Jane Norman	Community Centre Refurbishments	0	11	0	11	11		-	
Andrew Bowe	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 Fischer	Garden Town Capital Funding	2,946	0	0	2,946	2,946		-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). Costings still to be finalised however forecast that all will be expended this FY.
Jane Norman	The Hill Community Centre	0	229	0	229	18		(211)	Joanne to look into for Sept's monitoring

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	
Jane Norman	Orchard Lodge (Phase 1)	0	0	0	0	1		1	<p>Old Place Yard: The external surveyor has confirmed that there is a final balance to be paid to Willmott Dixon of approximately £50k. Willmott Dixon are not yet entitled to this payment, but they will be entitled in this Financial Year. This has been accrued</p> <p>Spring Gardens: The project lead has confirmed that there is a final balance outstanding to the main contractor Engie (Keepmoat), which is approximately £60k. They are not yet entitled but are likely to be this financial year (this has been accrued)</p>
Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	50		50	
Jane Norman	Coach House Mews (Phase 1)	0	0	0	0	0		-	
Jane Norman	Banbury Ambulance Station (Phase 1)	0	0	0	0	6		6	
Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	0	0	0	52		52	
	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	-	
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)	<p>The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning Leys Close is also under discussion with the planners as they have issues relating to parking.</p>
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			0			-	
Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	160	160		-	<p>We should know the situation by the end of September- just waiting for a loss adjustor to assess our claim (delayed due to covid) so please include the whole amount for the rest of the year.</p>
	Place & Growth - Economy & Regeneration	20,086	14,109	0	34,355	23,510	10,742	(103)	
	Place & Growth Total	20,086	14,109	-	34,355	23,510	10,742	(103)	
Natasha Barnes	Customer Self-Service Portal CRM Solution	0	0	0	0	0		-	CLOSE CC

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's						RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn				
Tim Spiers	EXKI PROD copy fwd planning IT hardware	0	0	0	0	0		-	CLOSE CC	
Rakesh Kumar	Land & Property Harmonisation	0	146	0	146	192		46	29k coming in from OCC	
Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	21	0	71	52		(19)	Carry forward for WiFi/Digital Customer	
Tim Spiers	Business Systems Harmonisation Programme	40	12	0	52	25		(27)	Carry forward for WiFi/Digital Customer	
	Website Redevelopment	0	0	0	0	0		-	CLOSE CC (email sent to close PO)	
Tim Spiers	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	0	0	0	0		-	CLOSE CC	
Tim Spiers	IT Strategy Review	0	0	0	0	0		-	Will balance off at zero as Entec costs journalled out to the relevant Capital cc's	
Tim Spiers	Digital Portal	0	0	0	0	0		-	CLOSE CC	
Tim Spiers	Land & Property Harmonisation	0	0	0	0	0		-	CLOSE CC	
Tim Spiers	Customer Excellence & Digital Transfer	0	59	0	59	59		-	Spacecraft and JADU	
Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	10	10		-		
Tim Spiers	CDC & OCC Technology Alignment	100	0	0	100	100		-		
Tim Spiers	Legacy Iworld System Migration	100	0	0	100	100		-		
Tim Spiers	Procurement of Joint Performance system	65	0	0	65	65		-		
Hedd Vaughan-Evans	Unified Communications	0	0	0	0	0		-	CLOSE CC	
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 Oakeshott	Financial System Upgrade	0	0	0	0	0		-		
	Antelope garage	0	0	0	0	0		-		

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's						RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn				
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 Oakeshott	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 Oakeshott	Finance Replacement System	980	0	0	980	980		-		
	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	0		(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	100		(153)	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	

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's						RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn				
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	
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	36		(70)	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	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	43		(50)	Works being tendered anticipated start date of September. Full spend anticipated in 20/19	
Stuart Parkhurst	Pioneer Square Fire Panel	0	17	0	17	3		(14)	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	0		(35)		
Stuart Parkhurst	Corporate Reinstatement Cost Assessments	0	12	0	12	12		-	Works are being assessed with the consultant. Once full scope identified, works will proceed. Potential to reprofile part works in to 20/21	

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	Works From Compliance Surveys	65	195	0	260	260		-	
Stuart Parkhurst	Thorpe Place 18_19	0	38	0	38	38		-	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	36,527	-	62,665	62,329	-	(336)	
	Finance Services Total	29,618	36,606	-	66,224	65,888	-	(336)	
	Capital Total	52,305	52,464	1,093	106,022	93,242	11,902	(877)	877.45347 - Under Spend

Cherwell District Council

Executive

5 October 2020

Cherwell District Council Climate Action Framework

Report of Executive Director Place and Growth

This report is public

Purpose of report

To note progress made and seek approval for the Climate Action Framework as a basis to frame action against our Climate Emergency motions.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the progress made.
- 1.2 To approve the Climate Action Framework document (appendix 1).

2.0 Introduction

- 2.1 The Council declared a Climate Emergency in July 2019, committing the Council to ensure its own operations and activities are zero carbon by 2030 and aspiring to achieve net zero for the wider district by 2030. The Council committed to prioritising action on the Climate Emergency in January 2020 across the Council's activities.
- 2.2 The Council and Oxfordshire County Council have committed to joint working to deliver their climate action commitments. This will be enabled by a joint climate action team and a joint climate action working group sat across both organisations to look for opportunities for joint approaches to programmes.
- 2.3 Both councils will publish their own climate action framework reflecting the different roles and political commitments in each organisation.

3.0 Climate Action Framework

- 3.1 The Climate Action Framework is intended to guide action and mobilisation of the Climate Action programme to the target date. The document has been updated with inputs from officers and reports throughout the Council, the document reflects

detailed projects addressing issues or high level ambition as required. The framework:

- Recognises zero carbon as integral to the Council's vision of the 'renew' element of the Restart, Recovery, Renew approach, underpinning resilient and future proofed infrastructure and economy, and linked to shaping liveable, healthy communities
- Sets out a mobilisation phase; identifying priority work areas and deliverables, moving to integrating Climate Action into the Council's business as usual approach through organisational development
- Sets out that our own estate targets will be delivered through an invest to save, coupled with innovation strand to deliver the business models and technologies needed to address more challenging areas that currently do not have a technological or market ready solution
- Reaffirms our commitment to the Oxfordshire Energy Strategy and the need to take this further (given the Energy Strategies target of a 50% emission reduction target by 2030)
- Communicates the limitations of our reach, the need to provide leadership and work in partnership to achieve our vision

3.2 The Action Framework addresses the target of aspiring to achieve net zero for the district by 2030. It recognises that the Council is directly responsible for 0.4% of the emissions, whilst having limited number of levers and influence in being able to achieve the target. The target is significantly in advance of both national government policy (to get to net zero by 2050) and the Oxfordshire Energy Strategy. The action plan identifies a number of key actions the Council can take, whilst identifying key areas that will need addressing with the need for significant action from a wide range of partners alongside market and technological advancements.

4.0 Conclusion and Reasons for Recommendations

4.1 In order to reach the 2030 target and aspiration a step change in activity is needed to make it reachable. The Climate Action Framework and mobilisation phase seek to embed a consideration for the Climate Emergency and associated 2030 targets in all aspects of the Council's services and activities. This important stage will guide key work areas and enable coordination of activities.

5.0 Consultation

Informal consultation has taken place with neighboring Local Authorities and Oxfordshire County Council in the formation of this framework. Regular consultation will continue with all stakeholders in order to realise opportunities.

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: Members advise officers to take a different approach to that outlined in the report.

The framework sets out a structure to enable comprehensive climate action, embedding change in all aspects of the councils services and activities. A different approach without this structure runs the risk of not fully embedding this priority and subsequently increasing the risk of failing to meet the 2030 target.

Option 2: Members advise officers to undertake no further work on this agenda. This approach has been identified as missing the councils 2030 targets by a considerable margin.

7.0 Implications

Financial and Resource Implications

- 7.1 At this stage the exact costs associated with achieving carbon neutrality are not fully known, given the length of time being considered and the variable nature of solutions and approaches which are expected to change during this time period. Refocusing of existing budgets is intended (such as Fleet) and, where suitable, external funding will be sought to address specific challenges. Financial investment, commitments, or use of other mechanisms such as a Capital Bid being sought would be subject to the usual Business Planning processes and existing policies.

Comments checked by:

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

Legal Implications

- 7.2 The measures mentioned here will feed into the wider UK objectives towards reversing climate change, as set out in the Climate Change Act 2008, the objectives of which are to:
- Make the UK's voluntary national targets for the reduction of greenhouse gas emissions legally binding
 - Provide a long-term framework for climate change policy in the UK, which will give businesses and individuals the certainty they need to invest in energy efficiency and low-carbon technologies (such as wind and solar power, biofuels and carbon capture and storage) and
 - Enable the UK to lead by example and drive international negotiations on a post-Kyoto Protocol agreement to take effect from 2020.
- 7.3 At a practical level, any changes to the council's contractual relationships with third parties will need to be negotiated through any change process set out in the relevant contract.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious, Tel 01295 221695, Email
richard.hawtin@cherwell-dc.gov.uk

Risk Implications

Delays in implementing related strategies

- 7.4 The main co-dependencies associated with delivery of the councils' own net-zero commitments are:
- **CDC 'Vehicle Replacement Strategy'**: implementation of this strategy might be affected by the lack of cost-effective low-carbon replacement options for some of CDC's heavier vehicles.
 - **CDC Property Strategies**: OCC and CDC are currently reviewing their property strategies. The property strategies have a number of links to the net-zero target – estate rationalisation, travel reduction, creating the certainty for investment in retrofit and generation, and providing locations for an electrified fleet.
- 7.5 Delays in implementing these strategies create risks delivering early progress against net-zero target.

Third party contract for Cherwell's leisure services

- 7.6 The Council's Leisure Services Contract represents a risk to zero-carbon targets as leisure centres are currently responsible for 50% of the council's emissions and their management is contracted to a third party.

Financial pressure resulting from coronavirus pandemic

- 7.7 The council have had to seek in-year savings to compensate for increased expenditure due to coronavirus response. While the financial pressure is expected to continue, it is important to consider the impact of scaling back in-year projects on the longer-term delivery of climate action commitments and potentially planned savings from invest-to-save programmes to ensure there is a balance between project continuity and having a balanced budget.
- 7.8 The above risks are managed as part of the project operational risks and also reported into the internal governance structure. These will be escalated as and when necessary to the leadership risk register.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes 01295 221786
Louise.tustian@cherwell-dc.gov.uk

Equalities

- 7.7 The effects of climate change can be expected to disproportionately disadvantage vulnerable groups who are more at risk, for example of extreme weather events or the economic impact of major change. Climate change may also be seen to impact more on young people who will be impacted by longer term consequences, later in their lives.
- 7.8 Conversely, taking climate action has the potential to have a positive action on vulnerable groups. This applies to our staff as well as in the community. For example, climate interventions that also improve air quality and promote active travel will help to tackle health inequalities. Interventions that reduce energy use and energy costs should benefit the most economically deprived. Acting on climate change is therefore most likely to have a disproportionately positive impact on several of the protected and disadvantaged groups considered within the Councils' equality framework.

- 7.9 The Climate Action framework notes that there is a role for everyone in tackling climate change and in the design of interventions, it is important to ensure that taking action and taking the benefits from schemes are accessible to all. When developing and implementing the Climate Action programme, the Councils must take an inclusive approach, ensuring the costs and benefits of the transition to a low-carbon economy are fairly shared.
- 7.10 Specific impacts of new schemes, policies and projects will need to be the subject of detailed equality impact assessments as they are developed.

Comments checked by:

Robin Rogers, Head of Strategy, robin.rogers@oxfordshire.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

Cleaner and Greener Corporate Priority.

Lead Councillor

Councillor Dan Sames, Lead Member for Clean and Green

Document Information

Appendix number and title

- Appendix 1: Cherwell DC Climate Action Framework

Report Author and contact details

Sam Thomas, Sustainability Project Officer:

Sam.thomas@cherwell-dc.gov.uk

01295 221964

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2020 Climate Action Framework

TRANSFORMING CHERWELL

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Taking climate action

2020 has been a year of huge change, with the global COVID-19 pandemic affecting all aspects of society. However, it has not changed the need for action on the climate emergency. The key message is clear: we need to take urgent action to limit the global rise in temperature to below 1.50C and to avoid the devastating impacts a further rise will provoke. This document provides the framework for our local actions here in Cherwell.

There are huge challenges to our ambitions. The scope of our goals for the district are in advance of national and regional policy and they will need to be matched by solid leadership from central government and significant changes across our communities. Technological, societal and economic conditions within the next decade will provide opportunities which we will need to realise and challenges we will need to overcome, whilst fully recognising that we have to do things differently and faster.

Cherwell is well placed to lead on this agenda. Many innovative projects and programmes have already been delivered in our district, such as the Eco Bicester initiative, which delivers new housing developments to a zero-carbon and much higher environmentally friendly standard, and which has been personally championed by many of us at Cherwell District Council.

We look forward to working with residents and businesses across the district to achieve these goals. COVID has underlined the critical importance of the environment and provided us with a unique opportunity to look afresh at how we would like to live in the future. It is our responsibility to take forward the environmental benefits we have seen during the pandemic and harness the collective will for building back better so that we can achieve real and meaningful change. We must do so not only for ourselves, but for future generations to come.

Councillor Barry Wood
Leader of Cherwell District Council

Transforming Cherwell



The challenge of addressing climate change cannot be underestimated. It requires rapid, far-reaching and unprecedented changes in all aspects of society.

Our Climate Action Declaration set out a number of commitments covering our two connected roles:

- **Transforming our own organisation**
- **Fully playing our part in enabling a zero-carbon Oxfordshire**

This framework sets out our approach to tackling the Climate Emergency in our priority areas for action: our own estate, working with suppliers, ensuring our policies enable others to make low-carbon choices, and working with partners and businesses. It requires new roles and collaboration, alongside technical solutions and investment.

The following principles will help us realise and maximise the multiple benefits from our action on climate change:



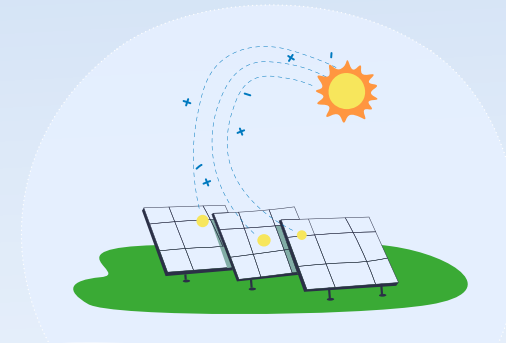
● **Evidenced based decisions**



● **Healthy Place Shaping**



● **Continuous improvement and Living Laboratory**



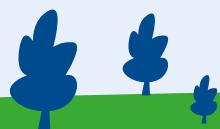
● **Maximising Cherwell Benefits**



● **Inclusive Transition**



● **Recognising a role for everyone**



A Climate Active Council



Delivering our commitments takes us well beyond our current ways of working both in pace and scale - in short we need to do things differently.

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A dual approach:

We are implementing a two-year climate action mobilisation phase that focuses on priority teams, services and policies identified in this framework. In tandem, we will kick-start a transition to embed climate action across the organisation, so our business processes, culture and governance systematically drive lower-carbon outcomes.

A role for everyone

The council's vision and values recognise the importance of climate action to our strategic priorities. Delivering our commitments will require improving all our staff services and embedding the skills, tools and culture to ensure that:

- All our staff have the tools to play their role
- Our decisions consider carbon impacts
- Directors and managers have a low-carbon vision for their services
- All staff act as ambassadors for climate action with our partners.

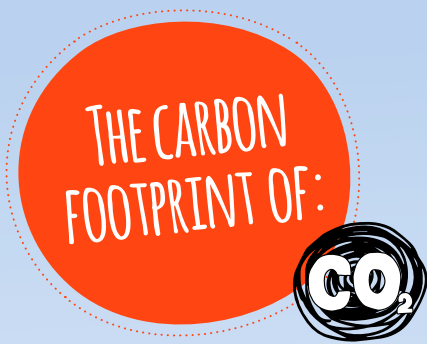
Our approach will require new relationships with our stakeholders, both new expectations and engagement with our supply chain, and a review of where we are best placed to support others to take action.

Holding ourselves to account

We will develop our annual carbon emissions reporting over time to help us monitor, evaluate, review and communicate our progress. We will also commit to reporting against this climate action framework in order to inform future corporate planning in the council.



1 A Climate Active Council



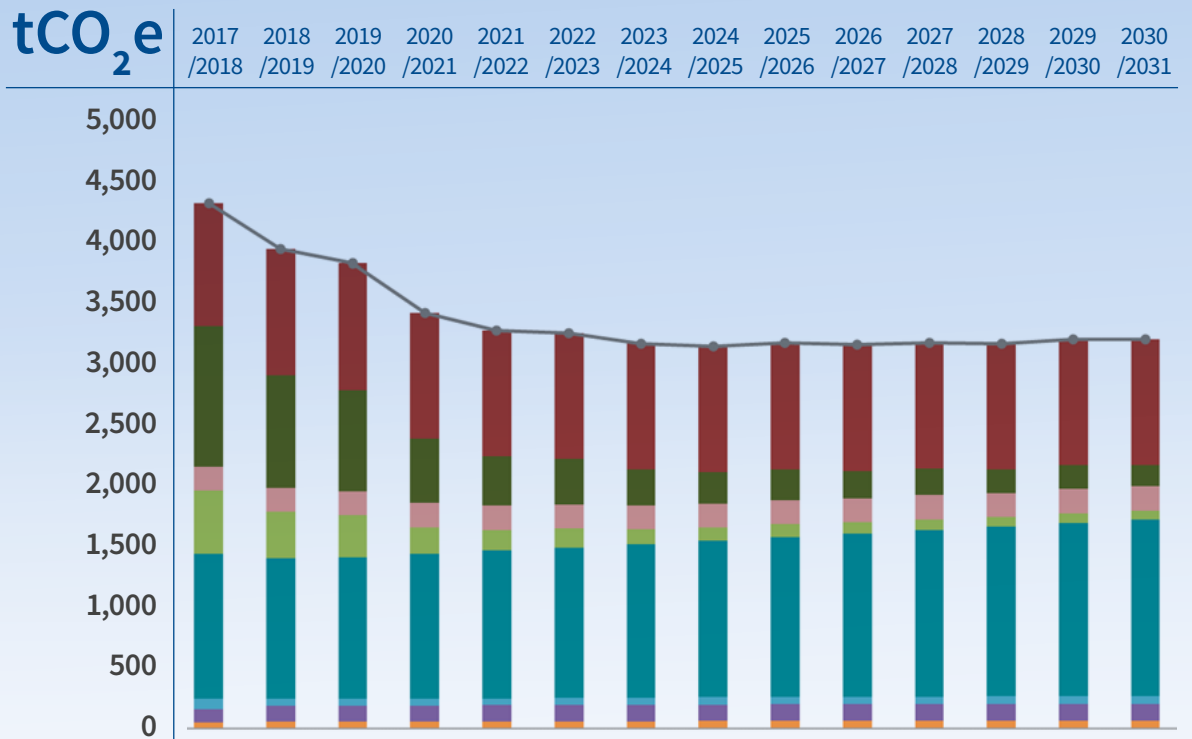
Where we currently are and why we must take action

These graphs show the projection of emissions to 2030 under an approach where no additional action is taken. It is clear that without comprehensive and direct action neither the council or the district will achieve the carbon goals we need.



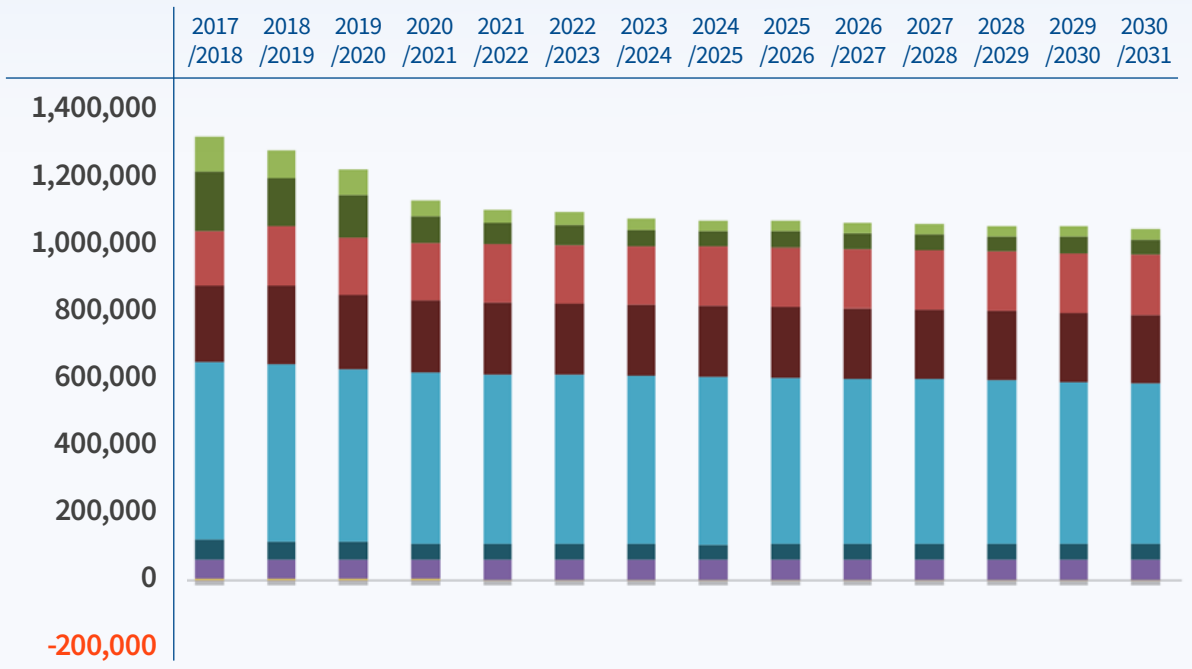
1: Cherwell District Council

- Leisure centre heating
- Leisure centre electricity
- Council building heating
- Council building electricity
- Fleet diesel
- Council landscaping fleet
- Busines travel
- Council landscaping tools
- BAU total



2: Cherwell district

- Residential (electricity)
- Commercial and industrial (electricity)
- Residential heating (gas/other fuels)
- Commercial and industrial (gas/other fuels)
- Transport (cars/LGVs/HGVs/motorbikes)
- Transport (bus/rail)
- Agriculture
- Waste
- Cherwell District Council
- LULUCF



OUR COMMITMENT

As your council we are leading the way and are committed to be net carbon neutral from our operations and activities by 2030.

Resilience

The council, residents and businesses alike have all adapted to the global COVID-19 pandemic. We can see that some of these adaptations also reduce carbon emissions. As we emerge, you will see us maintain and build upon that resilience by:

- Developing digital connectivity and skills to ensure continuity of services and to reduce travel emissions and support improvements to our estate
- Reducing reliance on grid electricity by generating our own clean power and reducing demand



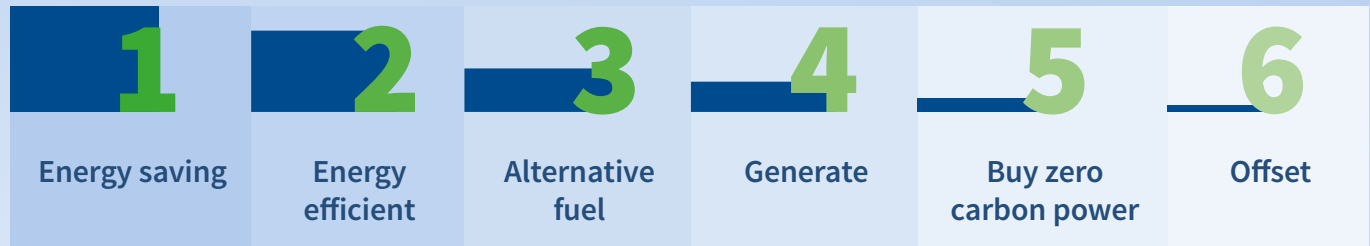
Transformation

Residents, businesses, staff and our partners are going to see a very different council. Virtual meetings will be the norm and, through encouraging active travel and pool vehicles, travel by fossil fuelled vehicles will be the exception.





APPLYING THE ENERGY HIERARCHY



Take action now

- Best practice building design standards adopted
- Rigorous energy management practice introduced
- Virtual meetings policy as preference to travel
- Encourage and enable effective home working
- Continue 'electric as default' vehicle replacement policy
- Increase staff use of zero carbon travel options
- Support staff to transition from fossil fuelled to electric cars
- New purchasing standards reduce ICT demand
- Build the business case for solar on our roofs and car parks
- Ensure green power for our estate.

Plan ahead and review the programme

- New property and leisure approaches supports zero carbon operations – buildings and travel
- Invest to save programme for generation and retrofit
- Shared electric pool cars / e-bikes shift away from private mileage
- Identify ways to improve biodiversity and carbon capture through our estate
- Fleet rationalisation and shared fleets
- Investigate ways of purchasing remaining green power direct from a local generator
- Future purchasing standards for our landscaping contracts.

Horizon scan, pilot, and develop new business models

- Heat pumps, heat networks and green gas for our buildings
- Low carbon options for our large vehicles such as waste collection trucks, e.g. hydrogen
- Digital-first approach to specialist service delivery
- Local battery storage, flexibility and peer to peer trading to improve business cases
- Energy service contracts and innovative investment models
- Offsetting that delivers local social value.



3 Enabling a zero carbon Cherwell by 2030

OUR VISION IS TO SHAPE A THRIVING CHERWELL

The date for this ambitious target is in advance of both national policy and the Oxfordshire Energy strategy. We will do our part to achieve a zero carbon district by 2030 and lead through example. Given the council's emissions account for 0.4% of the overall districts' emissions, we must also recognise our significant influence and encourage change in others, whilst acknowledging needed changes from central government and wider society.

WORKING...



...in partnership

Together with the Leaders and Chief Executives of all Local Authorities in Oxfordshire, we have committed to join together to tackle the Climate Emergency.

...with businesses

Through the Oxfordshire and Cherwell Local Industrial Strategies, we will work to position the district as a leader in clean growth.

...for the future

Support policies that enable zero carbon developments within the Oxfordshire Plan 2050 and the Oxfordshire Local Connectivity and Transport Plan 5.

LEVEL OF CONTROL WE HAVE AS A DISTRICT COUNCIL:

- Direct control** e.g. council estate
- Strong influence** e.g. outsourced contacts, planning decisions
- Influence and leadership** e.g. planning policy, information campaigns, partnerships
- Little to no influence** e.g. road transport, industrial emissions, private housing, NHS



3 Enabling a zero carbon Cherwell by 2030

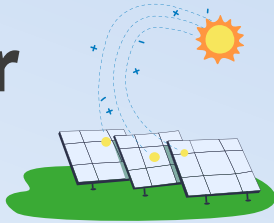
The Oxfordshire Energy Strategy

Alongside a range of local partners Cherwell District Council is a signatory to OxLEP's Oxfordshire Energy Strategy. No single partner owns all the workstreams in the energy strategy. The low carbon investment required is estimated at £300m annually with the potential to add £1.35bn and 11,000 jobs to the Oxfordshire Economy. The strategy aims to:

- Secure a smart, modern, clean energy infrastructure Oxfordshire
- Reduce emissions in Oxfordshire by 50% by 2030 setting a pathway to achieving net zero by 2050
- Enhance partnership working across Oxfordshire to focus on energy challenges and financing

HALVING EMISSIONS WILL REQUIRE:

5x solar power
increase



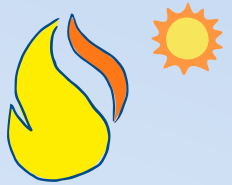
New housing to meet the **highest energy standards**



Electric and active travel
as the new normal



40% heating
to be renewable



Retrofitting 4,000 homes
per year to a 'C' standard or higher



Taking this further

- Increase in commercial and residential solar power in the district
- Facilitate and encourage electric taxis
- Investigate ways of carbon capture to ensure local businesses benefit
- Encourage improvements in carbon intensity of local agriculture and food consumed, in conjunction with the Oxfordshire Healthy Place Shaping principles
- Promote environmental improvements and best practice through our local business networks, such as Oxfordshire Greentech.



3 Enabling a zero carbon Cherwell by 2030



The pandemic has shown both the adaptability of communities and a growing desire to ‘build back better’. As we consider our recovery we look to accelerate our work on climate action in 3 ways:

- Mainstreaming positive changes for the long term
- Seeking climate and connectivity investment to support economic recovery and jobs
- Focussing on building future resilience:
 - Supporting a local zero- carbon energy system that moves away from reliance on global fossil fuels
 - Enhancing digital connectivity

Investment

The future will not be built on business-as-usual decision making. Central government is reviewing policies and re-prioritising funding, and we will need to do that same. We will support investment in full fibre connectivity across Cherwell as a preference to new roads. We will prioritise active travel over single-occupancy cars, and adopt planning and economic development policies that require the highest design standards from the outset.

We will create the evidence base to review and re-orientate investment towards the objectives of this strategy through supporting a new approach to the Oxfordshire Infrastructure Strategy and Cherwell Local Plan. Moving to a zero-carbon Cherwell will also require substantial new investment – from the private sector and central government. The Cherwell Industrial Strategy and energy and transport innovation projects will help to de-risk business models to attract private investment. There will be roles for new partnerships on investment and ownership models.



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What we want to achieve



Transport, connectivity and planning

Through our Local Planning role and work with partners:

- Prioritise digital infrastructure and co-working facilities over road building: connectivity, enabled by full fibre broadband across Oxfordshire will replace the need for many journeys
- Increase the number of people walking and cycling in conjunction with the healthy place shaping principles: it will be accessible and normal
- Accelerate the rise of electric, shared and autonomous travel
- Increasingly deprioritise journeys by single occupancy private car
- Promote net zero carbon new developments, with high fabric standards, renewables maximised on site and low embodied carbon
- Continue to spearhead the development of the nationally important true zero carbon Eco-town development.



Natural Carbon Management

Through our planning policies and as a community and regional partner we will ensure Oxfordshire:

- Takes advantage of 'natural capital' assets such as soils, woodlands, hedges and ponds in order to capture and store carbon and are valued by communities
- Protects, conserves and enhances carbon capture and storage through our natural environments
- Support the ambition to double tree cover in Oxfordshire with 'the right tree in the right place', as part of a holistic approach to enhance the county's biodiversity and green infrastructure.



Infrastructure business and systems

Through our planning and economic development roles, and working as a regional partner we will develop policy, support others, channel our investment and participate in innovation projects for:

- Smart, flexible, local renewable generation that enhances local resilience identified in strategic planning
- Good design that favours zero carbon connectivity and low impact living from the outset
- Enabling electric charging infrastructure accessible for all residents
- Community ownership of energy generation and storage assets
- Change in the business community, business networks and development of the low carbon supply chain.



Waste and consumption

By participating in county-wide partnerships, supporting residents and reviewing our own policies we will:

- Maximise waste reduction and recycling
- Target zero growth in waste per person and an increase in the circular economy
- Work towards assessing whole system carbon impacts in our waste strategy planning and seek to influence national policy.



Buildings and housing

By engaging with partners through OP2050, the Oxfordshire Energy Strategy, and Oxfordshire communities we support initiatives that lead to:

- Extensive retrofitting of existing buildings
- Increase the proportion of work on fuel poverty delivered through improved building standards and the Oxfordshire Affordable Warmth Network.

How we will achieve it



BUILD THE FOUNDATIONS

- Integrate climate action as a key theme in the council's organisational development review



TAKE ACTION

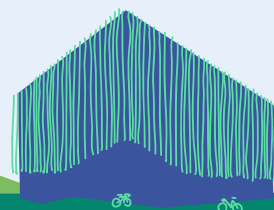
- Introduce a climate action toolkit and training programme for staff.
- Integrate climate action into the Business Planning for all services.
- Publish emissions reporting

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- Review Partnership Options for Cross-County working on climate action
- Publish our social value policy to guide future contracts
- Introduce training for our procurement staff and key contract managers



- Support Community groups and Parish Councils in best practice and advice
- Support business networks in showcasing business best practice and innovation in the low carbon sector
- Encourage improvements in carbon intensity of local agriculture and food consumed, in conjunction with the Oxfordshire Healthy Place Shaping principles
- Seek to influence national policy for additional support for business making low carbon choices
- Explore 'smart' approaches to carbon management in supply chain



How we will achieve it



BUILD THE FOUNDATIONS

- Review and plan for the strategic investment requirements of the Oxfordshire Energy and Local Industrial Strategies

- Support the cross-county EV Charging Infrastructure Strategy

- Support Policy for net-zero carbon development in line with industry best practice in the Oxfordshire Plan 2050 and Cherwell Local Plan review
- Support Policy for identifying sites for strategic renewables in Oxfordshire Plan 2050



TAKE ACTION

- Develop and support zero carbon investment options to support the Oxfordshire Energy Strategy

- Implement and support post Covid-19 schemes to support home/ remote working and active travel
- Support the development of local cycling and walking infrastructure plans



- Support community and social housing enterprise-led initiatives for zero carbon, liveable housing developments
- With OxLEP support skills strategies that accelerate a zero carbon Oxfordshire
- With partners, review the role of 'Oxfordshire Bonds' to accelerate investment in retrofit and renewables
- Work with partners to facilitate domestic home improvements, such as through the Better Homes Better Health programme
- Continue to lead the nationally unique development of the NW Bicester Ecotown



How we will achieve it



BUILD THE FOUNDATIONS

- Support the review of the Oxfordshire Infrastructure Strategy with a new carbon prioritisation on investments
- Support the development of the Countywide Energy Insights tool for identifying renewable and energy efficiency opportunities

- Support a nature recovery strategy to include a new policy in the planning system

- Develop cross-Oxfordshire engagement on the role of 'circular economy'



TAKE ACTION

- Continue to support the remote working facilities in the district
- Install electric vehicle charging infrastructure in council owned car parks



- Work with partners to launch a tree planting opportunity tool for Oxfordshire and develop funding models to support investment in increasing tree cover
- Introduce biodiversity net gain targets into planning policy



- Work in partnership to delivery the Joint Municipal Waste Management Strategy
- Work towards whole system carbon impacts in our waste strategy planning and seek to influence national policy

Cherwell District Council

Executive

5 October 2020

Transfer of Delegated Power to New Post Holder

Report of Monitoring Officer

This report is public

Purpose of report

To transfer a power delegated to the former post of Corporate Director: Communities to the post of Corporate Director: Place and Growth.

1.0 Recommendations

The meeting is recommended:

- 1.1 To transfer **from** the former post of Corporate Director: Communities **to** the current post of Corporate Director: Place and Growth the power (delegated to the Corporate Director: Communities by the Executive at its meeting on 2 March 2020) to determine whether to support the funding of Bicester Vision for a three year term, in the sum of £15,000 per annum, in consultation with the S.151 officer and the Leader of the Council.

2.0 Introduction

- 2.1 Under the Council's constitution, where the name of a post is changed, or its relevant functions become vested in a different post, any delegated powers possessed by the post shall be retained by the renamed post or transferred to the different post as the case may be.
- 2.2 This report confirms the steps taken to manage such housekeeping in the context of a power delegated by the Executive at its meeting on 2 March 2020 to a post that no longer exists.

3.0 Report Details

- 3.1 At its meeting on 2 March 2020, the Executive approved a recommendation "that authority be delegated to the Corporate Director Communities, in consultation with the S.151 officer and the Leader of the Council, to determine whether to support the funding of Bicester Vision for a three year term, in the sum of £15,000 per annum".
- 3.2 The post of Corporate Director: Communities no longer exists.

- 3.3 The Monitoring Officer confirmed the transfer of the power from Corporate Director: Communities to Corporate Director: Place and Growth by notice on 14 September 2020.
- 3.4 The purpose of this report is to notify the change to the Executive.
- 3.5 For completeness, the recommendation approved by the Executive at its meeting on 2 March would now read “that authority be delegated to the Corporate Director: Place and Growth, in consultation with the S.151 officer and the Leader of the Council, to determine whether to support the funding of Bicester Vision for a three year term, in the sum of £15,000 per annum”.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The post of Corporate Director Communities no longer exists, and so the power delegated by the Executive at its meeting on 2 March needed to be transferred to a new postholder in order that the relevant recommendation could be effectively discharged.

5.0 Consultation

Chief Executive
Corporate Director: Place and Growth
Assistant Director: Growth and Economy

6.0 Alternative Options and Reasons for Rejection

- 6.1 There are no alternative options - the delegated power can now most effectively be discharged by the current postholder of Corporate Director: Place and Growth, who has oversight of the work of the Growth and Economy generally and the Bicester Vision project specifically.

7.0 Implications

Financial and Resource Implications – Mandatory paragraph

- 7.1 There are no financial implications arising from this report.

Comments checked by:
Michael Furness, Assistant Director: Finance, Tel: 01295 221845, Email:
Michael.furness@cherwell-dc.gov.uk

Legal Implications – Mandatory paragraph

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

Comments checked by:
Richard Hawtin, Team Leader – Non-contentious, Tel: 01295 221695, Email:
richard.hawtin@cherwell-dc.gov.uk

Risk Implications - Mandatory paragraph

- 7.3 The recommendation will ensure decisions connected with the Bicester Vision project can continue to be effectively discharged.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes, Tel: 01295 221786,
Email: louise.tustian@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision (Executive reports only; state N/A if not Executive report)

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All Bicester wards

Links to Corporate Plan and Policy Framework

District of opportunity and growth, Thriving communities and wellbeing

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy Regeneration and Property

Document Information

Appendix number and title

None

Background papers

None

Report Author and contact details

Steve Jorden, Corporate Director – Commercial Development, Assets and Investment and Interim Monitoring Officer, Oxfordshire County Council & Cherwell District Council, Email: steve.jorden@cherwell-dc.gov.uk

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