

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive (Extraordinary meeting)

Date: Thursday 20 August 2020

Time: 6.30 pm

Venue Virtual meeting

Membership

Councillor Barry Wood (Chairman)
Councillor Colin Clarke
Councillor John Donaldson
Councillor Andrew McHugh
Councillor Lynn Pratt

Councillor George Reynolds (Vice-Chairman)
Councillor Ian Corkin
Councillor Tony Ilott
Councillor Richard Mould
Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 5 - 16)

To confirm as a correct record the Minutes of the meeting held on 6 July 2020.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Urgent Business

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

7. Revised Budget 2020/2021 (Pages 17 - 32)

** Please note that Appendix 3, Budget Planning Committee Comments, will follow after the Budget Planning Committee meeting on 18 August 2020 **

Report of Director of Finance

Purpose of report

This report proposes a revised budget for 2020/21 to reflect the financial impact of Covid 19 and includes proposed savings required in order to achieve a balanced budget

Recommendations

The meeting is recommended to:

- 1.1 recommend that Council approve the savings as set out in Appendix 1.
- 1.2 recommend that Council approve a £1.2m use of the reserves as identified in Table 1.
- 1.3 recommend that Council approve the revised budget as set out in Table 1.
- 1.4 agree the revised fees and charges relating to Building Control Fees from 1 October 2020 as set out in Appendix 2.
- 1.5 delegate authority for the Director of Finance, in conjunction with the Finance Portfolio Holder, to carry out further virements between service budgets, Government grant income and reserves when actual sales, fees and charges income losses are known and when actual leisure costs are known.

8. Quarterly Performance, Risk and Finance Monitoring Report - Quarter 1 2020/2021 (Pages 33 - 80)

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

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the quarter 1 Performance, Risk and Finance Monitoring Report.

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 Wednesday 12 August 2020

This page is intentionally left blank

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Virtual meeting, on 6 July 2020
at 6.30 pm

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

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and
Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management
and Governance
Councillor Andrew McHugh, Lead Member for 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
Paul Feehily, Executive Director: Place and Growth (Interim)
Jason Russell, Director Community Operations
Michael Furness, Assistant Director Finance
Dominic Oakeshott, Assistant Director (Interim) - Finance
Gillian Douglas, Assistant Director: Social Care Commissioning
and Housing
Robert Jolley, Assistant Director: Growth & Economy
David Peckford, Assistant Director: Planning and Development
Ed Potter, Assistant Director: Environmental Services
Sukdave Ghuman, Head of Legal Services
Christina Cherry, Principal Planning Policy Officer (Acting)
Chris Thom, Planning Officer (Policy)
Natasha Clark, Governance and Elections Manager

20 **Declarations of Interest**

15. Bicester Garden Town Capital Funding - Junctions Improvement. Councillor Dan Sames, Non Statutory Interest, as a CDC appointed non-Executive Director on Graven Hill Management Company and Graven Hill Development Company.

15. Bicester Garden Town Capital Funding - Junctions Improvement. Councillor Ian Corkin, Non Statutory Interest, as a CDC appointed non-Executive Director on Graven Hill Management Company and Graven Hill Development Company.

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

There were no petitions or requests to address the meeting.

22 **Minutes**

The minutes of the Special Executive meeting held on 16 June 2020 were agreed as a correct record, to be signed by the Chairman in due course.

23 **Chairman's Announcements**

There were no Chairman's announcements.

24 **Financial Monitoring Report**

The Director of Finance submitted a report which provided an update on the financial impact of the Covid-19 pandemic on Cherwell District Council (CDC) alongside the anticipated forecast outturn as at the end of the May 2020.

Resolved

- (1) That the forecast overspend being reported against Cherwell District Council's budget for 2020/21 relating to the financial impact of Covid-19 be noted.
- (2) That officers be asked to identify plans to address the potential overspend in 2020/21 arising from Covid-19 and report back to the next meeting with recommendations for action.

Reasons

Financial monitoring is an important part of the overall performance management across CDC, allowing officers and members to understand the position and where necessary take early action in order to deliver a balanced budget. The impact of the Covid-19 pandemic is significant and will place CDC under additional pressure managing its finances over the medium term,

especially when taking into account the medium term financial challenges anticipated when the budget was set in February 2020.

Alternative options

No alternative options need to be considered via the recommendations.

25

Move-on Plans for Homeless People Accommodated During the Pandemic and Adoption of an Introductory Tenancies Policy

The Assistant Director, Housing and Social Care Commissioning and Assistant Director, Growth and Economy submitted a report to outline the plans for helping people accommodated in hotels during the pandemic to move on to settled or interim accommodation.

The report also recommended the adoption of a policy for Introductory Tenancies for all new tenants housed by the Council. This policy would enable Housing Services to move on a number of homeless households from emergency and temporary accommodation post-pandemic and in the future.

The Chairman and Leader of the Labour Group commended the Housing Team for their ongoing hard work to support rough sleeper, homeless people and those needing support and assistance during the covid-19 pandemic.

Resolved

- (1) That the cost implications of supporting rough sleepers and single homeless people to move on from accommodation provided during the pandemic be noted and Council be recommended to agree that budget provision be made to cover these costs should alternative funding be unavailable.
- (2) That it be agreed that all future tenants of residential Council properties will be offered an Introductory Tenancy, whether constructed pursuant to the Build! scheme or otherwise.
- (3) That responsibility be delegated to the Assistant Director Growth and Economy to produce and implement the detailed Introductory Tenancies policy and procedure.

Reasons

We expect to make a funding bid to MHCLG for move on support costs but recommend agreeing in principle to fund the necessary move on costs to avoid the risk of rough sleepers returning to the streets.

The use of Introductory Tenancies is common practice within the social housing sector. It allows landlords to monitor the new tenant's behaviour and offer support if there are issues relating to rent arrears and anti-social behaviour which may impact on the Introductory Tenancy becoming a Secure Tenancy after one year, or 18 months with an extension. The Build team housing management staff provide considerable support to help tenants in

their first year with the Council and it is unusual for any action to be taken without exploring many options with external partners such as Connection and Citizens Advice.

It is recommended that Cherwell District Council elect to use this form of tenancy.

Alternative options

If the costs of supporting move on plans are not covered there is a high likelihood of the majority of rough sleepers returning to the streets in July/August 2020.

If a scheme for Introductory Tenancies is not introduced then any tenant offered a tenancy of a Council residential dwelling will potentially enjoy full secure status by default. Introductory Tenancies will help ensure the Council's ability to easily end a tenancy as a result of tenant misconduct during the Introductory period is preserved.

26

Peat Free Compost

The Assistant Director: Environmental Services submitted a report which set out the use of compost in the Landscape Maintenance Contract and how the amount of peat present in the growing medium for the urban centre floral units was being reduced. Peat was a non-renewal resource and using up large amounts of peat can be damaging to the environment in releasing stored carbon and damage finite areas of peat bog land

In introducing the report, the Lead Member for Clean and Green referred to the motion that had been submitted to the 24 February 2020 Council meeting and subsequently adjourned due to budgetary implications to enable consideration by Executive before Council debated the motion. The Lead member for Clean and Green advised that Councillor Banfield, who had submitted the motion, had now withdrawn the motion in light of the additional information submitted to Executive, which he had agreed to as seconder of the motion. Councillor Banfield would be submitting a new motion for the July Council meeting.

Resolved

- (1) That it be noted that the Landscape Maintenance Contractor uses no peat based products in any of the Grounds Maintenance activities.
- (2) That it be noted that in 2020 the floral & bedding plants are grown in 50% peat free compost.
- (3) That it be noted that the percentage of peat free compost used by the floral unit & bedding plant supplier will increase beyond 50% over the next few years and be fully peat free as soon as practicable & well before 2030.

Reasons

The Council is minimising the use of peat based composts with the only area peat is present is in the growing of plants for floral displays & hanging baskets.

Commercial nurseries are moving towards becoming peat free by 2030. Moving too early to peat free is likely to result in a significant risk of additional costs.

Alternative options

Option 1: To reduce the amount of peat in the floral displays and bedding plant production so that they are peat free before 2030.

Option 2: To move to peat free compost early and have additional annual contract costs, a potential reduction in income with the risk of lowering the standard of appearance of the Urban Centres.

27 Oxfordshire Growth Board Terms of Reference and Memorandum of Understanding

The Assistant Director - Growth and Economy submitted a report which proposed a revised Terms of Reference and Memorandum of Understanding for the Oxfordshire Growth Board, which required approval by each of the Oxfordshire Council Cabinets / Executive. These were presented for consideration following a recent public review of the Growth Board's role and functions, which has helped to inform the revisions made.

Similar reports would be considered by respective Cabinets/Executives throughout Oxfordshire during July and early part of August 2020.

Resolved

- (1) That the Terms of Reference (ToR) and Memorandum of Understanding (MoU) (annexes to the Minutes as set out in the Minute Book) be approved.
- (2) That authority be delegated to the Chief Executive, in consultation with the Leader and the Growth Board, to make minor amendments to these documents, the scale and nature of which does not result in terms that are substantially different from those approved in this report, which support the operational efficiency of the Growth Board's work.

Reasons

The Oxfordshire Growth Board carried out a formal review of its role and function to ensure that the most pragmatic and effective arrangements are in place to enable collaboration and delivery on Oxfordshire wide priorities. The revised Terms of Reference and Memorandum of Understanding for the Growth Board have been updated to take account of the conclusions from the review.

Alternative options

Option One: Withdrawal of CDC from ongoing participation from the Growth Board – this was rejected mainly because Cherwell is an integral part of Oxfordshire and it would disadvantage Cherwell residents, communities and businesses from taking advantage of future opportunities, generally, and, in future, possible future funding streams.

Option Two: Keeping the Growth Board as it was – this was rejected because there was evidence that the Growth Board needed to realign itself to changing circumstances and demands.

28

Cherwell Local Plan Review: Planning for Cherwell to 2040 - A Community Involvement Paper

The Assistant Director – Planning and Development submitted a report to seek approval of a community involvement consultation paper for a new district-wide Local Plan Review.

Resolved

- (1) That the community involvement consultation paper (annex to the Minutes as set out in the Minute Book) be approved for the purpose of public consultation.
- (2) That the addendum to the Council's Statement of Community Involvement (annex to the Minutes as set out in the Minute Book) in response to the COVID19 pandemic be approved.
- (3) That the Assistant Director – Planning and Development be authorised to agree the start date for consultation, and any necessary presentational or other minor changes to the documents prior to commencement, with the Lead Member for Planning.

Reasons

An issues consultation paper has been prepared to begin community involvement in reviewing the district wide Cherwell Local Plan. Consultation is planned for July/August in accordance with the Council's approved Local Development Scheme. It is not intended that the consultation paper should capture all of the issues that will require consideration but, rather, to create discussion and invite contributions. It is the start of the plan-making process and Members are invited to approve the paper in the interest of proceeding to public engagement.

Alternative options

Option 1: Not to proceed at this time with the consultation paper
The consultation paper comprises an appropriate discussion document to invite public and stakeholder contributions at the start of the plan-making process. Delay would mean that the LDS programme could not be met.

Option 2: To reconsider the content of the consultation paper
As above. However, if some delay were considered to be acceptable by
Members, officers could re-consider the content following instruction.

29 **Weston-on-the-Green Neighbourhood Plan: Second Examiner's Report**

The Assistant Director - Planning and Development submitted a report to consider a second Examination Report for the Weston-on-the-Green Neighbourhood Plan and determine whether the Plan, incorporating modifications should proceed to a referendum.

Resolved

- (1) That all the Examiner's recommendations and modifications (Annexes to the Minutes as set out in the Minute Book) be approved to enable the Plan, incorporating the recommended modifications (Annex to the Minutes as set out in the Minute Book) to proceed to a referendum.
- (2) That the issue of a 'decision statement' confirming the Executive's decision including that the Plan will now proceed to a referendum be authorised.
- (3) That the Assistant Director – Planning and Development be authorised to make any minor presentational changes and corrections necessary to ready the Plan for referendum.

Reasons

The submission Weston-on-the-Green Neighbourhood Plan has been independently examined. The recommendations of the Examiner were considered by the Executive on 4 November 2019. It approved all the Examiner's recommendations and modifications with the exception of Modifications 15, 21, 24, 26 and 27. It also approved the area for the future referendum as being the designated Neighbourhood Plan area.

Following representations received to the Council's decision statement dated 14 November 2019, a second partial independent examination has been held. The Examiner of this partial examination has recommended that the Neighbourhood Plan proceed to referendum subject to the incorporation of modifications. Officers agree with the Examiner's conclusions. They consider, with his recommended modifications, together with the recommendations of the first examiner accepted by the Executive on 4 November 2019, that the Plan meets the requisite Basic Conditions and should proceed to referendum.

Alternative options

Option 1: Not to accept all the Examiner's recommendations
Where a Local Planning Authority proposes to make a decision that differs from the Examiner's recommendations it is required to set out these reasons in a decision statement which would be subject to further consultation.

30 **Appointment of Representatives to Partnerships, Outside Bodies and Member Champions 2020/21**

The Corporate Director – Commercial Development, Assets and Property (Interim Monitoring Officer) to appoint representatives to Partnerships and Outside Bodies and Member Champions for the municipal year 2020/2021.

In considering the report, it was highlighted that there was no longer a Member Champion for Young People. The Chairman requested officers to advise him when and why this appointment was ceased to enable consideration of the Champion role.

Resolved

- (1) That appointments to partnerships, outside bodies and Member Champions for 2020/2021 as set out in the Annex to the Minutes (As set out in the Minute Book).
- (2) That authority be delegated to the Monitoring Officer, in consultation with the Leader, to appoint Members to outstanding vacancies and make changes to appointments as may be required for the 2020/2021 Municipal Year.

Reasons

It is proposed that representatives are re-appointed to Partnerships, Outside Bodies and as Member Champions 1 to ensure that the Council is represented and maintains links with partnerships and outside bodies.

Delegation to the Monitoring Officer in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to the outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

Alternative options

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

31 **Urgent Business**

There were no items of urgent business.

32 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the

ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

33 **Bicester Garden Town Capital Funding - Junctions Improvement**

The Assistant Director - Growth and Economy submitted an exempt report in relation to the Bicester Garden Town Capital Funding – junctions improvement.

Resolved

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

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

The meeting ended at 7.35pm

Chairman:

Date:

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Cherwell District Council

Executive

20 August 2020

Revised Budget 2020/21

Report of Director of Finance

This report is public

Purpose of report

This report proposes a revised budget for 2020/21 to reflect the financial impact of Covid 19 and includes proposed savings required in order to achieve a balanced budget

1.0 Recommendations

The meeting is recommended to:

- 1.1 recommend that Council approve the savings as set out in Appendix 1.
- 1.2 recommend that Council approve a £1.2m use of the reserves as identified in Table 1.
- 1.3 recommend that Council approve the revised budget as set out in Table 1.
- 1.4 agree the revised fees and charges relating to Building Control Fees from 1 October 2020 as set out in Appendix 2.
- 1.5 delegate authority for the Director of Finance, in conjunction with the Finance Portfolio Holder, to carry out further virements between service budgets, Government grant income and reserves when actual sales, fees and charges income losses are known and when actual leisure costs are known.

2.0 Executive Summary

- 2.1 On 6 July 2020 the Executive agreed to ask officers to identify plans to address the potential overspend in 2020/21 arising from COVID-19 and report back to the next meeting with recommendations for action. This report sets out a proposal for a revised budget for 2020/21 which is the outcome of that work. The revised budget will address the risk of overspend and reflects the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government.
- 2.2 The revised budget will provide a balanced budget for 2020/21 that includes budgets to meet the additional costs of COVID-19 to enable effective budget management.

3.0 Introduction

- 3.1 The health, social and economic impacts of COVID-19 have been profoundly felt across Oxfordshire. The devastating impact of the pandemic has represented a challenge to our communities and our services on a scale of which we never seen before in our lifetime.
- 3.2 The pandemic has required local authorities to make rapid adjustments to meet new demands and to step up work in critical frontline services. Cherwell District Council, as well as the other councils across Oxfordshire, has led our communities through the coronavirus lockdown by creating new services and adapting existing services including the shielding of vulnerable residents, adult social care, emergency planning and public health response and ensuring schools are kept open for vulnerable children and those of key workers.
- 3.3 These new and increased demands have resulted in significant additional expenditure. At the same time, council income streams – from car parking to planning fee income – have been severely damaged by the lockdown and the impact on the local economy.
- 3.4 Additional funding has been provided from central Government to help councils with the financial impact of COVID-19, which has been extremely welcome. However, as is the case with other councils across England, this does not match our projected additional expenditure and loss of income and does not address potential increases in demand as lockdown measures are eased.
- 3.5 As such, further financial pressures are likely to follow as we restart services in a COVID-safe manner. Furthermore, the possibility of a second wave or a local outbreak of the virus later this year, particularly if combined with a flu epidemic, will place a significant strain on existing resources, especially if further lockdown is required and services have to be stood down (and then up) again.
- 3.6 There will also be significant income losses in future years arising from COVID as a result of reduced business rates and council tax. Moreover, a deep national recession will not only reduce income but also increase demand for valued public services which will be required in response to local residents and businesses affected.
- 3.7 Councils have a legal duty to balance their budgets each year and act to avoid the possibility that expenditure might exceed available income in any year. This means that Cherwell District Council, like other councils across the country, has no option but to take significant cost-saving measures to address this unavoidable funding shortfall.
- 3.8 Our overall aims when planning these measures have been to minimise the impact on our frontline services, to continue to protect the most vulnerable in our communities, and to prioritise and support the county's recovery from COVID.

4.0 Impact on Services In-Year

- 4.1 The in-year savings proposed are set out in the appendices that accompany this report. They are drawn from across all service areas, with a focus on protecting frontline services and activities that support those who are most vulnerable.

- 4.2 A combination of government funding, holding vacant posts empty for an extended period, reducing costs associated with travel and facilities management as our buildings have been closed and underspends in some service areas means that the in-year savings proposals can be delivered with minimal impact on frontline service delivery.
- 4.3 However, potential increases in service demand following the pandemic are not yet fully apparent and the on-going position during the rest of the year will continue to be closely monitored and scrutinised.
- 4.4 Furthermore, the impact of scaling back in-year projects may affect the longer-term delivery of objectives and potentially planned savings and income generation. Our long-term focus on our re-start, re-cover and re-new strategy, to stand up our services and plan for a post Covid Cherwell will need to consider the budgetary impacts over the medium term. Work is already underway to reprofile our medium-term financial strategy (MTFS) and consider the impact on the budget for 2021/22 and beyond. This will be based on the MTFS approved at Council in February 2020 which identified a budget gap of £7.7m in 2021/22. A planning paper will be presented to the Executive in September to set our financial planning assumptions and strategy to address them which will be based.

5.0 Financial Position 2020/21

- 5.1 As set out in the report to Executive on 6 July 2020, the COVID-19 pandemic has had a significant impact on the local government sector and has required authorities to commit expenditure that is outside of their agreed budgets. Councils are also experiencing significant losses in income from fees and charges.
- 5.2 The report to the Executive on 6 July set out a forecast financial impact of Covid-19 of £6.2m, based on the position at the end of May 2020. At that stage, Government grant income of £1.6m had been received towards this resulting in forecast net costs related to Covid-19 of £4.6m.
- 5.3 On the 2 July 2020 the Secretary of State for Ministry of Housing Communities and Local Government (MHCLG) announced an 'income guarantee scheme for income from sales, fee and charges. Full details of the scheme are not yet available, but it is expected that the scheme will fund losses on sales, fees and charges of 75% of budget after a deduction of 5% to allow for annual variations. This will create a burden share between central and local government. Claims are likely to be made in arrears based on actual losses.
- 5.4 Since the 2 July announcement, the Government has clarified that Cherwell will receive a further £0.2m grant. Cherwell has also estimated that it will receive £1.4m funding for lost income. Cherwell's Covid-19 related costs have also been estimated to increase by a further £0.5m, primarily related to compensation payments to leisure centres. This is a net improvement of £1.1m meaning the latest net forecast cost of Covid-19 is £3.5m.
- 5.5 In arriving at the revised balanced budget for 2020/21, proposals totalling £2.4m have been put forward by services to reduce expenditure or maximise income in year. The proposals are set out in Appendix 1.

- 5.6 The revised budget also addresses the underlying forecast overspend of £0.5m within Communities (£0.3m) and Place and Growth (£0.2m) Directorates. The overspend is mainly due to additional costs of waste and recycling in Communities and minor overspends in Place and Growth which have been offset by savings identified. In order to make the overall budget balance it is proposed to use £1.2m of reserves.
- 5.7 Table 1 summarises the impact of these changes at directorate level and sets out the latest approved budget for 2020/21, the budget changes proposed in this report, and the resulting revised 2020/21 budget.
- 5.8 The proposed virements balance to zero as increases in expenditure and income are equal and opposite. This means that there is no impact on the Council's net operating budget of £25.6m and the Council Tax Requirement remains at £7.7m as set by Council in February 2020.

Table 1 - Proposed Budget Reset Budget Virement						
Directorate	Covid-19 Virement £m	BAU Pressures £m	Total Savings £m	Overall Virement £m	Original Budget £m	Revised Budget £m
Place and Growth	0.650	0.176	(0.426)	0.400	3.506	3.906
Customer and OD	0.202	0.000	(0.301)	(0.099)	3.918	3.819
Adults and Housing Services	0.364	0.000	(0.272)	0.092	2.932	3.024
Public Health and Wellbeing	0.326	0.000	(0.484)	(0.158)	3.066	2.908
CDA&I	2.617	0.000	(0.694)	1.923	2.115	4.038
Communities	1.393	0.310	(0.195)	1.508	6.429	7.937
Corporate	1.163	0.000	0.000	1.163	0.000	1.163
Sub Total - Directorate	6.715	0.486	(2.372)	4.829	21.966	26.795
Executive Matters:						
Treasury	0.000	0.000	(0.472)	(0.472)		
Government Grant	(3.175)	0.000	0.000	(3.175)		
Application of Reserves	0.000	0.000	(1.182)	(1.182)		
Sub Total - Executive Matters	(3.175)	0.000	(1.654)	(4.829)	3.638	(1.191)
Total	3.540	0.486	(4.026)	0.000	25.604	25.604

- 5.9 Covid-19 allocations relating to Leisure are based on actual costs up to the end of June with the balance held corporately until the rate of recovery of leisure centres is known following their ability to begin to reopen from 25 July 2020. Authority should be delegated to the Director of Finance, in conjunction with the Finance Portfolio Holder, to vire resources to the Wellbeing Service when actual costs are known in line with the recommendation set out at paragraph 1.5.

6.0 Conclusion and Reasons for Recommendations

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

7.0 Consultation

Portfolio Holders	All Portfolio Holders have been consulted in the preparation of these proposals
Budget Planning Committee	Comments attached at Appendix 3.

8.0 Alternative Options and Reasons for Rejection

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

Option 1: Do nothing

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

9.0 Implications

Financial and Resource Implications

9.1 The net cost of the budget virement to the Council and council tax payer is nil. However, savings are proposed to be redirected from “business as usual” spend to partially fund Covid-19 costs. This is the prudent course of action to control the overall net spend of the Council. Alternative approaches to rely on Directorates delivering underspends would have resulted in less control over the budgetary position. Tight monitoring of the budget must continue to take place to ensure that these in-year changes are delivered over the course of the year.

Comments checked by:

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

Legal Implications

9.2 Balanced Budget

The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the council has to base its budget calculations upon, and require the council to set a balanced budget with regard to the advice of its section 151 officer. The setting of the budget is a function reserved to full Council, who will consider the draft budget which has been prepared by the Executive. Once the budget has been agreed by full Council the Executive cannot make any decisions which conflict with it, although virements and year-in-year changes can be made in accordance with the council's financial regulations.

Building Control Fees

Local authorities are authorised under the Building (Local Authority Charges) Regulations 2010 (“the Charges Regulations”) to charge those carrying out building

work and building owners for carrying out certain functions under Part I of the Building Act 1984 and the Building Regulations 2010.

Under the Charges Regulations, charges must be set at a level that ensures, taking one financial year with another, that the income of an authority from charges equates to the costs that it incurs in providing chargeable functions and advice (in other words, the chargeable functions are to be self-financing but are not meant also to cover the costs of non-chargeable functions).

Local authorities must prepare and publish a charging scheme in respect of the charges it makes to those carrying out building work, those applying for regularisation of unauthorised work, or those seeking chargeable advice.

Comments checked by:

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

10.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Lead Councillor

Cllr Tony Ilott – Lead Member for Financial and Governance

Document Information

Appendix No	Title
1	2020/21 In-Year Savings Proposals
2	Proposed New Building Control Fees from 1 October 2020
3	Budget Planning Committee Comments
Background Papers	
None	
Report Author	Michael Furness – Assistant Director of Finance
Contact Information	01295 221845 Michael.furness@cherwell-dc.gov.uk

2020/21 In-Year Savings Proposals

1. Place and Growth has identified total proposed savings of £0.426m across its two principal areas of activity – Planning and Development (incorporating Development Management, Planning Policy and Building Control) and Growth & Economy, (incorporating Economic Development, Build! and the Bicester team). In the main savings would be taken from a robust approach to vacancy management which includes deleting unfilled posts that had been planned to be created as part of last year's growth bid to support Growth Deal work and holding over vacancies in Development Management. Increasing fee income in Building Control would provide a small but helpful additional contribution.

1.1 Place and Growth – Planning and Development – proposed savings £0.202m

Title of Proposal	Brief Description	£m
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.020)
Vacancy Management	Deletion of two vacant posts and holding over vacant posts	(0.115)
Consultants	Reduce expenditure on agency fees to cover difficult-to-recruit-to posts	(0.056)
Income	Increase Building Control income in accordance with the revised Fee Schedule set out in Appendix 2 by 5% from 1 st October	(0.011)

1.2 Place and Growth – Growth and Economy – proposed savings £0.224m

Title of Proposal	Brief Description	£m
Growth Deal	Delete CDC Growth Deal workstream posts	(0.126)
Kidlington	Due to Covid restrictions we have had to delay the start of recruitment to a new post of Kidlington co-ordinator until later in the year	(0.025)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.008)
Vacancy Management	Paused recruitment on three posts to respond to Covid related delays to progressing the Cherwell Industrial Strategy and by finding an alternative approach to providing specific in-service support.	(0.065)

2. Customers and Organisational Development has identified total proposed savings of £0.301m as described in paragraphs 2.1 – 2.4.

2.1 Customers and Organisational Development – Customer Contact Centre and Land Charges – proposed savings £0.055m.

Title of Proposal	Brief Description	£m
Land Charges	Land Charges saving by using internal resource to undertake scanning and indexing of records to go 'paper light' rather than external resource. Able to achieve this shift to internal resource through reduced demand during closedown.	(0.005)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.015)

Title of Proposal	Brief Description	£m
Vacancy Management	Reduction in Customer Contact Centre staffing budget through a combination of holding vacancies, utilisation of part time hours and releasing pension contributions from budgets where they are not required.	(0.032)
Customer Contact Centre	Non-essential spend saving – reduction in uniform budget.	(0.003)

2.2 Customers and Organisational Development – Human Resources – proposed savings £0.050m.

Title of Proposal	Brief Description	£m
iTrent implementation (IT system)	Reduction in contingency for iTrent implementation (HR/Payroll IT system). It was expected that additional payroll support for data cleansing would be required, this has not been the case). Budget was 45k reduced with a 10k contingency.	(0.035)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.003)
Apprentice Post	Hold recruitment	(0.012)

2.3 Customers and Organisational Development – IT – proposed savings £0.117m

Title of Proposal	Brief Description	£m
Vacancy Management	Not recruiting to several current vacancies. Deliverable in the short term and the service will seek ways to maintain this saving through working in partnership with Oxfordshire County Council to deliver IT projects.	(0.055)
IT Applications	Citrix support saving.	(0.010)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.005)
IT Contracts	Reductions from various contracts including Adept/Printers/Daisy/Log-Me-In/HSO/Azure Backup.	(0.047)

2.4 Customers and Organisational Development – Communications, Strategy and Insight – proposed savings £0.079m

Title of Proposal	Brief Description	£m
Misc.	IT equipment, software, advertising and subscriptions	(0.025)
Vacancy Management	Delivery of savings through delayed recruitment to the new joint communications, strategy and insight service.	(0.046)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.008)

3. Adults and Housing Services has identified total proposed savings of £0.272m as described in paragraph 3.1.

3.1 Adults and Housing Services – Housing – proposed savings £0.272m

Title of Proposal	Brief Description	£m
Growth Deal Top Up	A saving from the £880,000 top up fund means we will not contribute to a small shared ownership scheme.	(0.138)
Vacancy Management	Current vacancies will not be filled.	(0.091)
Enforcement Activity	Penalty charges collected as a result of enforcement	(0.033)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.010)

4. Public Health and Wellbeing has identified total proposed savings of £0.484m as described in paragraph 4.1.

4.1 Public Health and Wellbeing – Wellbeing – proposed savings £0.484m

Title of Proposal	Brief Description	£m
Impact of CQ2 build on Spiceball Leisure Centre	Growth bid to mitigate the impact of the building works on footfall /income to Spiceball Leisure Centre due to the removal of local car parking and the pedestrian bridge access	(0.330)
Vacancy Management	Pause recruitment to 2 vacant posts for 6 months	(0.017)
Remote Working	Travel, Print, Stationery Contraction of budgets due to remote working	(0.010)
Vacancy Management	Release of difference in budget between establishment and current staff levels, unneeded pension costs for non enrolled staff	(0.034)
Various service savings	Small budget corrections covering contraction in venue hire costs for Hubs, Reduced utility costs for Banbury Museum, Less promotion for Cherwell Lottery	(0.027)
Vacancy Management	Holding 5 p/t vacancies until 21/22	(0.066)

5. Commercial Developments, Assets and Investments has identified total proposed savings of £0.694m as described in paragraphs 5.1 – 5.4.

5.1 Commercial Developments, Assets and Investments – Pace, Growth and Commercial – proposed savings £0.016m.

Title of Proposal	Brief Description	£m
Growth Deal	The £16k was an amount set aside as part of the Growth Deal bid (CDC funded). It was to be used to pay for external support to carry out a review of the Project Management Office function to identify areas for further improvement.	(0.016)

5.2 Commercial Developments, Assets and Investments – Property – proposed savings £0.369m.

Title of Proposal	Brief Description	£m
LED Project	A plan to save money by introducing LED lighting spend to save investment in Bodicote House is proposed to be deleted due to the payback period being in excess of 7 years	(0.069)
Asset Management Software Licence	PAM software acquisition as currently all data managed in Ms Excel.	(0.020)
Asset Management Software Acquisition	PAM professional fees for buying and properly set up software.	(0.050)
Banbury Canalside	The budgeted £230k consultancy fee was expected to cover a feasibility study that links into the Masterplan works currently being undertaken. This is being paused and will be delivered in 2021/22. This proposal is not linked to Banbury Town Centre or Castle Quay 2.	(0.230)

5.3 Commercial Developments, Assets and Investments – Finance – proposed savings £0.189m.

Title of Proposal	Brief Description	£m
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.007)
Vacancy Management	Vacancy held for capital accountant until this can be recruited to and savings linked to Procurement based on recharge expected from OCC.	(0.018)
New Burdens Grant	Grant received from Government for the work carried out paying grants to small business as part of the response to COVID19	(0.130)
Budget Review	Legal costs and salary recharge in Revenues and Benefits CDC budget no longer required	(0.026)
Non-essential spend	Anticipated underspends on computer hardware due to all staff having recent laptops and on conferences due to less major conferences being available due to COVID19.	(0.008)

5.4 Commercial Developments, Assets and Investments – Legal and Democratic Services – proposed savings £0.120m

Title of Proposal	Brief Description	£m
Vacancy Management	Director of Law and Governance	(0.003)
Vacancy Management	Practice Manager	(0.027)
Computer Software	Adjustments to software budgets resulting in savings	(0.013)
Professional Fees		(0.004)
Members Training	Adjustments to members Training budget	(0.005)
Chairman's Expenses	Reduction in Chairman's expenses due to Covid-19 lockdown.	(0.006)
Advertising	Reduction in Democratic Services Advertising budget	(0.002)
Remote Working	Reduced spend linked to staff working at home. This	(0.010)

Title of Proposal	Brief Description	£m
	mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	
Election Costs	Savings from District Elections being postponed due to Covid-19	(0.050)

6. Communities has identified total proposed savings of £0.195m as described in paragraphs 6.1 – 6.2.

6.1 Communities – Environmental Services – proposed savings £0.081m

Title of Proposal	Brief Description	£m
Vacancy Management	Delays to recruitment of posts (not Waste Collection)	(0.042)
Income	Increase in income following additional marketing of bulky waste services	(0.030)
	Increase in income from MOT inspections	(0.009)

6.2 Communities – Community Safety and Regulatory Services – proposed savings £0.114m

Title of Proposal	Brief Description	£m
Vacancy Management	Safer Communities & Environmental Enforcement Manager (end of interim arrangement in Septmeber)	(0.048)
Vacancy Management	Community Warden (1 of 4 currently vacant)	(0.026)
Vacancy Management	Business Support Assistant (current vacancy)	(0.014)
Agency Spend Reduction	Reduce agency spend to support Primary Authority Partnership	(0.008)
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions in energy costs, travel expenses, printing and stationery costs.	(0.018)

7. Proposed corporate savings of £0.472m have been identified.

Title of Proposal	Brief Description	£m
Treasury Management	Reduced borrowing costs and lower interest rates are creating a positive variance against budget for 2020/21.	(0.472)

This page is intentionally left blank

Proposed New Building Control Fees from 1 October 2020

BUILDING REGULATION FEES AND CHARGES REVIEW JULY 2020 PROPOSALS AND COMPARISONS WITH NEIGHBOURING AUTHORITIES

	WARWICK	STRATFORD	AYLESBURY	OXFORD	W. OXON	S/VALE	RANGE OF OTHERS	CHERWELL CURRENT	CHERWELL PROPOSED	PROPOSED % INCREASE
New Dwellings										
1 Dwelling	775	770	720	750	485	910	485-775	600	750	25.0%
2 Dwellings	967	1045	1000	996	Q	1820	967-1820	900	1000	11.1%
3 Dwellings	1200		1208	Q	Q	Q	1200-1265	1200	1250	4.2%
4 Dwellings	1367	1436	1542	Q	Q	Q	1367-1542	1350	1400	3.7%
5 Dwellings	1558	Q	1750	Q	Q	Q	1558-1750	1500	1600	6.7%
Other New Builds										
New Garage <40m2	254	275	333	658	284	350	254-688	200	300	50.0%
New Garage 40m2 - 60m2	254	275	400	688	284	420	254-688	X	380	New Category
Extensions										
Extn <10m2	400	33-0	417	442	367	420	330-442	320	350	9.4%
Extn 10m2 - 40m2	400	440	583	567	485	630	400-630	550	550	nil
Extn 40m2 - 80m2	517	770	792	750	732	840	517-840	650	650	nil
Conversions										
Garage Conversion	254	275	400	354	257	420	254-420	225	300	33.3%

	WARWICK	STRATFORD	AYLESBURY	OXFORD	W. OXON	S/VALE	RANGE OF OTHERS	CHERWELL CURRENT	CHERWELL PROPOSED	PROPOSED % INCREASE
Loft Conversion <80m2	517	385	550	517	568	700	385-700	480	500	4.2%
Loft Conversion 80m2 - 100m2	Q	385	792	517	568	700	385-700	480	550	14.6%
Miscellaneous Works										
Underpinning	333	X	X	X	X	X	333	X	350	New Category
Up to 6 doors/windows	-	150	167	175	106	175	106-175	100	130	30.0%
Each additional door/window	X	10	X	X	X	X	10	10	15	50.0%
Heating Appliance	X	X	167	329	X	X	167-329	80	150	87.5%
Electrical Appliance	X	X	292	X	437	X	292-437	500	500	nil
Thermal Upgrade	X	220	292	216	X	X	216-292	150	180	20.0%
Up to 6 Solar Panels	X	X	X	221	X	X	221	15	180	20.0%
Based on Construction Value										
0-£10k	254	248	396	329	284	350	248-396	300	300	X
£10k - £40k	483	440	583	629	676	490	440-676	350	480	37.1%
£40k - £100k	Q	605	717	1196	1136	X	605-1196	400	720	80.0%
Building Notice	Nil	10%	20%	Nil	Nil	Nil	10%-20%	Nil	10%	10%

	WARWICK	STRATFORD	AYLESBURY	OXFORD	W. OXON	S/VALE	RANGE OF OTHERS	CHERWELL CURRENT	CHERWELL PROPOSED	PROPOSED % INCREASE
Supplement										
Supplementary Fees										
Additional Visits	X	X	X	65	X	X	65	X	65	New Item
Copies of Certificates	X	X	25	32	X	23	23-32	40	40	nil
Reopening applications after less than 3 years	X	X	50	X	X	110	50-110	50	50	nil
Reopening applications after more than 3 years	X	X	75	X	X	110	75-110	50	100	100.0%

Page 3
NOTES

1. All charges are in £ and EXCLUSIVE of VAT
2. Charges rounded up or down to nearest £
3. Q = Ask for quotation
4. X – Fee for item not quoted
5. Some building ranges (eg extn 10m² - 40m²) are not all the same for all Authorities so charges have been interpolated

This page is intentionally left blank

Cherwell District Council

Executive

20 August 2020

<p>Quarterly Performance, Risk and Finance Monitoring Report – Quarter 1 2020/2021</p>

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the quarter 1 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. Due to the current unprecedented situation, the present report reviews Quarter 1 performance measures for 2020-21, from July onwards monthly reporting will be resumed.
- 2.2 This report provides an update on progress made so far in 2020-21 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 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 quarterly reporting the Insight Team provides the Senior Management Team with a complaints report, as part of this report complaints received are monitor and analysed. The mandatory lessons learned 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 and progress is monitored to ensure actions are implemented to avoid the same complaint being reported. During the first Quarter of the year a notable reduction of complaints received have been observed, especially during the months of April and May.

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

2.6 The Report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are three appendices to this report:

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

3.0 Report Details




Performance Update

3.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2020-21 business plan (see Appendix 1) and the priorities of the Council.

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

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

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

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

Priority: Housing that meets your needs.

- 3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.
- 3.5 Overview of our performance against this strategic priority:

Number of Homeless Households living in Temporary Accommodation is reporting Red for Quarter 1 (171 against the target of 105). The number of placements for those owed statutory duties remained static due to the eviction ban. However, the number of placements under COVID-19, in line with the government directive, continued to rise. During the lockdown there has been an unprecedented increase in presentations from single clients who under normal circumstances would be unlikely to qualify for emergency accommodation. The Government has required Local Authorities to place all those who are rough sleeping or at risk and this has resulted in a dramatic increase in the numbers being placed. The Housing Options Team have had to dedicate almost all their resources to managing presentations and placements to ensure everyone approaching receives appropriate services.

Deliver the Local Plan is reporting Green for Quarter 1. The Partial Review of the Local Plan is being independently examined. The modifications were approved by the Council on 24 February 2020 and submitted to the planning Inspector the following day. Officers are awaiting the Inspector's final report. An updated Local Development Scheme (LDS) - the programme for the preparation of future planning policy documents - was approved by the Council's Executive on 2 March 2020. The LDS includes timetables for the completion of the Local Plan Partial Review; work on the Oxfordshire Plan 2050, a new district-wide Local Plan Review, a Banbury Canalside Supplementary Planning Document and a potential Community Infrastructure Levy. The Planning Policy team has been working as close to business as usual as possible during the COVID-19 outbreak. A consultation paper for the Local Plan review was approved by the Executive on 6 July. Input into the countywide Oxfordshire Plan process has continued.



Number of people helped to live independently through use of DFG & other grants/loans is reporting Red for Quarter 1 (85 against a target of 135). The Team's ability to visit and survey homes in order to plan and arrange adaptations continues to be restricted by COVID-19, although the situation is improving, and contractor availability is also increasing. Many vulnerable and elderly clients are however still reluctant to proceed with works at the moment.



Homelessness Prevention is reporting Green for Quarter 1. Good progress has been made in respect of move on options and 14 single individuals have been supported in gaining alternative accommodation during the months April - June.

Homes improved through enforcement action is reporting Amber for Quarter 1 (25 against a target of 27). Although COVID-19 is still affecting the Team's ability to inspect properties, the interventions carried out by the Team have resulted in 17 homes being improved during June and a total of 25 during Quarter 1.

Impact of Universal Credit on residents and Council is reporting Green for Quarter 1. The Team has been working closely with colleagues in the DWP Universal Credit team to support residents through the impacts from COVID-19. This includes supporting residents with online applications for Universal Credit whilst the Job Centres are closed. The Team continues to perform against this measure. However, recent events mean that they have moved from business as usual and progressing with the Universal Credit (UC) project to support residents through the crisis.



Number of Housing Standards interventions is reporting Red for Quarter 1 (145 against a target of 165). Although the Team's ability to inspect homes to identify problems in response to complaints, or on a proactive basis, has been restricted by COVID-19, the Team has continued to respond to service requests and have been able to make progress with identifying rented homes with poor energy efficiency by means of Energy Performance Certificate records. The performance for June reporting Green (71 against a target of 55) is a great indication of recovery towards catching up with the year to date target.

Maintain 5 Year Land Supply is reporting Red for Quarter 1 (4.4 against a target of 5). The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced.

Net Additional Housing Completions is reporting Red for Quarter 1. The Provisional quarterly net housing completions (Q1 2020/21) are 245 against a quarterly target of 285. These figures are not verified until after the end of the accounting year.



2020.

Deliver Innovative and Effective Housing Schemes is reporting Amber for Quarter 1. Ten of the eleven sales at Hope Close will complete by the end of June 2020. The remaining unit may be re-advertised if the potential purchaser is unable to complete on their current property. COVID-19 has delayed the 8 completions which were due in March

Average time taken to process Housing Benefit New Claims is reporting Amber for Quarter 1 (16.15 days against a target of 15). The average time taken to assess

new claims during June is 14.05 days which is a huge improvement on May 20 when the average time was 20.35 days because of a sharp increase in the number of claims received during the COVID-19 crisis. The team have worked hard to assess the claims in a timely manner, and we are now working within our target of 15 days.

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:

% Waste Recycled & Composted is reporting Green for Quarter 1, delivering 59.15% against a target of 56%. Additional 2266 tonnes of waste and recycling collected in the first quarter compared to last year an increase of 14% or an additional 230 waste collection lorries. Recycling rate is up 0.3% in comparison with last year.



Reduction of fuel consumption used by fleet is reporting Red for Quarter 1 (36,282 against a target of 36,095). We have 81 vehicles in the fleet – 31 Refuse and other Heavy goods vehicles (22 Refuse and 9 other HGVs). The other 50 vehicles range from small vans to 3.5 tonne tipping vehicles, and 2 x forklifts. Out of these 81 vehicles, 73 of them are powered by diesel fuel. The other 8 are electric vans. The big users of fuel are the Refuse vehicles and Heavy goods vehicles which have been used more in the first quarter due to COVID-19. This reflects extra tonnages which have been collected this period.

Protect the Built Heritage is reporting Amber for Quarter 1. The Team continues to work closely with Development Management on cases of heritage interest and the on- going Conservation Area Appraisal programme. Nine Conservation Area Appraisals are in progress, eight have been subject to public consultation and another one is being drafted. Several heritage guidance notes are also being prepared. The Team intend to complete as many as possible as soon as possible while maintaining its service to Development Management in the current remote working situation.

Ensure Clean and Tidy Streets is reporting Green for Quarter 1. There has been a high demand on the dog bins emptying service and the park and open spaces bins due to the increased level of use during the lockdown period. These have been absorbed into the daily rote of staff on duty covering the district. The Team continues monitoring the changing circumstances and the extra demands it places on the Street Cleansing department's day to day



operations as the lockdown period is eased. The remaining Neighbourhood Blitz events will be reinstated when possible.

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 Quarter 1. The Team has achieved a cumulative collection rate of 28.57% against a target of 29.50% with the targets being amended from last year to take into account the increased number of 12 monthly payers. However, whilst we are just under 1% short of our target, we are only 0.67% behind from the same period last year. 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 increase activities in due course.

% of Business Rates collected, increasing NNDR Base is reporting Amber for Quarter 1. The Team has achieved a collection rate of 28.22% against a target of 31%. The amount of business rates we collect this year has dramatically decreased due to the award of the extended retail rate relief scheme, with the amount we are due to collect standing at £49.2m however this figure is decreasing on a daily basis with more and more companies applying and being awarded the relief. The Team is pro-actively chasing debts by phone and by email, however, have not yet started formal recovery processes as yet.

Support Business Enterprise, Retention, Growth and Promote Inward Investment is reporting Green for Quarter 1. The Team has been supporting the council'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. Helping to promote the OxLEP Business Resilience Grant scheme to assist the development of enterprises. Also, the team provided one-to-one advice and detailed support to 134 businesses from April 2020 to June 2020.

Promote the district as a visitor destination is reporting Green for Quarter 1. Hospitality venues and visitor attractions are in the Government's last phase of COVID-19 lockdown easing, with

reopening on 4 July. They face the challenge of maintaining appeal at the same time as introducing social distancing requirements and winning back customer confidence. Multiple knock on effects are being felt throughout the supply chains serving the visitor economy. The Team is working closely with Experience Oxfordshire (EO) who are in turn working with VisitEngland and VisitBritain. EO are very keen that Oxfordshire venues pioneer a self-accreditation kitemark for cleanliness & safety; this kitemark was launched by VisitEngland on the 24 June.

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

Deliver the Growth Deal is reporting Green for Quarter 1. The 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.

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:

Support Community Safety and Reduce Anti-Social Behaviour is reporting Green for Quarter 1. The Community Safety Teams undertook a programme of visits to all villages during lockdown, supporting the Police to ensure movement restrictions were adhered to. The team also engaged with all businesses in Bicester, Banbury and Kidlington town centres to ensure their views on measures required to safely re-open the high streets were included in our plans. Work to tackle anti-social behavior has continued as normal during lockdown without any significant increase in case numbers.



Promote Health & Wellbeing is reporting Amber for Quarter 1. The Social Prescribing programme is being revised and a delivery model has been agreed in response to the COVID-19 crisis. Also, the Thrive@Work accreditation work has been delayed by COVID-19 crisis and the profound changes to CDC working practices happening as a consequence of it. During Q1 over 14,000 prescriptions were delivered to vulnerable residents in Banbury, Bicester and Kidlington who were self-isolating from Covid-19 by volunteer runners, riders and drivers through the Oxfordshire Medicine Supply runs set up by the District Council. Support has been given to enable residents to walk and cycle to and in our town centres, working with OCC colleagues to deliver Tranche 1 of the national Active Travel

Fund, and providing free bike repairs for key workers and residents on a low income.

Improve Leisure and Community Facilities is reporting Green for Quarter 1. With the Leisure Centres and Joint Use Facilities remaining closed since March 20th any physical improvements to the Leisure Centres have generally slowed down, however, as restrictions start to ease Contractors are being engaged to carry out



some works within the Centres. Kidlington Leisure Centre has recently benefited from improvements to the fitness changing rooms with new showers and white rock panelling being installed. At Spiceball Leisure Centre work has commenced on the upper floors of the changing rooms as part of a programme of works. For the North Oxfordshire Academy, a

programme of works has been undertaken to the Athletics Track as part of the application for UK Athletics new 'track mark' accreditation which has included the purchasing of new equipment as well as physical works to the hammer/discuss circle and cage.

Support the Voluntary Sector is reporting Green for Quarter 1. A fortnightly Parish Bulletin has been distributed to all Cherwell Parishes since early April to keep parished in constant communication also, the Parish Liaison meeting will be held virtually in July. The Councillor COVID-19 Priority Fund designed and launched in April in response to the COVID-19 Crisis, supporting Community Centres across the district who are entitled to rates relief to encourage them to apply for the Retail, Hospitality and Leisure Grant which covers community spaces. Working with the organisation Muddy Feet to develop a "Transitioning back to school" resource pack.

The pack includes 6 nature connection workshops for teachers to use taking a therapeutic nature based approach. This resource has been circulated to all schools. Also, activity sheets for older people have been designed to help support older residents and the voluntary sector working with them by engaging residents in activities during lockdown.



Summary of Performance

- 3.12 The Council reports on performance against 41 Business Plan Measures monthly, with 22 Programme Measures and 19 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 (41)			
Status	Description	Q1 / YTD	%
Green	On target	25	61%
Amber	Slightly off target	8	19%
Red	Off target	6	15%
	No data	2	5%

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

Risk Update

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09	L19	
	4 - Major		L10	L01, L04, L07, L11, L12 & L17	L08 & L20	
	3 - Moderate		L16	L02, L05, L14, L18 & L21	L15	
	2 - Minor					
	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	12 Medium risk	↔	Risk reviewed 06/07 – Risk manager and comments updated
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 07/07 – Risk manager updated.
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 03/07 – Comments updated
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 10/07 – Mitigation actions and comments updated.
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 10/07 – Mitigation actions and comments updated.
L08 Health & Safety	16 High risk	↔	Risk Reviewed 07/07 – No changes
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 06/07- Control assessment and mitigation actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↓	Risk Reviewed 07/07 – Risk description, control assessments and mitigating actions updated. Residual risk decreased from 12 to 8.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 07/07 – Mitigating actions and comments updated.
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 14/07 – Mitigating actions and comments updated.

L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 07/07 – Risk manager updated.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 07/07 – Comments updated.
L16 Joint Working – New Risk	6 Low risk	↔	Risk reviewed - 23/07/20 - Risk description and comments updated.
L17 Separation – New Risk	12 Medium risk	↑	Risk reviewed - 23/07/20 - Residual score elevated, potential impact and controls updated.
L18 Workforce Strategy	9 Low risk	↔	Risk Reviewed 22/07 – No changes.
L19 Covid19 Community and Customers	16 High risk	↓	Risk Reviewed 31/07 – Mitigating actions and comments updated.
L20 Covid19 Business Continuity	16 High Risk	↓	Risk Reviewed 23/07 – Score decreased, controls and comments updated.
L21 Post Covid19 Recovery	9 Low Risk	↔	Risk Reviewed 23/07 – Comments updated

During June the leadership risk had four score changes, L10 Safeguarding the Vulnerable, L17 Separation, L19 Covid19 Community and Customers and L20 Covid19 Business Continuity. For details please go to Appendix 3 Leadership Risk Register.

Finance Update

3.16 Introduction

The first quarter of the Performance, Risk and Finance Report, which incorporates the financial position for CDC is due to be reported to the Executive in September. Given the exceptional circumstances and the significant financial impact of Covid-19, this report sets out the forecast financial outturn position based on the position at 30 June 2020.

3.17 This report builds on the Financial Monitoring Report considered by the Executive on 6 July 2020 and is based on actual expenditure incurred and income lost between April and June 2020.

3.18 In order to allow CDC to complete forecast in year spending returns for the MHCLG the following assumptions have been applied:

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

3.19 Applying these assumptions generates a forecast pressure from Covid-19 of £6.8m 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 and is a

forecast increase of £0.6m since June. This is partially met by Covid-19 LA support grant funding available in 2020/21 of £1.6m and a potential further grant of £1.3m to partially meet irrecoverable income losses. This reduces the in-year pressure to £3.9m.

3.20 An update from the Government on their further funding commitments and possible additional flexibilities was issued on 2 July. The Government has announced the next stage of its plan to provide certainty to councils:

- Covid-19 costs - a further £500m will be made available to further assist with the additional costs of the response to Covid-19.
- Irrecoverable income losses - to help provide certainty for council's the Government has committed that where income losses in sales, fees and charges are greater than 5%, the Government will cover 75% of this lost income with council's having to fund the remaining 25%. Whilst still awaiting specific details of how this scheme will work, initial estimates are that grant of £1.346m could be received.
- Tax losses – irrecoverable losses from Business Rates and Council Tax will be considered as part of the Spending Review with a fair apportionment of losses shared between the Government and councils. The Government's press release has indicated that council tax and business rates collection fund deficits will be able to be spread over three years.
- Individual councils with exceptional circumstances are encouraged to raise these with the Government.

The Secretary of State will write to local government with further details shortly. Individual allocations have not been issued at the time of writing, but it is unlikely to be sufficient to cover all of CDC's costs and losses of income.

3.21 CDC needs to plan for how it will meet any funding shortfall that may remain for 2020/21. Officers are currently identifying options to address the financial position in 2020/21 and report back to the Executive at its next meeting.

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 There is a net forecast underspend of £1.4m for business as usual activity (BAU). Variations are classified as BAU where they do not directly relate to CDC's response to Covid-19 or the impact of recovery plans. The table below summarises the position across CDC including both Covid19 and CDC's main spending activities.

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
Communities	6.429	7.968	1.539	1.393	0.146	0.195	-0.049
Place and Growth	3.506	4.045	0.539	0.650	-0.111	0.031	-0.143
Customers and Org. Dev.	3.918	4.075	0.157	0.202	-0.045	-0.023	-0.022
Adults and Housing Services	2.932	3.182	0.250	0.364	-0.114	-0.205	0.091
Public Health and Wellbeing	3.066	4.120	1.054	1.583	-0.529	-0.329	-0.201
Comm. Dev. Assets and Inv.	2.115	4.492	2.377	2.617	-0.241	0.000	-0.241
Total Directorates	21.966	27.882	5.916	6.810	-0.895	-0.331	-0.564
Executive Matters	3.638	3.166	-0.472	0.000	-0.472	-0.472	0.000
Total Cost of Services	25.604	31.048	5.444	6.810	-1.367	-0.803	-0.564
Total Income	-25.604	-28.550	-2.946	-2.946	0.000	0.000	0.000
(Surplus)/Deficit	0.000	2.498	2.498	3.864	-1.367	-0.803	-0.564

Note: Growth and Economy have moved from Communities to Place and Growth and all figures adjusted accordingly

3.24 Conclusion and Reasons for Recommendations

Financial monitoring is an important part of the overall performance management across CDC, allowing officers and members to understand the position and where necessary take early action in order to deliver a balanced budget. The impact of the Covid-19 pandemic is significant and will place CDC under additional pressure managing its finances over the medium term, especially when taking into account the medium-term financial challenges anticipated when the budget was set in February 2020

3.25 Report Details

Communities

Communities predicts an overspend of £1.539m against a budget of £6.429m (23.9%). Figures adjusted for Growth and Economy moving out of this directorate.

Environmental Services

Variation

£1.564m
overspend

Last Month

£1.618m
overspend

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

There is an anticipated reduction in income of £0.060m, additional spending of £0.419m related to waste activities, such as recycling and increased tonnage, a £0.079m increase in National Domestic Rates & Business Improvement district charges, £0.058m increase in management variable fees and savings of £0.053m due to vacancies.

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

Variation £0.025m underspend	to the Local Outbreak Control system, will be offset with travel and salary savings due to vacancies.
---	---

Last Month Nil

Place and Growth

Place and Growth predict an overspend of £0.539m against a budget of £3.506m (15.4%). Figures adjusted to now include Growth and Economy.

Planning & Development	As at end of June, there is a significant forecast of £0.779m reduction in income from Planning Application fees and Building Regulation income of which £0.583m is related to Covid-19.
-----------------------------------	--

Variation £0.814m overspend
--

Last month £0.797m overspend

Growth & Economy	A recent review of vacant positions has identified a number of posts that will now not be filled this year or until later this financial year. This has led to a forecast saving position of £0.275m.
-----------------------------	---

Variation £0.275m underspend

Last Month Nil

Customers and Organisational Development

Customers & Organisational Development predict an overspend of £0.157m against a budget of £3.918m (4.0%).

Customers & Organisational Dev.	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.
--	---

Variation £0.157m overspend
--

Last Month £0.150m overspend

Adults and Housing Services

Adults and Housing Services predict an overspend of £0.250m against a budget of £2.932m, (8.5%).

Housing & Social Care	The overspend can be predominately attributed to the impact of Covid-19, which includes costs of temporary accommodation plus associated 'move-on' costs post lock down. Offsetting the overspend are salary savings as a result of posts that have been vacant for the first half of the year and penalty income from enforcement in the Private Housing Sector being higher than anticipated.
Variation £0.250m overspend	
Last Month £0.200m overspend	

Public Health & Wellbeing

Public Health & Wellbeing predict an overspend of £1.054m against a budget of £3.066m (34.4%).

Wellbeing	The forecast overspend of £1.1m includes the loss of income from holiday hubs and hiring of sports facilities during closure as a result of Covid-19 alongside the expectation that contributions may not be received from external parties towards the costs of leisure facilities. Furthermore, in order to support the leisure centres during closure as a result of Covid-19, CDC has provided financial support in addition to the contractual management fees. Offsetting these costs are savings arising from funding for compensatory payments for a leisure provider linked to access restrictions which is no longer required.
Variation £1.104m overspend	
Last Month £0.600m overspend	

Healthy Place Shaping	Savings are forecast to be made on salaries due to vacant posts.
Variation £0.050m underspend	
Last Month nil	

Commercial Development, Assets and Investments

Comm. Dev. Assets and Invests. predicts an overspend of £2.377m against a budget of £2.115m (112.4%).

<p>Property</p> <p>Variation £2.1m overspend</p> <p>Last Month £2.3m overspend</p>	<p>Significant reductions in commercial rent 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.</p>
<p>Finance</p> <p>Variation £0.248m overspend</p> <p>Last Month £0.214m overspend</p>	<p>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. Some additional government support through the New Burdens grant funding may be made later in the year to help offset some of this cost.</p>
<p>Law and Governance</p> <p>Variation Nil</p> <p>Last Month Nil</p>	<p>The budget is anticipated to balance at this stage in the year.</p>

Executive Matters

Executive Matters predicts an underspend of £0.472m against the budget of £3.638m (13.0%).

<p>Interest Costs</p> <p>Variation £0.472m underspend</p> <p>Last Month £0.477m underspend</p>	<p>Reduced borrowing costs and lower rates are creating a positive variance against budget for 2020/21.</p>
---	---

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

- 5.1 This report sets out performance, risk and budgetary information for the first quarter of this financial year and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2020-21 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

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

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal Services, Sukdave.Ghuman@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

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

Document Information

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

This page is intentionally left blank

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 51

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



Leading on environmental sustainability

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



An enterprising economy with strong and vibrant local centres

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



Healthy, resilient and engaged communities

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

Themes:

• Customers

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

• Healthy Places

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

• Partnerships

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

• Continuous Improvement

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

This page is intentionally left blank




Appendix 2 – Performance Report

June 2020 / Quarter 1

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	56.00	35.00	▲	The number of placements for those owed statutory duties remained static due to the eviction ban. However, the number of placements under COVID-19, in line with the government directive, continued to rise. During the lockdown there has been an unprecedented increase in presentations from single clients who under normal circumstances would be unlikely to qualify for emergency accommodation. The Government has required Local Authorities to place all those who are rough sleeping or at risk and this has resulted in a dramatic increase in the numbers being placed.	171.00	105.00	▲
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	37.00	45.00	▲	The total figure of 37 completed cases during June is made up of 24 smaller works, 12 larger adaptations and 1 essential repairs grant. Our ability to visit and survey homes in order to plan and arrange adaptations continues to be restricted by COVID-19, although the situation is improving, and contractor availability is also increasing. Many vulnerable and elderly clients are however still reluctant to proceed with works at the moment.	85.00	135.00	▲
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	17.00	9.00	★	Although COVID-19 is still affecting our ability to inspect properties, our interventions have resulted in 17 homes being improved during June and 25 during Quarter 1.	25.00	27.00	●
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	38.00	25.00	★	The total number of new affordable homes completed in Quarter 1 of 2020/21 is 38 . All of these were completed in June after the lockdown was lifted on construction sites late in May. The 38 homes comprise of 18 Affordable Rent tenure (1 x 2bed Flat; 1 x 3bed Flat; 10 x 2bed Houses; 6 x 3bed Houses) and 20 Shared Ownership tenure (8 x 2bed Houses; 8 x 3bed Houses; 4 x 4bed Houses). There were no homes delivered with Oxfordshire Growth Deal funding.	38.00	25.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	Gillian Douglas Stephen Chandler	71.00	55.00	★	Although our ability to inspect homes to identify problems in response to complaints or on a proactive basis has been restricted by COVID-19, we have continued to respond to service requests and have been able to make progress with identifying rented homes with poor energy efficiency by means of Energy Performance Certificate records.	145.00	165.00	▲
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Hott	Belinda Green Claire Taylor	14.05	15.00	★	The average time taken to assess new claims during June 20 is 14.05 days which is a huge improvement on May 20 when the average time was 20.35 days because of a sharp increase in the number of claims received during the COVID-19 crisis. The team have worked hard to assess the claims in a timely manner, and we are now working within our target of 15 days.	16.15	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 Illott	Belinda Green Claire Taylor	3.71	8.00	★	The average time taken to assess change events during June is excellent at 3.4 days against a target of 8 days. This strong performance continues even though we have seen an increase in the number of change events received.	3.61	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	86%	60%	★	7 Major Planning Applications were determined during June 2020, 6 of them within National Indicator target or agreed timeframe. The team has remained on target during Quarter 1.	86%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	76%	70%	★	93 Non-Major Planning Applications were determined during June 2020, 71 of them within National Indicator target or agreed timeframe. The team has remained on target during Quarter 1.	76%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0%	10%	★	No Major Planning Application Appeals were overturned by the Planning Inspectorate during Quarter 1 2020, therefore the % is 0.	0%	10%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0%	10%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate during June 2020, therefore the % is 0.	0%	10%	★
BP1.2.12 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Paul Feehily	4.40	5.00	▲	The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced. Note: Final quarterly completions for the year 2019/20 (1,159): Q1 – 395, Q2 – 312, Q3 – 223, Q4 – 229.	4.40	5.00	▲
BP1.2.13 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Paul Feehily	245	285	▲	Provisional quarterly net housing completions (Q1 2020/21) are 245. Figures are not verified until after the end of the accounting year.	245	285	▲

Housing that meets your needs - Programme Measures

Housing that meets your needs - Programme Measures							
Measure	Portfolio Holder	Director / Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1.1 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Secure ongoing additional placements in emergency accommodation to allow time for suitable move-on options to be found so that those placed do not have to return to homelessness and possible rough sleeping. Continue to work to secure suitable move-on options for as many clients as possible.	Continue to make alternative arrangements for those placed under COVID-19 as arrangement with Local Hotels comes to an end. Find as many move on options as possible to prevent individuals returning to the streets.	★	Good progress has been made in respect of move on options and 14 single individuals have been supported in gaining alternative accommodation during the months April - June.	★
BP1.1.2 Impact of Universal Credit on residents and Council	Cllr T Ilott	Belinda Green Claire Taylor	We have been working closely with colleagues in the DWP UC team to support residents through the impacts from COVID-19. This includes supporting residents with online applications for UC whilst the Job Centres are closed.	An online meeting has been arranged with our Universal Credit Partnership Manager at DWP. This will be held during June and will provide us with the opportunity to plan for COVID-19 recovery.	★	We continue to perform against this measure. However recent events mean that we have moved from business as usual and progressing with the Universal Credit (UC) project to support residents through the crisis.	★
BP1.1.3 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Two homes at Hope Close completed at the end of February. One purchaser still on hold awaiting progress with their Purchaser.	Completion of 4 sales by the end of May and 4 by the end of June.	●	10 of the 11 sales at Hope Close will complete by the end of June 2020. The remaining unit may be re-advertised if the potential purchaser is unable to complete on their current property. COVID-19 has delayed the 8 completions which were due in March 2020.	●

Housing that meets your needs - Programme Measures

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP1.1.1 Deliver the Local Plan</p>	<p>Cllr C Clarke</p>	<p>David Peckford Paul Feehily</p>	<p>Since the Local Development Scheme was approved in March (the programme for key projects), an Issues paper for the Local Plan Review (Planning for Cherwell to 2040: A Community Involvement Paper) has been prepared. It was approved by the Council's Executive 6 July 2020.</p> <p>An addendum to the Council's Statement of Community Involvement was also approved by the Executive on 6 July in response to the current COVID-19 pandemic and to guide consultation and engagement procedures for policy documents and planning applications during COVID-19 restrictions.</p> <p>Oxfordshire Plan 2050: the central Plan team has continued with evidence gathering and the consideration of spatial options for a future options consultation paper.</p>	<p>The Planning Policy, Conservation and Design service intends to work as close to business as usual as possible during the COVID-19 outbreak by:</p> <ul style="list-style-type: none"> - Publishing the addendum to the Statement of Community Involvement to guide engagement on planning documents and planning applications during the COVID-19 restrictions. - Progressing the Local Plan Partial Review to Council once the Inspector issues the final Examination report. - Holding a public consultation and engagement exercise on the Local Plan Review Issues Paper in July/August 2020. - Continuing work on the preparation of draft development briefs. - Continuing to support the preparation of the Oxfordshire Plan 2050. 	<p>★</p>	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. The modifications were approved by the Council on 24 February 2020 and submitted to the planning Inspector the following day. Officers are awaiting the Inspector's final report.</p> <p>An updated Local Development Scheme (LDS) - the programme for the preparation of future planning policy documents - was approved by the Council's Executive on 2 March 2020. The LDS includes timetables for the completion of the Local Plan Partial Review; work on the Oxfordshire Plan 2050, a new district-wide Local Plan Review, a Banbury Canalside Supplementary Planning Document and a potential Community Infrastructure Levy.</p> <p>The Planning Policy team has been working as close to business as usual as possible during the COVID-19 outbreak. A consultation paper for the Local Plan review was approved by the Executive on 6 July. Input into the countywide Oxfordshire Plan process has continued.</p>	<p>★</p>

Strategic Priority - Leading on environmental sustainability - KPIs

Leading on environmental sustainability - KPI Report									
Measure	Portfolio Holder	Director/ Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Jason Russell	57.33%	56.00%	★	Additional 2266 tonnes of waste and recycling collected in the first quarter compared to last year an increase of 14% or an additional 230 waste collection lorries. Recycling rate is up 0.3% in comparison with last year.	59.15%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Jason Russell	36,282	32,666	▲	We have 81 vehicles in the fleet – 31 Refuse and other Heavy goods vehicles (22 Refuse and 9 other HGVs). The other 50 vehicles range from small vans to 3.5 tonne tipping vehicles, and 2 x forklifts. Out of these 81 vehicles, 73 of them are powered by diesel fuel. The other 8 are electric vans. The big users of fuel are the Refuse vehicles and Heavy goods vehicles which have been used more in the first quarter due to COVID-19. This reflects extra tonnages which have been collected this period.	36,981	36,095	▲

Strategic Priority - Leading on environmental sustainability – Programme Measures

Leading on environmental sustainability - Programme Measures Report									
Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD		
BP2.2.1 Delivery of a High Quality Waste & Collection Service to all Properties	Cllr D Sames	Ed Potter Jason Russell	New collection round was successfully introduced with over 2000 customers having their collection date changed, with no complaints. This will provide two years capacity for the growth of the district on the collection's rounds.	Dry recycling contamination rate as reduced by 1% compared to last year. Continued promotion through social media and education of the collection crews so the customer is provided with clear information has contributed.	★	Due to COVID-19 the environmental blitzes in May, June, July, August and September have been cancelled and rescheduled. The team hope to resume the blitz's with Bretch Hill estate in October.	★		
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Jason Russell	The Street Cleansing department have managed to cover all aspects of their work including litter picking, fly tip removal and mechanically sweeping the district during the lockdown period.	There has been a high demand on the dog bins emptying service and the park and open spaces bins due to the increased level of use during the lockdown period. These have been absorbed into the daily rote of staff on duty covering the district.	★	More demand on dog bins and litter bins in the residential areas and in parks during the 1st quarter but have kept up with the different demands. We will monitor the changing circumstances and the extra demands it places on the Street Cleansing department's day to day operations as the lockdown period is eased. The remaining Neighbourhood Blitz events will be reinstated when possible.	★		

Leading on environmental sustainability - Programme Measures

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP2.1.3 Reduce Environmental Crime</p>	<p>Cllr D Sames</p>	<p>Richard Webb Paul Feehily</p>	<p>During the lockdown the Environmental Enforcement Team has continued to work to tackle environmental problems. Some adjustments have been made to working practices. Activities include:</p> <p>Investigating fly tips and litter issues relating to PPE.</p> <p>Investigating waste accumulations and dog fouling complaints.</p>	<p>Going forward we will be seeking to establish procedures for conducting interviews under caution for fly tipping and Duty of Care offences.</p> <p>Working more with the community investigating where the waste has come (if it's from a property) will begin to hopefully get back to normal.</p> <p>We are also working with the communications team to do a press release regarding fly tipping and Duty of Care offences.</p>	<p>★</p>	<p>Since the COVID-19 lockdown the Environmental Enforcement Team has been working hard investigating fly tips, litter issues around PPE, waste accumulations and dog fouling complaints.</p> <p>Fly tips are still being investigated and due to not being able to conduct interviews under caution these are now being done by letter.</p> <p>Litter issues have been dealt with by working with the local company to educate them on their duty and working with another CDC department. Community Protection Notices are still being complied with for waste accumulations and enforcement action taken for dog fouling.</p>	<p>★</p>
<p>BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</p>	<p>Cllr A McHugh</p>	<p>Richard Webb Paul Feehily</p>	<p>The Annual Status Report which provides a review of the 2019 diffusion tube monitoring data across the district and a review of the Air Quality Action Plan has been completed and submitted to the Department for Environment Food and Rural Affairs.</p>	<p>To review the Taxi Licensing Policy to include requirements for electric vehicles.</p>	<p>★</p>	<p>Air quality monitoring continues at 42 locations across the district.</p> <p>The 2019 monitoring data showed Nitrogen dioxide levels across the district continues to trend downwards including in the four Air Quality Management Areas. A copy of the 2019 Annual Status Report can be found on the Air Quality page on the Councils web site.</p>	<p>★</p>

Leading on environmental sustainability - Programme Measures

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 60</p> <p>BP2.1.5 Protect the Built Heritage</p>	Cllr C Clarke	David Peckford Paul Feehily	Lead Member Reports for seven of the draft Conservation Area Appraisals (Hethe, Horley, Stratton Audley, Somerton, Duns Tew, Balscote, and Ardley) have been drafted by officers and are ready for managers review.	Continue work on the Grimsbury Conservation Area Appraisal towards consultation stage.		<p>Continue to work closely with Development Management on cases of heritage interest and the on- going Conservation Area Appraisal programme. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The Team intend to complete as many as possible as soon as possible while maintaining its service to Development Management in the current remote working situation.</p> <p>Consultation on the review of the Bloxham Conservation Area was completed on 23 March.</p> <p>Continue provision of conservation and urban design advice to Development Management, external stakeholders Based on the adopted and emerging Conservation Area Appraisals and their management plans officers will examine measures to protect built heritage including the suitability of Article 4 Directions and designation of Local Heritage Assets when appropriate.</p>	●
			Continued the progression of design guides to inform Development Management.	Continue work on heritage guidance notes to inform Development Management officers in their assessment of planning applications.	●		
<p>BP2.1.6 Develop the Country Parks to support good lifestyle choices</p>	Cllr D Sames	Ed Potter Jason Russell	Legal agreements agreed for Land Acquisition with the Environmental Agency and Deed of Access Agreement with Canals & Rivers trust.	Legal agreements to be signed and in place.	★	Project is on track, with land acquisition having been agreed with the Environment Agency. In addition, Deed of Access with Canal and Rivers Trust has also been agreed - legal signing of both agreements to take place in July.	★

An enterprising economy with strong & vibrant local centres - KPIs

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
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	8.99%	9.25%	●	<p>We have achieved a cumulative collection rate of 28.57% against a target of 29.50% with the targets being amended from last year to take into account the increased number of 12 monthly payers. However, whilst we are just under 1% short of our target, we are only 0.67% behind from the same period last year.</p> <p>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 in due course.</p>	28.57%	29.50%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	11.66%	9.75%	★	<p>We have achieved a collection rate of 28.22% as at end of June against a target of 31%.</p> <p>The amount of business rates we collect this year has dramatically decreased due to the award of the extended retail rate relief scheme with the amount we are due to collect standing at £49.2m however this figure is decreasing on a daily basis with more and more companies applying and being awarded the relief. We are pro-actively chasing debts by phone and by email however have not yet started formal recovery processes as yet.</p>	28.22%	31.00%	●

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

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	Robert Jolley Paul Feehily	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.	★	<p>Hospitality venues and visitor attractions are in the Government's last phase of COVID-19 lockdown easing, with reopening on 4 July. They face the challenge of maintaining appeal at the same time as introducing social distancing requirements and winning back customer confidence. Multiple knock on effects are being felt throughout the supply chains serving the visitor economy.</p> <p>We are working closely with Experience Oxfordshire (EO) who are in turn working with VisitEngland and VisitBritain. EO are very keen that Oxfordshire venues pioneer a self-accreditation kitemark for cleanliness & safety; this kitemark was launched by VisitEngland on 24/06/20.</p>	★

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

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Robert Jolley Paul Feehily	Work on the Cherwell Industrial Strategy was paused to create capacity to support local businesses in response to COVID-19.	Review the priorities of the emerging Cherwell Industrial Strategy to address post COVID-19 economic recovery.	●	<p>The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end product.</p> <p>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 severe consequences for the Cherwell and Oxfordshire economies.</p> <p>CIS links to the OxLEP Local Industrial Strategy (LIS) which is a key and underpinning component of the Oxfordshire Housing and Growth Deal (Productivity workstream).</p> <p>The LIS and the CIS are being reviewed to take account of the impact of COVID-19 on the Oxfordshire and Cherwell economies.</p>	●
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	Cllr L Pratt	Robert Jolley Paul Feehily	<p>Supported 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.</p> <p>Promoted the OxLEP Business Resilience Grant scheme to assist the development of enterprises.</p> <p>One-to-one advice and detailed support provided to 134 businesses during April 2020 to June 2020.</p> <p>Provided additional support to potential inward investors and property developers.</p>	<p>Provide information and advice to local businesses during the COVID-19 pandemic.</p> <p>Continue to provide support to potential new business investors.</p> <p>Continue the development of a Digital Strategy for Oxfordshire to ensure the broadband and mobile telephone services in Cherwell are prepared for future demands.</p>	★	<p>CDC is in close liaison with colleagues at local authorities in Oxfordshire and at OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic.</p>	★

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

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.4 Develop Our Town Centres	Cllr L Pratt	Robert Jolley Paul Feehily	<p>Worked closely with officer groups and partners to ensure that the high streets within the district reopened safely.</p> <p>Reviewed the impact of the COVID-19 pandemic on the district's urban centres.</p> <p>Assisted businesses with operational matters.</p>	<p>Maintain close working with officer groups and partners to ensure continued safety regarding the reopening of the high streets within the district.</p> <p>Engage with stakeholders regarding the Reopening High Streets Safely Fund. Continue to review the impact of the COVID-19 impact on the district's urban centres.</p>	★	<p>Continued support provided to Banbury BID (Business Improvement District) in the delivery of projects to support businesses throughout the COVID-19 pandemic.</p> <p>Work continues with the Bicester Town Centre Task Force to develop projects which will address the impact of the pandemic.</p>	★
BP3.1.5 Deliver the Growth Deal	Cllr B Wood	Robert Jolley Paul Feehily	<p>Following the pandemic lockdown, the Growth Deal workstreams have been impacted in various ways.</p> <p>With restrictions now easing, work is underway to recover the loss of time and where necessary to look at reprofiling agreed timescales.</p>	<p>A review of the Year Three plans will be undertaken in light of the COVID-19 impact on Quarter 1. Where necessary, revisions of the Year Three plans will be made and presented to Chief Executive Direct Reports (CEDR).</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	0.00	0.00	-	<p>Due to the coronavirus pandemic the Leisure Centres and Joint Use Facilities have remained closed since 20th March and therefore no visits recorded. Facilities are now in mobilisation stage for re-opening with Outdoor Facilities starting to re-open but with social distancing measures in place. Re-openings are expected to take place in July.</p> <p>At this stage there has been no announcement as to when Leisure Centres can re-open, however a decision is expected shortly.</p>	0.00	0.00	-	
BP4.2.2 High risk food businesses inspected	Cllr A McHugh	Richard Webb Rob MacDougall	0.00	0.00	-	The Food Standards Agency has sent out an instruction to all local authorities responsible for carrying out food hygiene inspections that proactive inspections should cease until further notice. As such we have carried out no proactive inspections identified in the programme as per the instruction received.	0.00	0.00	-	

Healthy, resilient and engaged communities - Programme Measures

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	<p>During the COVID-19 pandemic the community safety team continued to provide a presence across Cherwell.</p> <p>The team supported the Police to enforce lock-down measures.</p> <p>Responded to complaints about anti-social behavior. Engaged with all house boat residents to ensure they had the support they needed.</p> <p>Assessed town centres for potential problem areas as shops re- opened.</p> <p>Supported shops to resolve social distancing problems.</p>	<p>The community safety team will be focusing on helping to resolve any problems arising as bars, cafes and restaurants re-open.</p> <p>The team will also start to address any town centre anti-social behavior problems that arise in the town centres as they re-open.</p> <p>Plans for this year included assessing whether a Public Spaces Protection Order is required for Bicester town centre.</p>	★	<p>The Community Safety Teams undertook a programme of visits to all villages during lockdown, supporting the Police to ensure movement restrictions were adhered to.</p> <p>The team also engaged with all businesses in Bicester, Banbury and Kidlington town centres to ensure their views on measures required to safely re-open the high streets were included in our plans.</p> <p>Work to tackle anti-social behavior has continued as normal during lockdown without any significant increase in case numbers</p>	★

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	<ul style="list-style-type: none"> - Social Prescribing: Revised delivery model agreed in response to COVID-19 crisis. - Thrive@Work accreditation work delayed by COVID-19 crisis and profound changes to CDC working practices. - Defence Employer Recognition Scheme Silver Award application submitted. 	<ul style="list-style-type: none"> -Secure £200k Financial contributions through s.106 developer contributions for leisure & community projects. -Gain approval for distribution of revised Thrive@Work Health Needs Assessment to CDC staff. -Achieve Employer Recognition Scheme Silver award. 	●	<ul style="list-style-type: none"> - Social Prescribing - Service criteria broadened to deal with anxiety and take self-referrals. - Thrive @ Work accreditation Health Needs Assessment revised and will need senior management approval before being promoted to all staff. - Defence Employer Recognition Scheme Silver Award. Result was expected mid-June, but MoD has delayed announcement of results to early July. 	●
BP4.1.3 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	<p>As reported in the last milestone, the Leisure Centres and Joint Use Facilities have remained closed and therefore any physical improvements have generally slowed, however works have continued and been completed to the Athletics Track at the North Oxfordshire Academy (only outstanding item is the test on the hammer cage).</p> <p>The improvements made will benefit the resident Athletics Club as well as the Local Community.</p>	<p>Within the next 1/4 of the year we will see the completion of the internal works to Bicester Leisure Centre with the expansion of the Gym into the previous Spin Studio, with the Spin Studio then being relocated to the existing Creche Facility. The Leisure Centres will aim to re-open with social distancing measures /restrictions in place so improvements are being made to facilitate this. In addition, quotations have been sought to undertake a refurbishment of the Changing Rooms at the Cooper School, Joint Use leisure facility. It is expected that these works will take place during August. The next 1/4 will also see the commencement of the feasibility studies into the Leisure Centres within the District.</p>	★	<p>With the Leisure Centres and Joint Use Facilities remaining closed since March 20th any physical improvements to the Leisure Centres have generally slowed down, however as restrictions start to ease Contractors are being engaged to carry out some works within the Centres.</p> <p>Kidlington Leisure Centre has recently benefited from improvements to the fitness changing rooms with new showers and whiterock paneling being installed. At Spiceball Leisure Centre work has commenced on the upper floors of the changing rooms as part of a programme of works.</p> <p>For the North Oxfordshire Academy a programme of works has been undertaken to the Athletics Track as part of the application for UK Athletics new 'track mark' accreditation which has included the purchasing of new equipment as well as physical works to the hammer/discuss circle and cage, currently awaiting the test of the cage before submission of application.</p> <p>Works are planned to take place at the Cooper Sports Facility in Bicester as programme of refurbishment to the 4 changing rooms. This is expected to take place in August. Awaiting to appoint Contractor to the works.</p> <p>Initial works into the feasibility studies for the Leisure Centres is due to commence over the next few months as we start to plan for future provision in the District.</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director / Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.14 Support the Voluntary Sector Page 66	Cllr A McHugh	Ansaf Azhar Nicola Riley	10 Community Infrastructure Capital grants awarded total £71,000.			Parish Liaison meeting will be held virtually in July. Fortnightly Parish Bulletin has been distributed to all Cherwell Parishes since early April. Councillor COVID-19 Priority Fund designed and launched in April in response to the COVID-19 Crisis: - Supporting Community Centres across the district who are entitled to rates relief to encourage them to apply for the Retail, Hospitality and Leisure Grant which covers community spaces. - Working with the organisation Muddy Feet who we support to deliver nature conservation work in schools during normal times we have developed a "Transitioning back to school" resource pack. The pack includes 6 nature connection workshops for teachers to use taking a therapeutic nature based approach. This resource has been circulated to all schools. - Through the Cultural Education Partnership, we are offering all schools a 3-day emotional literacy through art training opportunity. This will support schools using art as a wellbeing tool after lockdown and the first Level 1 training will be delivered via zoom in May. 12 places will be funded through the North Oxon Cultural Education Partnership. Activity sheets for older people – 2 activity sheets have been designed to help support older residents and the voluntary sector working with them by engaging residents in activities during lockdown, with fun quizzes, recipes, exercise ideas and key contacts. The sheets will be printed and distributed to residents and groups in May / June. - Play Day Activity resource – With activity days and community events being cancelled due to the current situation an activity resource booklet has been created to support young people and the voluntary organisations working with them to continue to engage and share positive messages and information. The resource will be shared electronically with partners and hard copies distributed to groups.	★
			Cherwell Lottery £34,101 annualised income achieved for Good Cause Partners.				
			Parish Liaison meeting postponed.	Hold virtual Parish Liaison Meeting.			
			Councillors' COVID-19 Priority Fund.	Hold virtual Local Strategic Partnership meeting.			
			42 grants issued totalling £30,694.	Work with partners (including Community First Oxfordshire & Volunteer Link up) to develop a model for supporting neighbourhood mutual aid groups.			
			Supporting Community Centre's during the COVID-19 crisis, developing with partners resources to support schools to return to the classroom	Virtual voluntary organisations forum/webinar in partnership with Oxfordshire Community & Voluntary Action (OCVA)			
			Developing online training to support partners across the district.	Supporting recovery of voluntary organisations.			
Older people's activity sheets Play Day activity resource virtual support and guidance given to all our voluntary organisations and groups.							
Guidance for community halls and spaces to reopen							
Community Link publication distributed May/June to support voluntary organisations.							

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>	Cllr A McHugh	Richard Webb Rob MacDougall	<p>During the COVID-19 pandemic the council has focused on providing support to vulnerable people who were shielding and required food or medicines to be delivered to them. All services refocused their work to respond to the pandemic and the needs of Cherwell's residents and businesses.</p> <p>In addition, the council has supported the multi-agency response to COVID-19 through joint work with Oxfordshire County Council and Thames Valley Local Resilience Forum.</p>	<p>The council's teams continue to provide support to vulnerable residents who need help whilst shielding. Teams are now focusing on supporting the re-opening of the High Streets, ensuring town centres support social distancing and working with county colleagues on promoting active transport and tackling areas where social distancing is difficult.</p>	★	<p>Council teams have undertaken a wide range of actions to provide support to Cherwell's communities during the COVID-19 pandemic. This has included:</p> <ul style="list-style-type: none"> - Contacting local residents who are shielding to help them set up support arrangements. - Helping local voluntary groups who have been supporting communities. - Provision of food and medicines deliveries to vulnerable residents. - Developing materials for families to use at home to help with home schooling and to encourage exercising. - Providing accommodation for rough sleepers to enable them to reduce risk of infection. - Administering the provision of business support grants and financial relief programmes. - Enforcing business closure and social distancing legislation. - Providing a wide range of advice and guidance reference materials. 	★
<p>BP4.1.6 Support and Safeguard Vulnerable People</p>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	<p>Benefits have seen a sharp increase in the number of new claims received during the last two months. We have worked with DWP to support residents and this includes requesting less evidence in support of claims to speed up the process.</p> <p>Revenues have also taken the decision not to take any active recovery action for Council tax or Business Rates.</p>	<p>Revenues and Benefits will continue to work with partners to safeguard our more vulnerable residents and a meeting will be held with our DWP partnership manager in June to discuss recovery from COVID-19 crisis.</p>	★	<p>Revenues and Benefits are continuing to work with partners both internal and external to meet this measure</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.7 Promote Healthy Place Making Page 68	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Recruitment of wayfinding officer post for Kidlington project in progress with interviews scheduled for 7 July.	Hold inception meeting for evaluation of wayfinding scheme in Kidlington and commence recruitment of community evaluators.		Work this month continues to be a mix of COVID- 19 response as issues emerge as lockdown eases and planned programme work. Q1 over 14,000 prescriptions were delivered to vulnerable residents in Banbury, Bicester and Kidlington who were self isolating from Covid19 by volunteer runners, riders and drivers through the Oxfordshire Medicine Supply runs set up by the District Council. Support has been given to enable residents to walk and cycle to and in our town centres, working with OCC colleagues to deliver Tranche 1 of the national Active Travel Fund, and providing free bike repairs for key workers and residents on a low income.	★
			Procurement of evaluation support for wayfinding scheme resulted in three bids - currently agreeing contract with the preferred bidder.	Providing ongoing place based advice into road reallocation teams to promote safe cycling and walking.			
			Provided place based advice into road reallocation teams to promote safe cycling and walking Advertised MECC training to new volunteers.	Hold place based support session for new MECC trained volunteers.	★		
			Scaled down volunteer prescription support as lockdown eases.	Hold review session for early years providers in Bicester Seek feedback on draft Health Impact Assessment tool with Development Management.			
			Dr Bike sessions held in Banbury, Bicester and Kidlington to provide free minor bike repairs to promote active travel.	Hold a COVID-19 lessons learned session with Banbury PCNs Undertake survey of business volunteers to identify how best to support them to sustain some level of volunteering.			

Appendix 3 – Leadership Risk Register as at 31/07/2020

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		L10	L01, L04, L07,L11, L12 & L17	L19,L08 & L20	
	3 - Moderate		L16	L02, L05, L14, L18 & L21	L15	
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated							
			Probability	Impact	Rating						Probability	Impact	Rating											
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	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully effective Partially effective Not effective	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. 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.	Risk reviewed - 06/07/2020 - Risk Manager and 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 System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.
	Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally				Fully																	Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business.	Review underway
	Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly				Fully																	Asset Management Strategy being reviewed and refreshed.	Review in hand.
	Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly				Fully																	Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.	Finance business partners involved with reflection locally on outcomes.
	Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams				Fully																	Finance support and engagement with programme management processes continuing.	Integrated reporting has been embedded
	Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO				Fully																	Further integration and development of Performance, Finance and Risk reporting	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 involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	Regular training will be undertaken.
	Lack of financial awareness and understanding throughout the council	Investment 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.	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																	New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates	Review of borrowing approach being considered alongside our financial advisors
		Independent third party advisers in place				Fully																	Regular utilisation of advisors as appropriate.	Regular reporting of progress on internal audits considered by the committee
		Regular bulletins and advice received from advisers				Fully																	Internal Audits being undertaken for core financial activity and capital as well as service activity	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 2020 will be assessed.
		Property portfolio income monitored through financial management arrangements on a regular basis				Partially																	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.	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 during June 2020 and
		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 Jorden	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 07/07/20 -Risk manager updated.
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	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 -	Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Some additional resource budgeted for 20/21. Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially Fully Partially	Councillor Colin Clarke	Paul Feehily	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). COVID19 may affect the progress made by the central plan team on the Oxon Plan. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Oxfordshire Plan. However, the residual risk score of '12' has not been changed as the risk of consequential delay for the district Local Plan has already been considered. Significant delay would require re-consideration of the risk. A Local Plan Issues Paper is due to be presented to the Council's Executive on 6 July 2020 in accordance with the LDS programme. The 2019 Annual Monitoring Report was approved by the Executive on 7/1/2020.	Risk reviewed 03/07/2020 - Comments updated.
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 are providing business continuity status reports for their critical services weekly during the current covid-19 pandemic. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. Command structures are in place for managing the council's response to the pandemic in line with the BC framework. Business continuity impacts are being identified, managed locally and escalated if necessary to the joint OCC/ CDC silver group and supporting cells. A process for restoration of services is in place and being implemented across the teams. Recovery planning includes consideration of the response to a second wave of the virus.	Risk Reviewed 06/07/2020 - Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
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	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	Emergency plans enacted and command structures established with partner organisations to support the response to the Covid-19 19 pandemic. The council is also maintaining its duty director rota for any other emergency incidents that might arise.	Risk Reviewed 06/07/2020 - No changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
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	New Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the newly adopted HSE's recommended called 'HSG65' Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety. Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally 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 BPM meeting on 17th June 2019, it is due for review no later than June 2021. The Corporate Arrangements are subject to a continuing programme of updates to ensure they remain up to date and relevant to council business. 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. This is temporarily on hold due to the Coronavirus Lockdown 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 respond 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 in April 2020. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements. 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 07/07/2020 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	<p>Service disruption</p> <p>Financial loss / fine</p> <p>Prosecution – penalties imposed</p> <p>Individuals could be placed at risk of harm</p> <p>Reduced capability to deliver customer facing services</p> <p>Unlawful disclosure of sensitive information</p> <p>Inability to share services or work with partners</p> <p>Loss of reputation</p>	4	5	20	<p>File and Data encryption on computer devices</p> <p>Managing access permissions and privileged users through AD and individual applications</p> <p>Consistent approach to information and data management and security across the councils</p> <p>Effective information management and security training and awareness programme for staff</p> <p>Password security controls in place</p> <p>Robust information and data related incident management procedures in place</p> <p>Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services</p> <p>Appropriate plans in place to ensure ongoing PSN compliance</p> <p>Adequate preventative measures in place to mitigate insider threat, including physical and system security</p> <p>Insider threat mitigated through recruitment and line management processes</p> <p>Cookie pop-ups on the website</p> <p>Increased threat to security during Covid-19 period in part due to most staff working from home.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	<p>The cyber-essentials plus certification has now been passed.</p> <p>Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019</p> <p>The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR.</p> <p>Implemented an intrusion prevention and detection system.</p> <p>Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service.</p> <p>Cyber Awareness e-learning available and will be part of new starters induction training.</p> <p>Cyber Security issues regularly highlighted to all staff.</p> <p>External Health Check undertaken January 2020, no high risk security issues highlighted.</p> <p>Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place.</p> <p>Cookiebot live on website for users to confirm cookie preferences.</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams</p>	<p>Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.</p>	Risk Reviewed 06/07/20 - Control assessment and mitigation actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	<p>Increased harm and distress caused to vulnerable individuals and their families</p> <p>Council could face criminal prosecution</p> <p>Criminal investigations potentially compromised</p> <p>Potential financial liability if council deemed to be negligent</p>	4	4	16	<p>Safeguarding lead in place and clear lines of responsibility established</p> <p>Safeguarding Policy and procedures in place</p> <p>Information on the intranet on how to escalate a concern</p> <p>Mandatory training and awareness raising sessions are now in place for all staff.</p> <p>Safer recruitment practices and DBS checks for staff with direct contact</p> <p>Action plan developed by CSE Prevention group as part of the Community Safety Partnership</p> <p>Data sharing agreement with other partners</p> <p>Attendance at Children and Young People Partnership Board (CYPPB)</p> <p>Annual Section 11 return compiled and submitted as required by legislation.</p> <p>Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group</p> <p>Engagement at an operational and tactical level with relevant external agencies and networks</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↓	<p>Ongoing internal awareness campaigns</p> <p>Ongoing external awareness campaigns</p> <p>Annual refresher and new training programmes including training for new members</p> <p>Attendance at safeguarding boards and participation in learning events</p> <p>Continue to attend groups focused on tackling child exploitation</p>	<p>The new HR payroll system (was expected in April 2020 postponed) will hold training records. The new safeguarding officer will ensure there is appropriate take-up of training across staff and members. Safeguarding Policy annual review in place. Close monitoring of Training needs/changes to roles and need for enhanced safeguarding training requirements.</p> <p>During C-19 staff working from home Internet safety brief on keeping children safe at home via LOOP. Joint working with safeguarding officers from local District councils New online training supplier incorporating safeguarding as part of the 9 compulsory training sessions.</p>	Risk Reviewed 07/07/2020 - Risk description, control assessments and mitigating actions updated. Residual risk decreased from 12 to 8.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully 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 under pressure processing changes to NDR etc. as part of government relief package for businesses Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers Crown House has started receiving tenants through June. Letting agents working to attract residents. Regular liaison with the Shareholder Representative to ensure full understanding of ongoing pandemic impact	Risk reviewed - 07/07/2020 - Mitigating actions and comments updated
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place 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 will hold meetings when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	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. In addition, a Provider-Cell has been established to provide oversight of procurement and contract matters in response to Covid19. To support this, a complete new data set of CDC spend (FY2019/20 Qtr. 1, 2 & 3) has been produced and placed in the Provider-Cell files in MS Teams which can be accessed by CDC members of the Provider-Cell. This spreadsheet also includes a financial credit risk score of all suppliers with a spend above £40k. Contracts Managers are expected to put in place appropriate mitigation plans to manage any identified risks identified. In addition, Castle Quay 1 - Due diligence and credit reports carried out on a monthly basis for all suppliers and contractors for any advance warnings being flagged up. Castle Quay 2 - Due diligence and credit report carried out on McLaren on a bi-monthly basis for any advance warnings being flagged up on updated credit reports.	Risk reviewed 14/07/2020 - Mitigating actions and comments updated.
L13 -	CLOSED RISK 18/11/19 - Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 in place.	All services have now either been separated or moved into service delivery arrangements with SNC. Reviews of service delivery arrangements with SNC to take place between October-December 2019. Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 01/11/19 - Removed

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21													↔				
L14 -	<p>Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.</p>	<p>Threat to service delivery and performance if good management practices and controls are not adhered to.</p> <p>Risk of ultra vires activity or lack of legal compliance</p> <p>Risk of fraud or corruption</p> <p>Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.</p> <p>Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.</p> <p>Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting).</p> <p>Elements of the COVID-19 response may be compromised, delayed or not taken forwards.</p>	4	4	16	<p>Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.</p> <p>Clear accountability and resource for corporate governance (including the shareholder role).</p> <p>Integrated budget, performance and risk reporting framework.</p> <p>Corporate programme office and project management framework. Includes project and programme governance.</p> <p>Internal audit programme aligned to leadership risk register.</p> <p>Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.</p> <p>HR policy framework.</p> <p>Annual governance statement process under review and deadline delayed by Government.</p> <p>Business Continuity Plans are in place which ensure that appropriate structures and leadership are put in place at the outset of the CV-19 response.</p> <p>Control measures implemented throughout 2019/20 and updates on key issues reported (e.g. Property/Security) reported to Audit & Governance Committee as requested by Members.</p>	<p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p>	Councillor Barry Wood	Yvonne Rees	Steve Jordon	3	3	9	↔	<p>Standing item at senior officer meetings – regular review of risk and control measures</p> <p>Implementation of corporate programme office – May 2018</p> <p>Full review of HR policy to be undertaken during 2018/19</p> <p>Monitoring Officer to attend management team meetings</p> <p>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.</p>	<p>S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.</p>	<p>Risk reviewed 07/07/20 - Risk manager updated.</p>

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																	
L15 -	L15 Oxfordshire Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers Oxfordshire Plan delivered late	5	5	25	Established programme structure and partnership ethos to support effective programme delivery Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery Identify potential "top up" schemes to supplement GD affordable housing scheme Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review Develop Year 3 Plans of Work to detail the expected delivery by CDC for Year 3 of the Growth Deal Programme; building on the experiences and knowledge gained during Year 2.	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Structured engagement with developers to better understand their needs Appropriate escalation of issues to agree programme flexibilities where required Improved collaboration working with partners Securing approval of a resourced GD Y3 plan to be delivered in a collaborative partnership environment	With the easing of Lock down restrictions, construction work on sites has recommenced. The operating restrictions will, however, impact the speed of delivery as will the delayed impact on the supply chain. The medium to long term impact on the demand side of the housing market will take time to manifest which reduce developers commitment to maintaining housing trajectories. If there is a down turn in the market there is potential for a positive impact as developers increase the number of social housing units they release, selling additional units to RPs as a way to off load unsold stock. Any Government incentives (Stamp Duty variations etc.) may impact the developers negotiations with RPs.	Risk reviewed 07/07/2020 - Comments updated.
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.	Risk reviewed - 23/07/20 - risk description and comments updated.
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.Ⓜ	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	4	12	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice is being sort with regards to governance and technical advice is being sort regarding technology. Robust programme and project management frameworks in place.	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	4	12	↑	Regular reporting on joint working proposals to the senior management team.	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.	Risk reviewed - 23/07/20 - Residual score elevated (impact from 3 to 4), potential impact and controls 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.	Risk reviewed 22/07/2020 - Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L19 -	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience.. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↓	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID19 security on building are being put in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. An urgent review of business continuity plan is currently underway and will be completed in August to adjust for COVID19 disruption and possible further outbreaks. Outbreak planning is underway with Standard Operating Procedures being created for key risk areas which will be tested at the start of September The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities Contract tracing and testing to be implemented to identify localised outbreaks. Scenario planning to inform BCP for a local outbreak. Engagement with PHE and the DPH to manage localised outbreak scenarios.	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Easing of lockdown restrictions balanced against the risk of localised outbreaks is somewhat reducing the risk of people being unable to access services	Risk reviewed 31/07/2020 - Risk score, Mitigating actions and commentary updated.
L20 -	Covid-19 Business Continuity Significant staff absence 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. Stocks of laptops being maintained	Fully Partially Fully Fully Fully Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	4	16	↓	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.	Risk reviewed 23/07/2020 - Scores decreased, controls and comments updated.
L21-	Post Covid-19 Recovery - challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic Requirement to review service delivery Budget implications	4	4	16	Work underway, a governance programme is currently under development. Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment. Working through a new corporate programme underpinned by policy research. In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Governance programme to be shared and implemented. CEDR and ELT working towards new corporate programme liaising with Insight and policy support.	Action completed.	Risk reviewed 23/07/2020 - Comments 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 Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. The Planning Inspector's preliminary views were received in July 2019 and were largely supportive. He recommended the deletion of a single proposed strategic housing allocation (land south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. The necessary Main Modifications were consulted upon from 8 November to 20 December 2019. The modifications were approved by the Council on 24 February 2020 and submitted to the planning Inspector the following day. His final report is awaited. The Inspector will consider whether the Plan is 'sound' and legally compliant. No issues of legal compliance have been identified to date and in light of his preliminary advice, there is a **low risk** that he will find the Plan 'unsound'.

Oxfordshire Plan 2050

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

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Plan. This allows for further stakeholder engagement in September 2020; public consultation on a formal Options Paper in January 2021; and, consultation on a proposed Plan in September 2021. The intention is to submit the Plan for Examination in January 2022. As the Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences, it had been considered that there was a medium to high risk that that the programme would be delayed. This has increased to high risk due to COVID19.

Local Plan Review

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

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

Additional staffing budget has been secured to help deliver this programme. The risk to the programme is considered to be low subject to the required staffing levels being achieved. The influence of the Oxfordshire Plan and its risk of delay to the district Plan raises the risk to medium with mitigation. An issues consultation paper is due to be presented to the Executive on 6 July.

Banbury Canalside Supplementary Planning Document

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

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

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

Community Infrastructure Levy (CIL)

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

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

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