

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 7 March 2022

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman
Councillor Tony Ilott
Councillor Richard Mould
Councillor Dan Sames

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Andrew McHugh
Councillor Lynn Pratt
Councillor Lucinda Wing

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 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 7 February 2022.

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Oxfordshire Plan 2050 Statement of Community Involvement**

** Please note this report will follow as it is currently being reviewed and finalised **

Report of Assistant Director – Planning and Development

7. **COVID 19: Oxfordshire System Recovery and Renewal Framework** (Pages 13 - 38)

Report of Chief Executive

Purpose of report

This report asks the Executive to support the joint COVID Recovery and Renewal Framework, as set out in Appendix1.

Recommendations

The meeting is recommended to:

- 1.1 Adopt the Oxfordshire System Recovery and Renewal Framework, as set out in Appendix1, as the key partnership document guiding joint programme planning beyond the COVID-19 Pandemic period.
- 1.2 Delegate final revisions to the Oxfordshire System Recovery and Renewal Framework to the Chief Executive, in consultation with the Leader of the Council, as partnership organisations complete their engagement and decision-making processes.

8. **Queen Elizabeth II's Platinum Jubilee** (Pages 39 - 44)

Report of Assistant Director Wellbeing

Purpose of report

Enabling communities across the Cherwell District to celebrate Her Majesty Queen Elizabeth II's Platinum Jubilee by establishing a new small grants scheme.

Giving communities in Cherwell sufficient time to get plans in place, including necessary approvals for road closures, temporary event notices and licences.

Recommendations

The meeting is recommended:

- 1.1 To establish a Platinum Jubilee budget to a maximum of £55,000 from reserves.
- 1.2 To agree the grant scheme and promotional measures as outlined in the report and to delegate authority to administer the grant scheme, and enter the grant agreements, as outlined in paragraph 3.2.7 of this report.

- 1.3 To request officers work with colleagues from neighbouring authorities and the Lord Lieutenant's office to coordinate and join up support for communities planning celebrations.
- 1.4 To request officers curate an online gallery of residents' photographs celebrating Cherwell over the reign of Her Majesty Queen Elizabeth II.
- 1.5 To request officers promote the available local and national funding streams through a co-ordinated communications plan and dedicated webpage with links to the Department of Levelling Up, Housing and Communities information.

9. Monthly Performance, Risk and Finance Monitoring Report (Pages 45 - 132)

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

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of January 2022.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To approve the proposed changes in use of reserves at Appendix 7.
- 1.3 To approve the revised fees and charges schedule at Appendix 8.

10. Notification of Decisions taken by Chief Executive under Urgency Powers (Pages 133 - 138)

Report of Assistant Director – Growth and Economy and Assistant Director of Finance

Purpose of report

To inform the Executive of two decisions taken under urgency powers by the Chief Executive regarding (i) the approval of the adoption of the Additional Restrictions Grant policy 2022; and (ii) the defrayal of residual Additional Restrictions Grant funding to OxLEP.

Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Chief Executive to approve the adoption of the Council's Additional Restrictions Grant policy 2022 (Appendix 1).

- 1.2 To note the urgent decision taken by the Chief Executive regarding the transfer of residual Additional Restrictions Grant funds to OxLEP (Exempt Appendix 2).

11. Urgent Business

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

12. Exclusion of the Press and Public

The following item contains exempt information as defined in the following paragraph of Part 1, Schedule 12A of Local Government Act 1972.

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

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

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

13. Notification of Decisions taken by Chief Executive under Urgency Powers - Exempt Appendix (Pages 139 - 142)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

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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@cherwell-dc.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Friday 25 February 2022

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 7 February 2022 at 5.30 pm

Present:

Councillor Ian Corkin (Vice-Chairman, in the Chair), Deputy Leader and Lead Member for Customers and Transformation

Councillor Phil Chapman, Lead Member for Leisure and Sport
Councillor Colin Clarke, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Finance 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
Councillor Lucinda Wing, Lead Member for Housing

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group
Councillor John Broad

Apologies for absence:

Councillor Barry Wood, Leader of the Council

Officers:

Yvonne Rees, Chief Executive
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & Shareholder Representative
Lorna Baxter, Director of Finance & Section 151 Officer
Anita Bradley, Director Law and Governance & Monitoring Officer
Nathan Elvery, Interim Chief Operating Officer
Michael Furness, Assistant Director of Finance & Deputy S151 Officer
Shahin Ismail, recommended appointee as Interim Monitoring Officer
Natasha Clark, Governance and Elections Manager

97 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

99 **Minutes**

The minutes of the meeting held on 10 January 2022 were agreed as a correct record and signed by the Vice-Chairman in the Chair.

100 **Chairman's Announcements**

There were no Chairman's announcements.

101 **Budget Setting for 2022/23 and the Medium-Term Financial Strategy up to 2026/27**

The Director of Finance submitted a report which was the culmination of the Budget and Business Planning process for 2022/23 to 2026/27 and set out the Executive's proposed Business Plan and related revenue budget for 2022/23, medium term financial strategy to 2026/27, capital programme to 2026/27 and all supporting policies, strategies and information.

Resolved

- (1) That the proposed Fees and Charges for 2022/23 (Annex to the Minutes as set out in the Minute Book) be approved.
- (2) That the equality impact assessment of the Budget be noted.
- (3) That report on Responses to the Budget Consultation be noted.
- (4) That the Reserves Policy and medium-term reserves plan (Annexes to the Minutes as set out in the Minute Book) be approved.
- (5) That authority be delegated to the Section 151 Officer (S151), following consultation with the Leader of the Council and Lead Member for Finance and Governance, to complete the legal Council Tax calculations once all the information required has been received.
- (6) That authority be delegated to the S151, following consultation with the Leader of the Council and Lead Member for Finance and Governance, to make appropriate changes to the Executive's proposed budget to Council.
- (7) That Full Council be recommended to approve the Business Plan.
- (8) That, in relation to the Revenue Budget and Medium-Term Financial Strategy (MTFS), Full Council be recommended to approve:
 - i. That the net revenue budget for the financial year commencing on 1 April 2022 be approved.
 - ii. That the MTFS and Revenue Budget 2022/23, including the Savings Proposals, and Pressures, be approved.

- (9) That Full Council be recommended to agree an increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2022 of £5, resulting in a Band D charge of £143.50 per annum.
- (10) That, in relation to the Capital Programme and related strategies, Full Council be recommended to approve:
- i. The Capital Bids and Capital Programme.
 - ii. The Capital and Investment Strategy.
 - iii. The Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2022/23.
 - iv. The Property Investment Strategy.
- (11) That, in relation to reserves, Full Council be recommended to approve a minimum level of General Balances of £6m.

Reasons

It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this. This report provides information around the various building blocks that make up the proposed budget for 2022/23 and beyond, allowing members to consider and scrutinise the elements of the budget and provide advice and guidance to Council to help further shape both budget setting for 2022/23 and the MTFs up to 2026/27.

Alternative options

Option 1: To reject the current proposals and make alternative recommendations. Members will not be aware of the medium-term financial forecast or implications of alternatives if they choose to take this option.

102

(Draft) Gambling Act 2005 Statement of Licensing Principles

The Assistant Director Regulatory Services & Community Safety to consider a revised Statement of Licensing Principles which is required to be published by the council under the Gambling Act 2005.

The report introduced a draft of the revised Gambling Act 2005 Statement of Licensing Principles, explained the reason for the review, provided a summary of the main changes to the current statement of licensing principles, and outlined the consultation process followed in revising the current document.

Resolved

- (1) That the revised Statement of Licensing Principles under the Gambling Act 2005 be agreed and Full Council be recommended to approve the Statement.

Reasons

Section 349 of The Gambling Act 2005 requires all licensing authorities to prepare and publish a statement of principles that they propose to apply in exercising their functions under the Act and in particular the 3 licensing objectives.

The Gambling Act 2005 became fully implemented on 1 September 2007 and it created a new system of licensing and regulation for commercial gambling. It requires the Council to prepare and publish a Statement of Principles for each successive period of three years, which outlines the principles that the Council will apply in exercising its functions as the Licensing Authority under the Act. The last statement was approved January 2019 and came into effect on 31 January 2019 and a new Statement must therefore be agreed by the Council.

Alternative options

Option 1: Not to review and republish the statement. It is a statutory requirement that the policy must be reviewed so this option is not recommended.

103

Approval of a Cherwell District Council Social Value Policy

The Director of Law and Governance submitted a report to advise Executive on progress towards introducing a Social Value Policy for Cherwell District Council.

Resolved

- (1) That the Social Value Policy be approved.
- (2) That the planned implementation of the Social Value Policy be approved.

Reasons

The aim of the CDC Social Value Policy is to enable the Council's spending to go further by encouraging suppliers to commit to providing additional social value, through the tendering process, that will benefit local communities within Cherwell.

Incorporating social value into our procurement process can be achieved with minimal additional time and cost, yet it is a change that can make a real difference to people in the local community, to service delivery and to the Council's spending plans as a whole.

Social value is also a legal requirement as set out in the Public Services (Social Value) Act 2012, which came into effect in January 2013, and the recent National Procurement Statement (PPN 05/21) published in June 2021.

Both the law and the statement apply to all types of public bodies, including local authorities. The mandatory nature of this legislation underlines the importance of launching the policy as quickly as possible.

Alternative options

Option 1: The option of doing nothing is not available for this project, because it is a legal requirement as set out in the Public Services (Social Value) Act 2012 and the recent National Procurement Policy Statement (PPN 05/21) published in June 2021.

Option 2: The option of undertaking the project using only internal resource was considered, however this would have incurred significant soft costs and would have also taken much longer to implement. Utilising the expertise of the Social Value Portal was considered the best value option, enabling the policy to be effective, well-considered and informed by best practices. In addition, the social value resulting from the new policy is expected to be many times the cost of annual membership, which is relatively low at £15 K GBP.

104

Shareholders Agreement - Crown House and Crown Apartments

The Shareholder Representative submitted a report to approve the shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited

Resolved

- (1) That the entering into of a shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited be approved.
- (2) That the Shareholder Representative, in consultation with the Leader of the Council, be authorised to settle the final terms and sign the shareholder agreement on behalf of Cherwell District Council.

Reasons

Through agreeing with the recommendations in this report the council is ensuring that a relevant and up to date legal agreement between the Shareholder and Crown House companies is in place.

Alternative options

Option 1: Not to approve the entering into of the shareholder's agreement – this has been rejected as not entering into the agreement would mean that the Council would have no ability to influence or monitor the activities, of the companies through the various rights granted to it under the shareholder's agreement.

105 **Urgent Business**

There were no items of urgent business.

The meeting ended at 5.50 pm

Chairman:

Date:

Llr Cherwell District Council

Executive

7 March 2022

COVID 19: Oxfordshire System Recovery and Renewal Framework

Report of Chief Executive

This report is public

Purpose of report

This report asks the Executive to support the joint COVID Recovery and Renewal Framework, as set out in Appendix1.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Adopt the Oxfordshire System Recovery and Renewal Framework, as set out in Appendix1, as the key partnership document guiding joint programme planning beyond the COVID-19 Pandemic period.
- 1.2 Delegate final revisions to the Oxfordshire System Recovery and Renewal Framework to the Chief Executive, in consultation with the Leader of the Council, as partnership organisations complete their engagement and decision-making processes.

2.0 Introduction

- 2.1 System partners have worked closely together since early in 2020 to deliver a joined-up response across the board spectrum of COVID-19 impact. Partners have developed joint structures to support those required to stay at home, to encourage and enforce adherence to COVID restrictions, to monitor and contain the spread of the virus and to maintain the continuity of essential services. Joint responses have managed the impact on health and social care services and worked closely with education providers. From later in 2020 and into 2021, joint activity delivered community testing and latterly the successful role out of the vaccination programme. Partnership interventions have also sought to address the secondary impacts of the pandemic for individuals, communities and businesses through joint work on community engagement, business support, financial hardship and economic recovery.
- 2.2 Throughout 2021, Oxfordshire's system-wide COVID-19 response has continued to focus on the immediate health impacts of the pandemic, containing outbreaks and

minimising the transmission of the virus in the community. In line with the easing of most legal restrictions during the summer of 2021, system-partners revisited the long-term impact of COVID-19 and reviewed the shared focus of planning for recovery and renewal.

- 2.3 The pandemic has led to economic, community and service impact that has yet to be fully understood at the system level. However, it can clearly be seen that existing inequalities and service and community pressures have been amplified, with likely long-term impacts. As with many pre-existing challenges, the impact and effective responses will often lie across several agencies and sectors.
- 2.4 To coordinate and prioritise COVID and post-COVID activity, and prioritise resource allocation, partners agreed to develop a set of joint themes for the next phase in the pandemic period and to bring together shared system priorities and joint ambitions for recovery and renewal in an overarching framework.
- 2.5 This framework was initially drafted during late 2021 through engagement with system partners, drawing on priorities, impact analysis and community insight held within individual organisations and thematic partnerships. Progress was paused during December to allow partners to focus on the enhanced response to the Omicron variant and the framework is now being brought forward for formal adoption and incorporation into partnership planning for the new business year.

3.0 Report Details

- 3.1 The intention of agreeing a joint framework is to provide a mechanism for driving systems working on renewal and an ongoing structure for collaboration. It will enable us to better coordinate how we recover from the impacts of COVID and implement changes in the light of what we have learnt for our communities, organisations and partnerships.
- 3.2 At the time of writing, the significant increase in infection rates related to the Omicron variant is waning. While service pressure in health and social care remains significant and the impact on educational settings remains high, system partners are stepping back from the period of most concern. Nevertheless, the potential for changes in the nature of the pandemic and for service disruption generated by the cumulative risks associated with COVID's direct and indirect impact remains. Therefore, while planning for the future, a level of COVID readiness will need to be maintained. Reflecting this position, the framework for recovery and renewal is arranged around three key aims:
 - **Consolidating recovery and building resilience:** Protecting key services and keeping social life and the economy open by sustaining our system response to COVID-19 and working together on addressing new pressures. This includes changes to service delivery as well as ways of working e.g. engagement with Voluntary and Community Sector (VCS), businesses and key partners.
 - **Addressing the unequal impact of COVID-19:** Proactively using qualitative and quantitative data and insight to identify the groups most impacted across a range of cross-cutting issues, beyond the immediate impact on health, and

tackling impact with a focus on the total strengths and needs of individuals and families

- **Supporting renewal:** Identifying new approaches and activities underpinned by the lessons we have learnt to date, building Oxfordshire's resilience, not only against future waves of the pandemic but also in terms of economic and community resilience to wider societal challenges including climate change and ecological impacts.

3.3 Across the three themes, two cross cutting priorities are recognised as needing to inform recovery and renewal thinking across the county:

- **Climate change action**
Championing climate action across the County as we work together to address climate change, build climate resilience and support nature recovery.
- **Tackling inequality**
Driving equal access and delivery of support across all local communities, narrowing health, social and educational inequalities and tackling poverty.

3.4 The full framework document is available at Appendix1.

3.5 This document is necessarily a start point for longer term planning. Its aim is to act as a bridge between current partnership COVID response, delivery and planning, and future longer-term planning across the partnership agenda. It seeks to bring together, rather than replace, existing county-wide plans and strategies and ensure that recovery and renewal activities are incorporated into the wider partnership context.

3.6 Cherwell's approach to engaging business, the VCS and residents during the COVID period fits well with the ambitions set out in the joint framework. Our consultation for the 2022/23 budget told us that local people hold healthy and resilient communities as their top priority. Our new business plan for 2022-23, agreed at Council in February, shows how we will deliver on these priorities by using our influence on the built environment, within leisure and wellbeing, on economic development and business support and with the voluntary and community sector. The business plan also restates our commitment to taking action on climate change. Finally, it prioritises inclusion and our commitment to working with partners across all sectors to deliver and improve services for our residents and communities. The Recovery and Renewal Framework will help us connect the priorities agreed by Council with the actions, approach and resource allocations of our partners organisations.

4.0 Conclusion and Reasons for Recommendations

4.1 Effective partnership working across Oxfordshire has been at the heart of the local system response to the COVID-19 pandemic. As the national and local picture improves, agreeing a joint approach for Recovery and Renewal will set overarching common ambitions for the issues and themes to be worked on together as organisations and the community learn from the pandemic. The framework aims to ensure that Cherwell and Oxfordshire are best placed to recover from the

immediate impacts of the pandemic, to support the long-term renewal of communities and places, and enhance our joint impact on national and international challenges.

5.0 Consultation

- 5.1 The Oxfordshire COVID response system comprises health, local authority, education and community safety participants alongside representatives of strategic partnerships, including OxLEP. These partners connect to a broader network of key deliverers including schools, business, town and parish councils and the voluntary and community sector. Core system partners have agreed to adopt the joint Recovery and Renewal framework starting with local authorities, where recommendations to adopt the framework will be made to the relevant decision makers during March 2022. Significant engagement with system partners has already taken place. However, where additions and revisions are requested through the decision-making process, this report recommends that agreement to a final published version is delegated to the Chief Executive, in consultation with the Leader of the Council.

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: Do not adopt the joint framework. Rejected: working in partnership will support Cherwell District Council to deliver on its priorities, as set out in the Council's plan.

7.0 Implications

Financial and Resource Implications

- 7.1 Development of the Recovery and Renewal Framework was met within existing resource designated for COVID-19 programme management and funded from a dedicated government grant.
- 7.2 The Recovery and Renewal Framework does not in itself direct resources and so while organisations are asked to adopt the framework as a strategic document within their policy making frameworks, there is no direct financial impact.

Comments checked by:

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

Legal Implications

- 7.3 There are no legal implications in this report.

Comments checked by:

Sukdave Ghuman, Head of Legal Services, 07551 680591,
sukdave.ghuman@cherwell-dc.gov.uk

Risk Implications

- 7.4 There are no risk implications identified in this report however, if the Executive does not wish to adopt the joint framework, recovery and renewal in Cherwell could be significantly slower than the rest of the county and with less resource to deliver for Cherwell residents, therefore considerations and mitigations would need to be considered.

Comments checked by:

Emily Schofield, Acting Head of Strategy, 07881 311707,
emily.schofield@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 The Recovery and Renewal framework outlines the unequal impact of COVID and notes the need for detailed analysis to fully understand the direct and indirect impacts in the short, medium and long term.
- 7.6 Activity already underway under system structures, for example on health inequality, vaccine outreach and support to homeless individuals, is directly addressing equality and inclusion as it relates to COVID-19.
- 7.7 In the development and delivery of the ambitions set out within the framework and the progression of new partnership planning and activity, detailed equality impact will be required building on the new learning and impact from the COVID-19 period supported through re-analysis of data and information, for example within the updated Joint Strategy Needs Assessment and in the annual report of the Director of Public Health.

Comments checked by:

Emily Schofield, Acting Head of Strategy, 07881 311707,
emily.schofield@cherwell-dc.gov.uk

Sustainability Implications

- 7.8 Climate action is identified within the framework as a cross-cutting theme re-stating partners' shared commitment to meeting climate change objectives.

Comments checked by:

Sarah Gilbert, Climate Action Team Leader, sarah.gilbert@oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Links to the Council Business Plan, 2022/23, are set out in paragraph 3.6 above.

Lead Councillor

Cllr Barry Wood, Leader of the Council

Document Information**Appendix number and title**

- Appendix1: Oxfordshire Recovery and Renewal Framework, March 2022

Background papers

None

Contact Officer:

Robin Rogers, Programme Director COVID Response
robin.rogers@cherwell.gov.uk

Appendix 1

Oxfordshire's Recovery and Renewal Framework

March 2022

Purpose of this document

Oxfordshire's **Recovery and Renewal Framework** provides an overarching system-wide ambition for the issues and themes that will be pursued through recovery and renewal. It has been developed in partnership by participants in the local COVID response structure including local authorities, health and emergency services, our local enterprise partnership and major local institutions, including Oxford's two universities.

The Recovery and Renewal Framework is ...

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A bridge between current partnership COVID response planning, delivery and planning and future longer term for Oxfordshire.

A coordination and alignment, at a high level, of the system-wide plans that have already been developed or are being developed collaboratively.

A 'call to action' for all partners to consider other interventions which may need to be put in place to address these system-wide issues and themes.

The Recovery and Renewal Framework is not...

A list of specific actions or activities as these are contained in the relevant strategies.

A set of specific individual metrics which are used to measure delivery (although broad overarching partnership framework outcomes have been identified).

A replacement for existing county-wide plans and strategies.

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1. Introduction and Context

The Oxfordshire picture

Oxfordshire's dynamic economy, rich culture and heritage and much-loved green spaces and ecological assets, together mean that its diverse and thriving communities are places where people want to live and work. Our quality of life is attractive to many.

Nevertheless, inequality remains a significant feature within our county and has real impact on the health, wellbeing and social and economic opportunities of many residents.

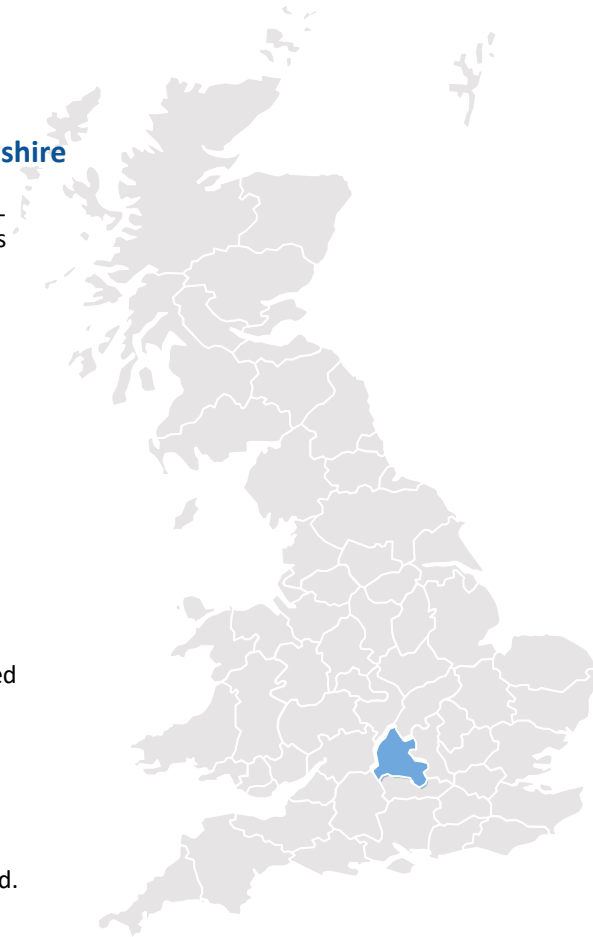
Impact of the COVID-19 pandemic across Oxfordshire

The COVID-19 pandemic has had a profound impact on day-to-day life, business, education, and employment, as well as on the physical and mental health of many individuals. Disruption has led to financial pressures for many and the long-term impact on the economy is yet to be fully understood.

Despite these challenges, COVID-19 has demonstrated the strengths and assets of inclusive local communities. Thousands of key workers and volunteers played an exceptional role in protecting the most vulnerable throughout these unprecedented times. Engaged public services, business and the voluntary and community sector kept operating under enormous pressure. We are of course also incredibly proud of the role that our leading academic and health institutions took at the centre of the global response to COVID-19.

Throughout the pandemic, whole-systems working has acted as a 'force multiplier' in Oxfordshire, allowing us to flex and prioritise to meet the needs of the constantly changing situation to the maximum effect.

We want to learn the lessons from the past two years and build on the best partnership work in our county so that as we develop plans for the future, Oxfordshire not only recovers from the impact of COVID but is positively renewed.



Looking ahead to Oxfordshire's recovery and renewal

The COVID-19 pandemic has led to economic, community and service impact that has yet to be fully understood at the system level. However, it is clear that it has amplified existing inequalities and service and community pressures, with long-term impact. As with many pre-existing issues, Oxfordshire's responses to these challenges will lie in collaboration across several agencies and sectors.

To help us sustain and develop the impact of our strong operational partnerships, an overarching **Oxfordshire Recovery and Renewal Framework** has been developed which sets out the system-wide vision and approach to moving into the post-COVID environment. This framework looks at how Oxfordshire can be best placed to recover from the immediate impacts of the pandemic, to support the long-term renewal of our communities and places, and to enhance our shared impact on national and international challenges.

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The three key aims of Oxfordshire's Recovery and Renewal Framework



Consolidating recovery and building resilience: Protecting key services and keeping social life and the economy open by sustaining our system response to COVID-19 and working together on addressing new pressures. This includes changes to service delivery as well as ways of working eg. engagement with Voluntary and Community Sector (VCS), businesses and key partners.



Addressing the unequal impact of COVID-19: Proactively using qualitative and quantitative data and insight to identify the groups most impacted across a range of cross-cutting issues, beyond the immediate impact on health, and tackling impact with a focus on the total strengths and needs of individuals and families.



Supporting renewal: Identifying new approaches and activities underpinned by the lessons we have learnt to date, building Oxfordshire's resilience, not only against future waves of the pandemic but also in terms of economic and community resilience to wider societal challenges including climate change and ecological impacts.

2. Oxfordshire's Recovery and Renewal Themes

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Oxfordshire's Recovery and Renewal Themes

Oxfordshire's three Recovery and Renewal themes consider the broad impact of COVID-19 on all aspects of society with a focus on addressing issues that have had the most significant consequences on Oxfordshire's people, places and businesses.



Shared economic prosperity

Ensuring that Oxfordshire's strong economy has the widest impact.



Better health and wellbeing

Supporting people in Oxfordshire to live healthy, safe and fulfilling lives. Focusing on children and young people and those with health vulnerabilities.



Stronger communities

Developing stronger, more resilient communities where everyone can play an active part.

Across the three themes that we will use to organise our work, two key cross-cutting strategic priorities will inform recovery and renewal thinking across the county:



Climate change action

Championing climate action across the County as we work together to address climate change, build climate resilience and support nature recovery.



Tackling inequality

Driving equal access and delivery of support across all local communities, narrowing health, social and educational inequalities and tackling poverty.



Shared economic prosperity: Introduction



Key insights

15,800

furloughed employments in
Oxfordshire as at 31 July

2021

Source: [GOV.UK](https://www.gov.uk)

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Unemployment claimants
increased by over

250%

in Oxfordshire
during the pandemic

Source: [Oxfordshire Insights](#)

Impact of COVID

The Oxfordshire economy has, on the whole, been resilient to the impact of the pandemic. The county's diverse business base and technology sectors have adapted but there are sectors which have particularly been affected including the visitor economy and areas of the labour market that have been vulnerable to furlough or redundancies and for young people entering into employment.

Key areas of focus for economic prosperity across Oxfordshire

- Ensuring access to skills training and employment opportunities for all residents but in particular young people entering the employment market and those who will not return to their previous employment following the end of furlough support.
- Support for local employment and businesses, working with partners to make Oxfordshire a centre for green and sustainable technologies through a local 'Green New Deal'.
- Re-invigorating the visitor economy.

The role of the Economic Recovery Task Group

As with other areas of recovery and renewal, there needs to be a whole system approach to tackling the economic impact of COVID-19 in the county. The Economic Recovery Task Group is coordinating the overall response and identification of specific interventions. This includes the alignment of resources across partners to drive delivery and secure further investment to support businesses, whilst building an inclusive economy that benefits all who live and work in Oxfordshire.

Shared economic prosperity: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Rebuild the internationally renowned **visitor and arts economy** creating new jobs for young people.



Strengthen the **resilience of Oxfordshire's businesses**, specifically helping **small businesses, sole traders** and the **self-employed** to **re-stabilise and grow** post the pandemic.



Realign skills to meet the demands for **existing opportunities** in sectors with **high employment needs** and address **skills gaps**.

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Addressing the unequal impact of COVID-19



Re-engage people **most impacted by the pandemic** to access activities, developing **healthy thriving communities** that are more physically and mentally **resilient to the working demands of employment**.



Proactively promote **equal and fair access** to all economic opportunities, **maximising the talent and creativity** from a **diverse and inclusive workforce** across Oxfordshire.



Reduce the **educational attainment gap** in disadvantaged families.

Supporting renewal



Drive **world leading innovation** enabled by a continued investment in Oxfordshire's **pioneering science and technology clusters**.



Nurture the creation of **new opportunities** driven by **technological change** and our ambitions for a **net zero Oxfordshire** including green apprenticeships.

Shared economic prosperity: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

- Business sectors report good recovery post COVID-19.
- Increased opportunities to pilot new initiatives as a result of technological advancement and innovation.
- Increase in number of individuals in education, employment or training (including apprenticeships).
- Reduction in financial inequalities and support for initiatives that raise incomes for the lowest paid.
- Town centres and high streets accommodating a greater variety of spaces and businesses.
- Growth in visitor and arts economy (eg. increased visitor spend, increased employment in this sector etc).



Better health and wellbeing: Introduction



Key insights

In Oxfordshire, **3,165** people over 65 were admitted to hospital due to a fall in 2020

Source: [Oxfordshire Insights](#)

In January 2021,

5,750+

residents across Oxfordshire were claiming PIP for mental health reasons

Source: [Oxfordshire Community Foundation](#)

Impact of COVID

Oxfordshire's health and social care services, like those across the UK, have been tested and stretched throughout the pandemic. The resilience demonstrated across the county is thanks to an **exceptional workforce, unprecedented partnership working and the power of communities.**

However the negative impact of COVID on health & wellbeing, particularly on those at higher risk of poor health outcomes, is not yet understood and there will be challenges ahead. As well as tackling new cases, long COVID, mental health and grief support, Oxfordshire will press ahead with their continuing commitment to preventative measures such as **tobacco control, cardiovascular disease prevention, tackling obesity and physical activity and mental wellbeing.** This work will help Oxfordshire to achieve its goals around **reducing inequalities and minimising the risks to those who isolated or who were acutely at risk during COVID.**

Sustainable and healthy communities

Healthy place-shaping and other community planning based wellbeing initiatives, supports the creation of **active, sustainable and resilient communities** that will thrive as Oxfordshire recovers. The whole Oxfordshire system is committed to coming together with the aim of reducing inequalities whilst retaining a collective focus on a greener future (steps that promote climate action also deliver healthy communities). Oxfordshire will seek to create a health enabling built environment and increase biodiversity whilst encouraging all to enjoy healthy lifestyles that utilise local green spaces and leisure services.

Supporting everyone

Oxfordshire's health and wellbeing approach exists across the whole lifespan of residents, thinking about the early years offer, young people aged 16-24, those with pre existing health conditions, right through to older age adults and those who care for them. Oxfordshire's overarching health and wellbeing strategy demonstrates a commitment for the NHS, social care, the VCSE and the community to work together to deliver new models of care that seek to **prevent, reduce or delay the need for care,** whilst ensuring all partners feel supported.

Better health and wellbeing: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Adopt a **strengths-based, people-centred approach** encouraging individuals to be **more proactive about their health and wellbeing**, enabling **increased independence**.

Addressing the unequal impact of COVID-19

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Provide **coordinated services across the system** focused around individual strengths and needs and prioritising those cohorts **impacted by multiple and complex needs** eg. early years, 16-24 year olds, vulnerable adults etc.



Drive awareness and access to **health and wellbeing support** across the community, specifically for **children and young people** (including working with schools) and **adults with vulnerabilities**.

Supporting renewal



Become a county where **mental wellbeing issues** are well understood, prioritised and addressed.



Extend the impact of **social prescribing** that links funding to **health improvement activities** delivered through **leisure, well-being and community facilities**.

Better health and wellbeing: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

→ A reduction in the need for treatment in hospitals and care services (as people become more independent).

Page 32 → Increase in the number and uptake of social wellbeing initiatives and community based support eg. opportunities to get active.

→ Service plans include mental wellbeing as a core consideration.

→ Fewer acute instances which compromise mental wellbeing.

→ Increased understanding and sharing of core health and wellbeing data and insights across the system.

→ Increased early identification of diseases.

→ Increased referrals to local, non-clinical community services (social prescribing).



Stronger communities: Introduction



Key insights

In Oxfordshire, there was a

25%

increase in domestic violence call volumes post **March 2020** compared to the same periods in 2019

Source: [Domestic Abuse Review Group](#)

23% of people aged 85+ live in areas of Oxfordshire ranked in the top 10% of deprived areas on access to services in 2020

Source: [JSNA](#)

Behaviours which emerged through the pandemic

Throughout the pandemic, Oxfordshire has witnessed the **strength of local communities** across the county. The established VCS and town and parish councils, along with countless informal community groups and networks, whether faith, place or interest based, have demonstrated leadership, commitment and resilience. The District and City Councils, working in partnership with the County Council and health services, have acted as local anchors, establishing new trusted new community support arrangements. As we move towards a still uncertain future, Oxfordshire will continue to **support and develop** local communities through the recovery whilst acknowledging and **learning lessons** from the pandemic response to date on the way that we **understand difference**, increasingly plan on a **whole-place** basis and prioritise **community voice**.

Oxfordshire's commitments

We will continue to work **collaboratively across the system**, working with community groups to empower them to lead and to make the changes they need to enable recovery and to tackle issues such as **loneliness and isolation** and **digital enablement**. This links to **expanding community services and assets** to offer Oxfordshire's services in a more digitally accessible way with impact for all.

Understanding data and insights

A stronger system-wide approach will need to be underpinned by **shared data and insight** which will be used to **inform decision-making** to develop stronger communities. This data and insight will also be critical to **monitoring the outcomes and improvements** that are delivered across local communities.

Stronger Communities: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Support the **resilience and sustainability of the voluntary and community sector**, specifically to **deliver community-led interventions** with preventative impact.



Focus on **'community activation'**, **empowering residents** to take more **personal responsibility** for the delivery of **joint outcomes** across local communities.

Addressing the unequal impact of COVID-19



Use **person and family centred approaches** working as an Oxfordshire system to align activities and promote more **joined up community development**.

Supporting renewal



Drive the delivery of **place-based interventions** to provide support and services where they are most needed.



A stronger and more **collaborative system-wide approach** underpinned by **shared data and insight**.

Stronger Communities: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

- Local decision making and services are informed by collaborative efforts across the system.
- An increase in joint targeted activity between the system and community & voluntary groups, including hyper-local action where appropriate.
- A reduction in the number of citizens who feel isolated, along with an increase in usage of community and cultural resources, including public libraries and green spaces.
- Citizens in Oxfordshire are healthy, safe and achieving.
- Communities impacted most by COVID-19 receive the required support they need to sustain resilience against any future impact.
- Collaboration to release funding and monitor programmes and initiatives in the VCS, including sharing data and insights.

3. Key enablers

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Overview of key enablers

The delivery of Oxfordshire's Recovery and Renewal Framework will need to be underpinned by two key enablers:



Ongoing COVID readiness, response and resilience

Alongside recovery, the ongoing delivery of reactive COVID activity in line with national guidelines (incl. the CONTAIN framework) will be important to continuing to manage the health impacts of the pandemic. This includes a number of areas such as:

- Continuing to drive take-up of the vaccine programme across local communities.
- Maintaining clear communications, giving trusted information and guidance to influence behaviours and empower residents to take personal responsibility.
- Retaining proportionate capacity for testing, local contact tracing, and the support of self-isolation to minimise the risks of transmission.
- Supporting national efforts to reduce the risks of variants emerging globally entering the UK through ensuring local compliance with testing and quarantine regimes following international travel.
- Keeping in place robust contingency measures to deal with the unexpected eg. utilising powers to impose local restrictions etc.

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Systems working

Over the last 18 months, a lot of time and effort has been invested by partners including local government, health and social care, emergency services, the VCS, businesses etc. to establish a whole-system partnership response to COVID-19. The value and strength of this approach is evident from the range of initiatives successfully delivered including (but not limited to):

- The establishment of **joint working groups** to ensure alignment across local place-based issues eg. the 'system-wide local outbreak control communications group' which has increased the collective reach of the system and enabled access to hard-to-reach groups in local communities.
- The ability to **deploy resources flexibly across the system** to rapidly mobilise activities and support direct delivery on the ground eg. passporting funding to the VCS to deliver targeted local initiative.
- The opportunities for **joined up community development** to deliver better local outcomes eg. through the healthy place-shaping agenda which is one specific example of how place-based, community-led models are helping to empower residents and create a better place for people to live and work in.

There is a significant opportunity for partners to continue to build on these successes, specifically as they think about transitioning to focus on Oxfordshire's recovery and renewal from the pandemic.

Partners across the system should use this overarching framework to:

- Guide and inform prioritisation of investment and resource to deliver these system-wide priority outcomes.
- Identify further areas where working in partnership across the system may enable the delivery of cross-cutting outcomes across Oxfordshire.

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Cherwell District Council

Executive

7 March 2022

Queen Elizabeth II's Platinum Jubilee

Report of Assistant Director Wellbeing

This report is public

Purpose of report

Enabling communities across the Cherwell District to celebrate Her Majesty Queen Elizabeth II's Platinum Jubilee by establishing a new small grants scheme.

Giving communities in Cherwell sufficient time to get plans in place, including necessary approvals for road closures, temporary event notices and licences.

1.0 Recommendations

The meeting is recommended:

- 1.1 To establish a Platinum Jubilee budget to a maximum of £55,000 from reserves.
- 1.2 To agree the grant scheme and promotional measures as outlined in the report and to delegate authority to administer the grant scheme, and enter the grant agreements, as outlined in paragraph 3.2.7 of this report.
- 1.3 To request officers work with colleagues from neighbouring authorities and the Lord Lieutenant's office to coordinate and join up support for communities planning celebrations.
- 1.4 To request officers curate an online gallery of residents' photographs celebrating Cherwell over the reign of Her Majesty Queen Elizabeth II.
- 1.5 To request officers promote the available local and national funding streams through a co-ordinated communications plan and dedicated webpage with links to the Department of Levelling Up, Housing and Communities information.

2.0 Introduction

- 2.1 Across the whole of the UK communities are being encouraged by the Department of Levelling Up, Housing and Communities (DLUHC) to take part in activities to celebrate the Queen's Platinum Jubilee during the weekend of 2-5 June 2022 and

beyond. As with the Golden Jubilee (2002) and Diamond Jubilee (2012), towns and parishes are generally expected to take the lead on organising these activities in their communities with CDC enabling celebrations with a variety of supporting actions.

2.2 The DLUHC has made suggestions as to how communities might like to come together to celebrate, such as:

- Street Parties
- The Big Jubilee Lunch – 2 to 5 June 2022
- Beacon Lighting
- Platinum Jubilee Events/projects organised by Local Authority-owned civic amenities.
- National Lottery Funding
- Using The Platinum Jubilee Emblem
- Contributing to The Queen's Green Canopy
- Entering the City Status Competition
- Councils are welcome to organise and facilitate large scale Platinum Jubilee events and celebrations of their own choosing within their towns and cities, which could include their own civic occasion, for example, "The Mayor's Jubilee Party".
- Local pageants
- Broadcast the TV feed.

3.0 Report Details

3.1 For Cherwell District Council's part, it is proposed to:

- 3.1.1 establish a "one-off" grants scheme that will encourage and assist local communities across the district to hold celebratory events during the summer of 2022. It is proposed that this be similar in nature to the successful grant schemes which the Council offered to celebrate the Queen's Diamond Jubilee in 2012 and 90th Birthday in 2016;
- 3.1.2 cover the fees for temporary road closures and Temporary Event Notices (TENS) where these are required by community events celebrating the Platinum Jubilee.
- 3.1.3 create a dedicated web page with resources for organisations community celebrations and links to national projects such as the Queen's canopy and funding streams.
- 3.1.4 celebrate of the Cherwell District over the last 70 years in an online gallery
- 3.1.5 provide support for additional waste and recycling collections through the normal process employed for larger events on a first come first served basis as physical resource allows. Applicants will be directed to include additional costs in their grant application and to the process for booking additional bins.

3.2 Proposed Grant Scheme

3.2.1 Eligible events
Grants will be awarded to events that facilitate and encourage participation by the whole local community. Events should aim to bring people together and strengthen community spirit. Examples might be street parties or village festivals. Events must take place between 01 May and 30 September 2022. It is anticipated that most events will take place on the Jubilee weekend of 02-05 June, but this leeway is considered appropriate to take account of Jubilee celebrations taking place in association with established annual events.
3.2.2 Applicant eligibility
Parish authorities will be given the first opportunity to apply for grants. If a Parish Authority does not wish to apply, then properly constituted community groups will be able to apply for a grant towards a celebration in that parish (or ward in the cases of Banbury, Bicester & Kidlington). Successful applicants will be required to sign a grant agreement with the Council.
3.2.3 Grant award levels:
Awards will be based on size of parish / ward population and on the scope/nature of the event. Applications will be assessed, and grants awarded, on a first come, first served basis, subject to budget availability. <ul style="list-style-type: none">- Rural Parishes – From £100 per parish for smallest parishes, up to £850 per parish for largest parishes (plus 25% uplift where the parish is split into two settlements)- Kidlington – £1,500 plus 25% uplift per ward.- Banbury and Bicester - £2000 each, plus 25% uplift per ward
3.2.4 Budget
If all parishes were to be awarded their full allocations and 25% of them required a street closure or TEN, the budget required would be around £50,000. Previous experience suggests that full take-up is unlikely. This expenditure would be met from general reserves.
3.2.5 Temporary Road Closures and Temporary Event Notices
It is proposed that the cost of these (where required for an approved event) will be borne by the grant fund, in addition to the grant awarded. The last time the Council offered free support like this there was a cost of around £2500. It is expected that this opportunity may well see double that figure.
3.2.6 Eligible Costs
Grants can be spent on equipment and venue hire, entertainment, insurance, and local promotion/publicity. Commemorative items and food/drink are among the costs that are not eligible. Religious or political events will not be funded.
3.2.7 Decision Making
Applications will be assessed by the Healthy Communities Manager, and grant awards made by the Assistant Director Wellbeing, in consultation with the Assistant Director Finance as the s.151 Officer, Lead Member for Health and Wellbeing and Leader of the Council or his deputy.
3.2.8 Audit
The grant will be paid out in advance in order to aid cash flow and minimise the administrative burden for organisers in the lead-up to their events. Each organiser will be required to submit a short post-event report, including copies of eligible receipts to at least the value of the grant awarded. In the event of an underspend, the appropriate sum must be repaid to Cherwell District Council. Applications must be submitted by 15 May 2022, so the maximum budget required will be known by that time and any remainder can be returned to general reserves.

3.2.9 Publicity and Guidance
Grant forms and guidance will be available from a new Platinum Jubilee page on the CDC website. This will also direct to third party guidance on organising street parties and participating in national Jubilee commemorations including Beacon lighting and tree planting as part of the Queens Green canopy. It will also provide links to other Jubilee funding sources.

4.0 Conclusion and Reasons for Recommendations

The proposed grant scheme will honour Her Majesty Queen Elizabeth. It will encourage community cohesion and neighbourliness in Cherwell’s parishes and urban communities.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Consideration has been given to extending eligibility to informal neighbourhood groups. This has not been recommended because the money would be paid over to individuals rather than established, accountable organisations.

Option 2: Consideration has been given to restricting grants to events taking place on the Queen’s official Jubilee weekend (02-05 June). Given the work involved in organising an event and the short lead-in times to apply for this grant, it is considered fairer to extend eligibility to events throughout the summer.

Option 3: Not to establish a grants scheme to celebrate the Queen’s Platinum Jubilee has been rejected as Cherwell usually supports communities to participate in significant Royal events.

7.0 Implications

Financial and Resource Implications

7.1 Following approval by the Executive to allocate £55,000 from reserves there will be sufficient budget available for these proposals.

Comments approved by:

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

Legal Implications

- 7.2 The legal service will provide any advice or assistance required in connection with the establishment of the proposed grant scheme, if approved, such as preparing standard form grant conditions for recipients to sign up to.

Comments approved by:

Christopher Mace, Solicitor, 07702917916, christopher.mace@cherwell-dc.gov.uk

Risk Implications

- 7.3 Monies will be paid in advance to parishes & town councils, there could be a risk if monies are not spent in accordance with their application. Mitigations will be put in place as part of the arrangements for the grant release.

Comments approved by:

Louise Tustian, Head of Insight & Core Programmes, 01295 227027
louise.tustian@cherwell-dc.gov.uk

Equalities and Climate Implications

- 7.4 Grants will be available to all rural parishes and town councils, and in the case of Street parties to all communities, benefiting all residents in Cherwell. As part of the application process, all events will be encouraged to be accessible for the whole community. The disbursement of grants will be carried out in an open and transparent process and should not discriminate against or unfairly disadvantage any individual or groups.

Comments approved by:

Emily Schofield, Acting Head of Strategy, 07881 311707
emily.schofield@oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All Cherwell District Council Wards can benefit from the grant scheme

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor Cllr

Councillor Andrew McHugh, Lead Member for Health and Wellbeing.

Document Information**Appendix number and title**

N/A

Background papers

N/A

Report Author and contact details

Nicola Riley, Assistant Director, Wellbeing. 01295 221724. Nicola.riley@cherwell-dc.gov.uk

Cherwell District Council

Executive

7 March 2022

Monthly Performance, Risk and Finance Monitoring Report

Report of Assistant 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 positions as at the end of January 2022.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To approve the proposed changes in use of reserves at Appendix 7.
- 1.3 To approve the revised fees and charges schedule at Appendix 8.




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, however due to redeployment of resources supporting Omicron variant there was no report during December 2021.
- 2.2 This report provides an update on progress made during January 2022, 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 2021-22 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.

- 2.4 As part of monthly reporting, the Insight Team provides the Senior Management Team with a corporate complaints report. Complaints received during the month are closely monitored and analysed. The mandatory lessons learned data continues to be implemented and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to ELT (Extended Leadership Team) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.
- 2.5 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register (at the date this report is published) is included in this report. The Leadership Risk Register and strategy are reviewed on an annual basis as part of the budget and business planning process, reflecting on the priorities of the council for the forthcoming year. The Leadership Risks reflected in this report have been thoroughly reviewed by ELT and will continue to be updated on a monthly basis.
- 2.6 The main report details section is split into three parts:
- Performance Update
 - Leadership Risk Register Update
 - Finance Update
- 2.7 There are 9 appendices to this report:
- Appendix 1 – 2021/22 Business Plan
 - Appendix 2 – Monthly Performance Report – January 2022
 - Appendix 3 – Leadership Risk Register
 - Appendix 4 – Finance Capital January 2022
 - Appendix 5 – Virements and Aged Debt
 - Appendix 6 – COVID funding – January 2022
 - Appendix 7 – Use of Reserves
 - Appendix 8 – Con29 Charges 2022-23
 - Appendix 9 – Service in Focus – Wellbeing Initiatives

3.0 Report Details

- 3.1 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2021-22 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2021-22 business plan sets out four strategic priorities:
- Housing that meets your needs
 - Leading on environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 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	Tolerances for Business Plan Measures	Tolerances for Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

Priority: Housing that meets your needs

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

Homes Improved through enforcement action reported Green for January and Green for year to date. We were able to complete the improvement of 4 homes in January 2022, during December 2021 24 homes were improved through interventions. To date, we have facilitated the improvement of 120 homes through interventions, exceeding the annual target of 90.



Average time taken to process Housing Benefit New Claims reported Red for January and Green for year to date (17.78 average days against target of 15). This month's performance is slightly under target as the team has been working on reducing the backlog of work due to the transition from CSN and recruitment and training of new staff.

Homelessness Prevention reported Amber for January and for year to date, the number of cases approaching crisis has been rising and is expected to continue over the coming weeks and months. The team efforts to prevent homelessness in many cases is increased by the lack of options for families on low income or benefits. Rents in the private sector are beyond reach and waiting times on the Housing Register, for social housing, are increasing. Resources are focused in providing assistance at the earliest opportunity, but evictions which were delayed still as a result of COVID-19 and are now being actioned, this will result in rise in temporary accommodation placements.

Priority: Leading on environmental sustainability

3.6 The Council is committed to deliver on sustainability and in the commitment to be carbon neutral by 2030, promotes the Green Economy and increases recycling across the district.

This priority includes the protection of our natural environment and our built heritage, working in partnerships to improve air quality in the district and the reduction of environmental crime.

3.7 Overview of our performance against this strategic priority:



% of Waste Recycled and Composted reported Red for January and Amber for year to date (54% against target of 56%). Dry recycling and residual tonnage is comparable to last years with garden waste, and down over 600 tonnes. Recycling is on track to reach its 56% at the end of year. Street sweeping is also down over 200 tonnes due to a reduction in service. The main reason this month, and next few months, is going to record lower figures is because of reduction of garden waste, in winter.

High Quality Waste and recycling service to residents to support a sustainable lifestyle reported Amber for January and Green for year to date. Overall waste started to reduce, compared to last year, as more people got back to the workplace, recycling rate was 33.72% for January against a target of 56%, this is due low garden waste collected, as per usual for this season. Over 35,000 residents have had their new caddies, liners and leaflets for the new food waste service and chargeable garden waste social media posts are reaching our residents, with 18,000 of them signing up for their first subscription.

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 of Council Tax Base, reported Red for January and Amber for year to date (8.87% against target of 10.75%). As at 1.2.2022 the amount of council tax due to be collected is just over £117.6m due to further growth within the district. Whilst the year-to-date collection rate of 92.57% is slightly lower than the target of 95.75%, this year's collection rates are higher than this time last year. The amount collected, in December, remained similar to previous months, however, payments



received during January decreased slightly due to the ongoing pandemic and Christmas. Reminder notices have been issued to customers in arrears by £15.00 or more and should payment not be forthcoming, formal recovery action through the courts will commence.

Development of the Recovery and Prosperity Strategy for Cherwell (RPS) for Cherwell reported Amber for January and Amber for year to date, and it has been paused while urgent COVID-19 response work was prioritised. The adoption of a strategy to the governance cycle will be reprogrammed.

Priority: Healthy, resilient and engaged communities

3.10 The Council is committed to enabling all residents to lead an active life, improving, and developing the quality of local sports and leisure facilities and 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 reported Green for January and year to date. The community safety team continued joint working with Thames Valley Police to tackle anti-social behaviour last month, with the issue of 3 community behaviour orders relating to persistent anti-social behaviour, joint visits to residents affected by anti-social behaviour, and our team providing input into a Police training day. Planned community safety



activity for February includes with hi-visibility patrols in town centres to raise awareness of the support our community safety team can provide residents and to deter business related crimes. The team will also be supporting a schools

programme promoting personal safety in the community.

Number of visits/usages of District Leisure Centre Usage reported Green for January and year to date. The visits to our leisure centres and facilities are up against the previous month of December 2021, though this is expected as introduction of new year business in January. As the Centres were closed due to the pandemic in January 2021 there is no data to compare this to. The current figures are at a level of pre Covid usage, reflecting perhaps a quicker recovery in outdoor sports settings.

Summary of Performance

3.12 The Council reports monthly on performance against **27** monthly Business Plan Measures, with **12** Programme Measures and **15** Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in **Appendix 2**.

Programme Measures and Key Performance Indicators (27)

Status	Description	January	%	YTD	%
Green	On target	21	78%	22	81%
Amber	Slightly off target	3	11%	5	19%
Red	Off target	3	11%	0	0%

3.13 Climate Action Programme

This report updates Executive on the delivery of the 22 Cherwell District Council and joint (with Oxfordshire County Council) priority actions set by the Climate Action Programme Board for 2021/22. By the end of January, actions were rated as follows:

Status	Description	January	January %
Green	On target	11	50%
Amber	Slightly off target	7	32%
Red	Off target	1	4%
Completed		3	14%

January highlights:

- The joint project Oxfordshire Treescape Opportunity Map is now complete; farmers and landowners can use the tool to identify the right places to plan treescapes to address biodiversity loss, capture carbon, reduce flooding and contribute to human wellbeing
- New Design Standards for New Build and Refurbishment, also a joint project, was completed
- Air source heat pumps are being installed at Leisure Centres, funded by Public Sector Decarbonisation Scheme

3.14 Service in Focus – Wellbeing Initiatives

Cherwell's **FAST** programme continues to grow and make physical activity easier for families who really need it. Initially based in targeted wards of Banbury, and due to its success, has been expanded to targeted wards of Bicester and Kidlington. FAST now has 7,500 individuals and 2,900 families on the programme, has prompted Public Health to use the concept to expand family provision across the county. The programme offers activities for families based at Schools, Parks and Community settings as well as offering discounts, through FAST card, such as £3 family swim instead of the £13 charged. The programme is also being held up as best practice by Sport England.



Also, the Move Together Programme funded by the Clinically Extremely Vulnerable pot of funding to offer adults disproportionately affected by the pandemic and with a long-term condition, have easier access to physical activity, offers motivational support to everybody who signs up along with tailored home activity packs, equipment and discounted opportunities in the community. There is the option to either join specific Move Together Seated Exercises, Walking, Yoga and much more, taking advantage of the 50% discount with a Move Together card, for activities such as swimming or exercise at home, and where a bespoke plan would be designed. So far, 225 adults have joined the programme, by referral through a health professional or by self-referral with intervention, having a huge impact, with 76% of people on the programme having more than one long-term condition and 62% of participants claiming that the programme has enabled them to be more active.



The Holiday Hubs Programme has changed focus, this year, and delivered activities for children who are eligible for Free School Meals accessing both physical activity and lunch, free of charge. During 2021, over 11,000 attendances had access to free holiday provision and food. This was made possible through grant funding obtained through central government, as part for the Holiday Activity Fund – Overall £120k was obtained.

School Provision, where in 2021, the Youth Activators Programme had over 14,000 attendances on various opportunities to work with schools and offer children who need more support for physical activity, provision that may not have been accessible through traditional curriculum activities. The programme has also worked in partnership with British Cycling to offer children in primary schools more confidence on their bikes, with over 150 children accessing additional training.



Top Up Swimming has focussed on offering children who had no opportunity to swim, 25 metres lessons before leaving primary school, due to COVID-19 shutting facilities and families unable to afford those lessons. The Top Up Swimming programme offered intensive swimming tuition for 210 children, so far, to achieve their 25 metres and improve water safety skills.

And, finally, the Active Reach Programme, funded through the Tackling Inequalities Fund from Sport England, centred on people living in high deprivation areas, in Banbury, and engaging with the ethnic diverse community, through insight physical activity levels; have been adversely affected by the pandemic. Local groups were offered a range of different activities to suit their cultural needs, including boxercise, swimming, gym use, personal training, cricket, fencing and much more. The programme saw 324 individuals take part, with 61% being from an Asian or Asian-British background, 22% from Black-British or Black background. The programme has also built an excellent relationship with Banbury Mosque, where training

has been put in place so members can deliver activities such as Swimming, Football, Cricket and personal training so that access to physical activity is sustainable. More exciting projects, such as, learn to swim, family and a bike library have grown as a result of all these programmes.

Risk Update

3.15 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.

3.16 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			L07		
	4 - Major		L06- L08	L03 - L04 - L05 - L10 – L15	L01 - L16	
	3 - Moderate		L09 -	L02 - L11 - L13 - L17-L18	L19	L12
	2 - Minor	L14				
	1 - Insignificant					

3.17 The table below provides an overview of the Leadership Risk Register 21/22

Risk Update

The leadership risk register has been thoroughly reviewed as part of the monthly reporting process.

Leadership Risk	Score	Direction of travel	Latest Update
L01 Financial Resilience	16 High Risk	↔	07/02/22 - Mitigations and Comments updated.
L02 Statutory functions	9 Low Risk	↔	11/02/2022 - Controls, Mitigating Actions and Comments Updated
L03 CDC Local Plan	12 Medium Risk	↔	10/02/2022 - Comments Updated
L04 Business Continuity	12 Medium Risk	↔	08/02/2022 - Mitigating Actions Updated
L05 Emergency Planning	12 Medium Risk	↔	08/02/2022 - Comments Updated
L06 Health & Safety	8 Low Risk	↔	03/02/2022 - Comments Updated
L07 Cyber Security	15 Medium Risk	↔	21/02/2022 - Risk Reviewed - Potential Impact, Control, Mitigating Actions and Comments Updated
L08 Safeguarding the Vulnerable	8 Low Risk	↔	02/02/2022 - Comments Updated
L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↔	17/02/2022 – Risk manager updated

L10 Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	01/02/2022 - No changes
L11 Corporate Governance	9 Low Risk	↔	11/02/2022 - Controls, Mitigating Actions and Comments Updated
L12 Oxfordshire Growth Deal	15 Medium Risk	↔	04/02/21 – No changes
L13 Joint Working	9 Low Risk	↔	21/01/2022 – Risk closure proposed
L14 Legacy Shared Services Partnership – West Northamptonshire Council	2 Low Risk	↓	21/01/2022 - Residual Risk reduced. Risk closure proposed
L15 Workforce Strategy	12 Medium Risk	↑	03/02/22 – Residual Risk Level increased and Comments Updated
L16 COVID-19 Community and Customers	16 High Risk	↔	08/02/2022 - Mitigating Actions and Comments updated
L17 COVID-19 Business Continuity	9 Low Risk	↔	07/02/2022 - Comments and Inherent Scoring Updated
L18 Post COVID-19 Recovery	9 Low Risk	↔	07/02/22 - Mitigating Action and Control Updated
L19 Cessation of joint working between CDC and OCC	12 Medium Risk	NEW	16/02/22 – Risk description, manager, controls, mitigating actions and comments updated. Created on 17/01/2022

During January the leadership risk register had two score changes:

L15 Workforce Strategy from 8 Low Risk to 12 Medium Risk.

L14 Legacy Shared Services Partnership – West Northamptonshire Council from 4 to 2 Low Risk.

L13 Joint working and L14 Legacy Shared Services Partnership – West Northamptonshire Council are proposed to be closed

L19 Cessation of joint working has been added to the leadership risk register.

Finance Update

3.18 The Council's forecast position for 2021/22 at the end of January shows a (£0.116m) underspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.846m, mitigations of (£0.748m) and an underspend of (£0.214m) on business-as-usual costs as shown in Table 2.

3.19 Report Details

Table 1: Forecast Year End Position

Forecast overview - January 2022	Original Budget	Current Budget	Year End Position at January	January Variance (Under) / Over	% Variance to current budget	November variance (Under) / Over	Change since November (better) / worse
	£m	£m	£m	£m	%	£m	£m
Environment and Place	6.699	10.073	11.323	1.250	12.4%	1.102	0.148
Customers, Org. Dev. And Resources	5.682	6.280	6.302	0.022	0.4%	0.036	(0.014)
Adults and Housing Services	1.844	2.224	1.909	(0.315)	-14.2%	(0.100)	(0.215)
Public Health and Wellbeing	1.816	3.696	3.562	(0.134)	-3.6%	0.000	(0.134)
Comm. Dev. Assets and Inv.	0.076	1.438	0.953	(0.485)	-33.7%	(0.463)	(0.022)
Subtotal Directorates	16.117	23.711	24.049	0.338	1.4%	0.575	(0.237)
Executive Matters	2.769	(3.439)	(3.762)	(0.321)	-9.3%	(0.321)	0.000
Policy Contingency	3.487	2.101	1.968	(0.133)	-6.3%	(0.099)	(0.034)
Total	22.373	22.373	22.256	(0.116)	-0.5%	0.155	(0.271)
FUNDING	(22.373)	(22.373)	(22.373)	0.000	0.0%	0.000	0.000
(Surplus)/Deficit	0.000	(0.000)	(0.116)	(0.116)		0.155	(0.271)

Table 2: Analysis of Forecast Variance – January

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Mitigations	Savings Non-Delivery
	£m	£m	£m	£m
Environment and Place	1.250	0.935	(0.218)	0.533
Customers, Org. Dev. And Resources	0.022	(0.042)	(0.112)	0.176
Adults and Housing Services	(0.315)	(0.250)	(0.095)	0.030
Public Health and Wellbeing	(0.134)	(0.041)	(0.150)	0.057
Comm. Dev. Assets and Inv.	(0.485)	(0.362)	(0.173)	0.050
Subtotal Directorates	0.338	0.240	(0.748)	0.846
Executive Matters	(0.321)	(0.321)	0.000	0.000
Policy Contingency	(0.133)	(0.133)	0.000	0.000
Total	(0.116)	(0.214)	(0.748)	0.846
FUNDING	0.000	0.000	0.000	0.000
(Surplus)/Deficit	(0.116)	(0.214)	(0.748)	0.846

3.20 Of the £0.846m savings not expected to be delivered in 2021/22, £0.627m of this is also not expected to be delivered in future years.

To partly address against the forecast base budget, overspend and non-delivery of savings, £0.748m mitigations have been identified and are detailed below.

Environment and Place

Environmental Services - £0.088m identified as mitigation in relation to waste collection “gate fee” reductions, car park management fee reduction and a landscape post vacancy.

Growth & Economy have identified £0.050m of in year savings (£0.030m on vacancy and £0.020m on Recovery Prosperity Strategy).

Planning & Development have identified additional pre-planning advice income £0.080m).

Customers, Organisational Development & Resources have identified £0.112m of in year savings in relation to recharging appropriate costs to CSN Resources (£0.056m), a reduction in payments for joint OCC staff (£0.016m) and training budget savings (£0.040m).

Adults and Housing Services - £0.095m identified as mitigation due to a restructure and staff retirement as well as the use of the Homelessness Prevention Reserve.

Public Health and Wellbeing - £0.150 identified as mitigation from benchmarking income from leisure contract, additional Sports Development Grant, OCC Self Isolation funding support to be received and savings on project and initiative funding.

Commercial Development Assets & Investments - £0.173m identified as mitigation relating to rental income from the Eco Business Centre, staff savings and the Growth and Commercial Director vacancy.

- 3.21 The Council has incurred costs and lost income during 2021/22 in relation to Covid-19 across all areas of the Council. However, there are some areas where there may be a prolonged change in behaviour. In particular lost income is forecast until the end of the financial year in car parking.
- 3.22 When the Council set its budget for 2021/22 the likely financial impact of Covid-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget of £2.112m includes funding for anticipated lost income and additional costs of Covid-19 in the 2021/22 financial year. In addition, the Council received £0.720m in Covid-19 grant and expects to claim £0.113m from the Sales, Fees and Charges compensation for the period to 30 June 2021. The forecast financial costs and loss of income associated with Covid-19 continue to be recorded and are shown in Table 3 as a memorandum item. These impacts are assumed within the overall forecast.

Table 3: Covid Impacts included in the 2021/22 Outturn Forecast

Covid Costs 2021/22	£m
Environment and Place	0.688
Customers, Org. Dev. And Resources	0.019
Adults and Housing Services	0.000
Public Health and Wellbeing	0.074
Comm. Dev. Assets and Inv.	2.299
Subtotal Directorates	3.080
Executive Matters	(0.833)
Policy Contingency	0.000
Total	2.247

Note: Executive Matters holds the General Covid funding received.

3.23 Report Details

Environment and Place

Environment and Place have forecast an overspend of £1.100m against a budget of £10.073m (10.9%). This forecast overspend includes £0.785m expected base budget costs, £0.533m in potential savings non-delivery and (£0.218m) of mitigations detailed in table 2 above.

Environment and Waste	The forecast variance for Environmental Services for January is due to continued pressure within Car Parks. There is a £0.995m reduction in anticipated car parks income, (£0.616m of the deterioration is estimated to be due to the impact of COVID-19). There is also a £0.098m increase in national non-domestic rates and supplies and services. There is a delay in the delivery of £0.030m saving on fuel and vehicle maintenance for the parked up mechanical sweepers due to increased fuel costs.
Variation £1.159m overspend	
Variance to November's forecast £0.083m	
	The pressure within Waste and Recycling has been altered to reflect the start date of the food and garden waste roll out. The collection start date is confirmed as 1st March.
	The anticipated income is expected to see a £0.538m reduction, this is partially offset by (£0.521m) saving in employee costs due to non-recruitment to posts, refuse disposal charges and reductions in recycling gate fees plus other small variances across the service of £0.049m.
Planning & Development	Planning & Development are forecasting an underspend of (£0.079m) which is made up of (£0.075m) committed savings. Additional agency costs have been negated by increased income and various underspends totalling (£0.004m).
Variation (£0.079m) underspend	
Variance to November's forecast (£0.005m)	
Growth & Economy	Growth and Economy are forecasting £0.170m overspend which is made up of £0.040m Build! review consultancy costs, £0.160m associated relocation costs and loss of rental income of Town Centre House, £0.055m corporate costs in relation to Oxford to Cambridge ARC and the annual Growth board contribution, £0.030m on Shared Ownership property repair and maintenance costs and £0.085m overspend on the Build! service. Offsetting the overspends are (£0.040m) of staff
Variation £0.170m overspend	

<p>Variance to November's forecast £0.070m</p>	<p>savings, (£0.100m) cessation of the Kidlington Masterplan and (£0.030m) savings within the Recovery and Prosperity Strategy. These underspends have been managed in order to offset the non-delivery of saving proposals relating to officer recharges to the capital programme and unexpected spend on repairs and maintenance at Town Centre House.</p> <p>£0.030m less officer time to recharge to the capital programme and £0.040m further expense on repairs and maintenance across the whole portfolio of properties</p>
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Customers, Organisational Development and Resources

Customers, Organisational Development and Resources have forecast an overspend of £0.022m against a budget of £6.280m (0.4%). This forecast overspend includes £0.027m base budget costs, savings of £0.107m at risk of delivery and mitigations of (£0.112m) detailed in table 2.

<p>HR/IT/Comms/Cultural Services</p> <p>Variation £0.007m overspend</p> <p>Variance to November's forecast (£0.014m)</p>	<p>An underspend in HR of (£0.040m) has been offered up as a mitigation to the overall in year Council overspend. Apart from this, they are reporting on target, the underspend reported last month is now expected to be utilised due to increased agency costs.</p> <p>Customer Services and Land Charges are largely on target, with further salary savings now offsetting any previous minor overspends.</p> <p>Communications, Strategy and Insight are showing a (£0.090m) underspend due to making in year savings (£0.016m) further in year savings (mitigation to the overall in year overspend for the Council). (£0.074m) further savings due to a reduction in the amount forecasted to pay over to OCC for joint staff. There is £0.079m non delivery of savings as the planned extent of the restructure was not possible following HR and Legal advice. However, this has been mitigated by underspends elsewhere.</p> <p>An overspend of £0.137m within IT is due to pressures on the delivery of savings required of £0.097m which is due to actuals varying from estimates provided due to IT separation, small overspends across the service of £0.025m and COVID costs of approximately £0.015m due to supplier shortages and associated rising costs.</p>
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<p>Finance</p>	<p>Minor variations across the service this month.</p>
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Variation
£0.015m

overspend
Variance to
November's
forecast
(£0.000m)

Adults and Housing Services

Adults and Housing Services have forecast an underspend of (£0.315m) against a budget of £2.224m, (14.2%). This forecast underspend includes (£0.250m) base budget costs, £0.030m in potential savings non-delivery and mitigations of (£0.095m) detailed in table 2 above.

Housing & Social Care	Housing is forecasting an underspend of (£0.315m) mainly due to the use of grants to fund the Debt and Money Advice contract (£0.215m) and the use of the Homelessness Prevention Grant to fund the Connections Outreach contract (£0.050m). Savings have also been achieved on salaries and mileage due to staff retirement and restructure (£0.030m) and finally the receipt of greater than expected Housing Benefit payments in relation to temporary accommodation (£0.020m).
Variation (£0.315m) underspend	
Variance to November's forecast (£0.215m)	Grant funding has been applied to fund the Debt & Money advice contract held with Citizens Advice Bureau thus releasing (£0.215m) of base budget

Public Health & Wellbeing

Public Health & Wellbeing have forecast an underspend of (£0.134m) against a budget of £3.696m (3.6)%. This forecast includes (£0.041m) within the base budget costs, £0.057m in savings non-delivery and mitigations totalling (£0.150m) detailed in table 2 above.

Wellbeing	Wellbeing is forecasting an underspend of (£0.134m) consisting of savings on Parkwood's contract fees for Woodgreen Leisure centre (£0.065m), salary savings including mileage (£0.069m). This underspend has been managed in order to offset the non - delivery of saving proposals relating to Stratfield Brake and North Oxfordshire Academy.
Variation (£0.134m)	Furthermore, the Council has made provision from Policy Contingency to offset the loss of income of £0.074m as a result of Covid and £0.520m additional utility costs.
Variance to November's forecast (£0.134m)	Since November's reporting Leisure have received an additional (£0.030m) benchmarking income, (£0.030m) profit share income and (£0.040m) Utility benchmark payment (dating back to 19/20) from Parkwood.
	Plus (£0.034m) additional savings across the department

Healthy Place Shaping	Healthy Place Shaping are currently projecting to be on target.
Variation £0.000m	
Variance to November's forecast £0.000m	

Commercial Development, Assets and Investments

The Directorate is forecasting an underspend of (£0.485m) against a budget of £1.438m 33.7%. This forecast underspend includes (£0.362m) base budget costs, £0.050m in potential savings non-delivery and mitigations of (£0.173m) detailed in table 2 above.

Property	Castle Quay is anticipating a net overspend of £0.067m. Of the overall overspend, £0.450m is due to loss of commercial income alongside additional void costs for empty units following construction delays in the delivery of Premier Inn and the car park beneath Lidl resulting in a delay to rental being received and other income; plus £0.069m net loss from Lock29 due to additional government restrictions in 2021 following new Covid variant resulting in lower-than-expected footfall at the centre. Mitigating this are potential savings of (£0.452m) on other costs.
Variation (£0.383m) underspend	
Variance to November's forecast £0.062m	The rest of the Property service area is forecasting an underspend of (£0.450m) mainly due to improved commercial income (£0.350m), staff savings (£0.025m), reduced occupancy of municipal buildings (£0.055m) and various underspends within the department (£0.020m).
Procurement	Procurement is forecasting to have a small underspend against budget.
Variation (£0.004m) underspend	
Variance to November's forecast (£0.000m)	
Law and Governance	There is a £0.067m pressure on income recovery and £0.010m minor overspends in supplies and services. Income recovery has improved significantly since last month, (£0.029m) of this can
Variation	

<p>£0.005m overspend</p> <p>Variance to November's forecast (£0.034m)</p>	<p>be offset by an underspend elsewhere within the service. An additional of £0.002 costs are Covid related</p>
<p>Growth and Commercial</p> <p>Variation (£0.048m) underspend</p> <p>Variance to November's forecast £0.000m</p>	<p>The underspend forecast is due to savings on a vacant post.</p>
<p>Regulatory Services</p> <p>Variation (£0.100m) underspend</p> <p>Variance to November's forecast (£0.050m)</p>	<p>Regulatory Services is forecasting an underspend of (£0.100m) resulting from savings on staff costs due to vacant posts and reduced mileage (£0.150m) and more discretionary income than anticipated (£0.035m). This is offset by £0.085m forecast loss of licensing income due to the impact of Covid.</p>

Executive Matters

Executive Matters forecast is an underspend of (£0.321m) against the budget of (£3.441m) (9.3%).

<p>Interest</p> <p>Variation (£0.270m) underspend</p> <p>Variance to November's forecast £0.000m</p>	<p>There is positive variance forecast against the budget, mostly as a result of lower interest rate on borrowings.</p>
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Corporate	The council is forecasting receipt of (£0.113m) Covid-19 funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30 June 2021. £0.074m Wellbeing covid related loss of income (£0.004m holiday clubs, £0.015m recharge Parkwood for solar energy and £0.055m loss of benchmarking income).
Variation (£0.125m) underspend	
Variance to November's forecast £0.025m	External Audit fees are anticipated to be £0.062m more than budgeted due to higher-than-expected final 2019/20 audit fees and an increase in forecast for this year's audit.

Policy Contingency

Policy contingency will meet the (£0.074m) shortfall in Leisure Contract benchmarking payments, along with (0.520m) in relation to utility costs within Leisure. There remains (£1.073m) unallocated after these assumptions are taken into account. £1.603m has been transferred to the Castle Quay budget to partially offset the net loss of Castle Quay income. Of the £1.073m unallocated it is forecast that (£0.133m) can be released to support the overall budget position.

3.24 Forecast Earmarked Reserves and General Balances at January 2022

The table below is a summary of the level of reserves the council holds.

Reserves	Balance 1 April 2021	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed January 2022	Forecast Balance 31 March 2022
	£m	£m	£m	£m	£m
General Balance	(5.520)	0.000	0.000	0.000	(5.520)
Earmarked	(21.328)	(0.461)	0.386	(0.147)	(21.550)
Ringfenced Grant	(31.556)	22.073	5.033	(0.169)	(4.619)
Subtotal Revenue	(58.404)	21.612	5.419	(0.316)	(31.689)
Capital	(0.756)	0.000	0.000	0.000	(0.756)
Total	(59.160)	21.612	5.419	(0.316)	(32.445)

3.25 Government Grants

Omicron Hospitality and Leisure Grant of £1.422m as well as £0.104m Protect & Vaccinate – Rough sleeping Response received during December and January 2022.

3.26 Aged Debt

As at 31 January 2022 the Council had outstanding debt of £3.509m (£4.167m 30 September 2021), of which £0.305m is current and £3.204 is in recovery. Of the £3.204m in recovery, £2.040m is over 120 days old (£2.811m 30 September 2021). A review of debt is currently underway.

3.27 Capital

There is a forecast in-year underspend of £12.779m, of which £11.110m is anticipated to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£1.644m).

Forecast Capital Spend 2021/22

Directorate	Budget £m	Forecast Spend 2021/22 £m	Re-profiled beyond 2021/22 £m	Variance to Budget £m	Prior Month Variance £m
Housing Total	4.215	3.551	0.289	(0.375)	(0.332)
Comm Dev Assets total	28.577	19.439	8.138	(1.000)	(0.408)
Customers, Org Dev & Resources Total	1.314	0.725	0.490	(0.074)	(0.030)
Environment and Place Total	9.308	7.171	1.946	(0.191)	(0.188)
Public Health Wellbeing Total	0.708	0.457	0.247	(0.004)	(0.004)
Total	44.122	31.343	11.110	(1.644)	(0.962)

3.28 Forecast Variances

Housing:

Housing is forecasting to spend £1.820m on DFG and discretionary grants by year end, funded from the Better Care Fund and £1.731m on Growth Deal Affordable Housing delivery, funded through Growth Deal grant received from OCC and S106 commuted sums. The underspend of (£0.375m) of base budget is due to utilisation of the Better Care Fund in the first instance.

Commercial Development, Assets & Investments:

Property are forecasting to spend £19.439m by year end. It is anticipated that there will be an underspend of (£1.000m) due to certain schemes no longer progressing from the PSDS works of (£0.752m).

The remaining saving is mainly on corporate assessments (£0.214m). Most schemes are still anticipating full utilisation of budget but with the possibility that the budget is reprofiled to 2022/2023.

Customers, Organisational Development & Resources:

ICT are currently forecasting a £0.020m overspend against the Land and Property Harmonisation Scheme. However, they will be applying to repurpose some of the budget relating to one of the other schemes - so the net effect of this will be zero. The budget for Customer Excellence and Digital Transfer (£0.030m) and Legacy Iworld System Migration (£0.050m) are no longer needed

Finance is forecasting to be (£0.010m) underspent at year end

Environment and Place:

Growth and Economy are forecasting to spend £4.678m by year end. There is an underspend of (£0.197m) mainly as a result of releasing capital budget for the Cropredy Shared Ownership property, which can be funded from a capital reserve if the need arose to repurchase the property. Offsetting the underspend is £0.078m of retention payments due to be paid to developers next year.

Environmental Services are forecasting to spend £2.493m across various capital schemes by year end.

Public Health & Wellbeing:

Wellbeing are forecasting spend of £0.457m of which the majority of spend is S106 funded.

3.29 Re-profile beyond 2021/22

Housing

£0.093m Discretionary grants - This budget supports a number of discretionary grants, all of which are reactive/demand led. Landlords Home Improvement Grants (which secure nomination-rights over improved private rented accommodation for otherwise homeless households) are responsible for the largest spend, but we are currently experiencing lower demand at this stage of the year than expected.

£0.196m unspent DFG to be reprofiled to continue to support the programme alongside future Better Care Fund allocations

Commercial Development, Assets & Investments:

£3.823m Castle Quay - reprofiling of the budget beyond 2021/2022 is necessary because retention payments will be due following the 12 month defect period from September 2021. Also delays to the project caused by Brexit and reduced productivity to maintain social distancing.

£0.100m Banbury Health Centre - refurbishment of ventilation, heating & cooling system. Engagement with the tenant was required, and due to pressures with the decarbonisation works the delivery of this project has been delayed.

£0.100m Housing & IT Asset system (joint with OCC) - The IT spend will only happen once the restructure of the joint team comes to that stage that we can start procuring our joint system called 'Single View of Assets'. This is likely to happen next financial year.

£0.055m Horsefair, Banbury - Due to pressures with the Decarbonisation works the delivery of this project has been delayed.

£0.071m Bodicote House Fire Compliance - Work on hold due to political pressures with Bodicote House.

£0.050m Corporate Asbestos Surveys - Final phase of works need to be carried out but due to the pressures with the decarbonisation works the delivery of this project has been delayed.

£0.147m Works from Compliance Surveys - due to pressures with the decarbonisation works, delivery of this project has been delayed.

£0.100m Feasibility of utilisation of proper space - Bodicote House plans are being considered due to complexities that have been identified in the project

£0.020m Community Centre Works - 3 remaining projects postponed to 2022/2023 due to weather as mainly roofing works.

£0.074m Bicester East Community Centre - works on track just reprofiled some monies not required this year.

£0.035m Thorpe Place Roof Works - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.127m H&S Works to Banbury Shopping Arcade - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.048m Banbury Museum Pedestrian Bridge - Slight delay caused by decarbonisation works but works instructed for March 2022 start (roofing works put back due to winter weather).

£0.070m Retained Land - works are being carried out in 2022/2023

£3.303m PSDS projects - All works have now been instructed and are on site and completion on the leisure centres due June 2022 (with Salix approval)

£0.015m Enable Agile Working - despite work commencing, the capital budget allocated specifically for the new equipment required to enable agile working has not been decided upon. Therefore, the funding will be required in 2022/2023.

Environment and Place:

Growth and Economy

£0.155m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - A new structural engineer consultant has been appointed and further survey work is required to establish the specification for the tender documents. It is still anticipated that the insurance or warranty will cover the cost.

£0.017m Phase 2 - Bullmarsh Close formally completed early May 2021 and therefore retention payment is due 12 months later in May 2022.

£0.713m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022 (£0.061m). Bicester Library received planning consent at September's Planning Committee, as a result 98% of the budget has been reprofiled beyond 2021/22. This will be continually reviewed in line with the project programme

£0.115m Fairway Flats Refurbishment - Planning have endorsed the proposed scheme and have recommended formal submission for planning consent which is likely to be obtained before 31st March 2022. Therefore, the main capital expenditure will happen when works commence in 2022/2023.

Environmental Services

£0.050m Car Park Refurbishments - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid-19, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.018m Off Road Parking - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.365m Vehicle Replacement Programme - Reprofile of the remainder of this budget in to 2022/2023 is required to allow for further investigation into electric vehicles, decarbonisation of the fleet and correct infrastructure implemented. Events vehicle commitment delayed until 2022/2023 due to delivery lead times.

£0.018m On Street Recycling Bins - Reprofile of this budget is to allow for a review of current on street containers in urban centres and due to delivery lead times.

£0.161m Thorpe Lane Depot Capacity Enhancement - Due to delays of the food and garden waste roll out, slippage of this budget is required in to 2022/2023 to allow for further development of site requirements.

£0.024m Street Scene Fencing Street Furniture - Reprofile of this budget in to 2022/2023 is a consequence of ongoing lease and landowner issues.

£0.095m Car Park Action Plan Delivery - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.035m Depot Fuel System Renewal - Reprofile in to 2022/2023 is required due to delays with Bicester depot redevelopment.

£0.122m Burehill - Bicester Country Park - Reprofile in to 2022/2023 is required due to delays in recruitment; halting progression and further development.

£0.053m Solar Panels at Castle Quay - Reprofile in to 2022/2023 is required due to resources being limited, the project is being led by the joint climate action team.

Customers, Org Dev & Resources:

£0.075m IT Council Website & Digital Service - the programme of work is currently expected to complete in June 2022

£0.150m IT Shared Services - the programme of work is to extend into 2022/2023 Financial Year. The supplier payment will be aligned with timeline.

Wellbeing:

£0.005m Physical Activity & Inequalities Insight - the remaining capital to be used for further insight work to add layers into story map.

£0.183m North Oxfordshire Academy Astroturf - The delivery of a new Astroturf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding.

£0.009m Bicester Leisure Centre Extension - The majority of the spend will take place before year end but some final costs likely to roll in to 2022/2023.

£0.005m Spiceball Leisure Centre Bridge Resurfacing - Bridge now open but there may be some residual costs that fall in to 2022/2023.

£0.045m Corporate Booking System - Approval has been given by S151 Officer to repurpose the capital budget for future funding of Longford Park public art works in 2022/2023.

4.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during January 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Reserves Policy and to agree the revised Con29 Fee for 2022/23 as set by Oxfordshire County Council.

5.0 Consultation

- 5.1 This report sets out performance, risk, and budgetary information for the tenth month 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 2021-22 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves then this would mean resource would need to be found for these projects separately in future years.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial and Resource implications - Are detailed within section 3.18 to 3.29 of this report.

Comments checked by:

Michael Furness, Director of Finance / Section 151, Tel: 01295 221845

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

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

Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of January 2022.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 Equalities and Inclusion Implications - The report must show how "in planning, delivering, monitoring and evaluating our work, equality and diversity issues are appropriately considered from the outset". New proposals must be screened for relevance against our statutory duties to promote equality and where relevant an impact assessment.

Comments checked by:

Emily Schofield, Acting Head of Strategy, Tel: 07881 311707
Emily.Schofield@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

This report supports all Corporate Priorities

Lead Councillor

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Ilott – Lead member for Finance and Governance

Document Information**Appendix number and title**

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report – January 2022
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Finance Capital January 2022
- Appendix 5 – Virements and Aged Debt
- Appendix 6 – COVID funding – January 2022
- Appendix 7 – Use of Reserves
- Appendix 8 – Con29 Charges 2022-23
- Appendix 9 – Service in Focus - Wellbeing Initiatives

Background papers

None

Report Author and contact details

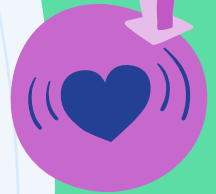
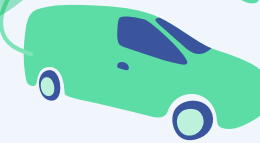
Louise Tustian – Head of Insight and Corporate Programmes

Louise.tustian@cherwell-dc.gov.uk

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Cherwell District Business Plan 2021-2022

Appendix 1



As we work to address the challenges of the pandemic and continue our journey to zero carbon, a clear vision of what we want to achieve has never been more important.

In local government, we need to be good at dealing with change in order to excel. That doesn't just mean reacting to external factors, it means being willing to grow as an organisation, and able to transform the way we work to meet our residents' needs.

A lot has happened in the year since our last business plan was published. But our underlying vision for Cherwell has not. This plan underscores our commitment to working with communities to shape a district where it is easier to lead an active, happy lifestyle, and one where it is easier to find professional fulfilment without a long commute.

This year we have seen the impact that COVID-19 has had on local communities and we recognise that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. Following a listening exercise last year, we are continuing our work to ensure this is reflected in everything we do, for all the communities and residents we serve.

The climate crisis is another issue that will not go away simply because of our focus necessarily being on coronavirus. So, this business plan renews our commitment to becoming carbon

neutral by 2030, which includes an increase in the number of people walking and cycling, protecting, conserving and enhancing carbon capture and storage through our natural environments, and thinking differently about planning for local, renewable generation.

The changing nature of funding for local councils is also an area of activity we have needed to focus closely on. Uncertainties about the future of important funding streams such as New Homes Bonus and Business Rates, and the loss of income caused by the COVID measures, have forced us to make some very difficult decisions, which for the first time will affect some of our frontline services.

We continue to listen to you, our residents, and to prioritise our resources where we know they will have the greatest impact. By making responsible choices now and putting ourselves on a sustainable footing, we can keep supporting the district's recovery from COVID-19 and continue our work to make Cherwell a healthier and more prosperous place to live and work.



Councillor Barry Wood
Leader of Cherwell District Council



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Our priorities:

Housing that meets your needs



- Deliver affordable housing
 Raise standards in rented housing;
 Support our most vulnerable residents;
- Promote innovative housing schemes;
 - Deliver the Local Plan;
 - Support 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



- Provide opportunities to support active lifestyles;
- Improve and develop the quality of local sport and leisure facilities;
- Promote health and wellbeing in our communities to help create a more inclusive 'Including Everyone' community and workplace;
- Support community and cultural development;
- Work with partners to address the causes of health inequality and deprivation;
- Work with partners to reduce crime and anti-social behaviour.



Delivery themes:

Customers

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



Healthy Places

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



Climate Action

Transform our organisation to deliver its carbon neutral commitments.



Continuous Improvement

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



Partnerships

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



Covid-19 Recovery

Work with partners in the health and voluntary sectors to help our local business and residents respond to the challenges of the COVID-19 pandemic and support our communities to recover from the longer term social and economic impacts.



Including Everyone

Our Equalities, Diversity and Inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.



Performance Management Framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021 business plan and the priorities of the council. These targets, 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 delay.

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 indicates performance is off target.

The monthly performance cycle also includes the management and reporting of risk and financial information; providing an holistic overview of the councils' progress against it's strategic priorities and delivery themes as set out earlier in this business plan.



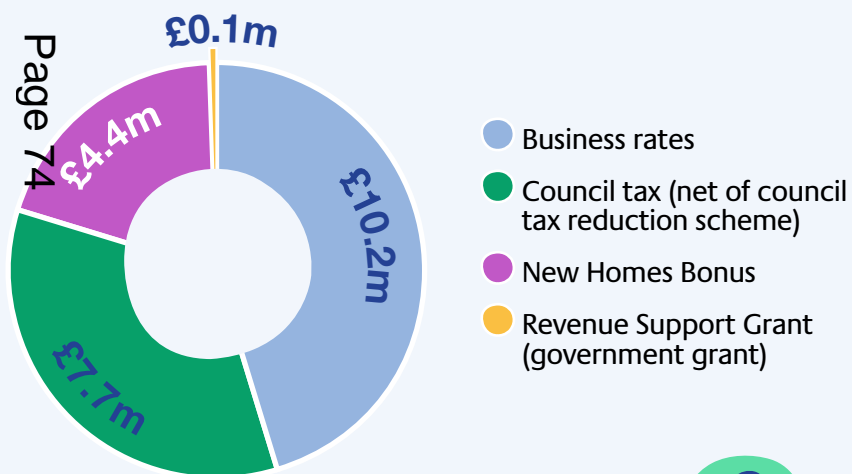
Council funding



Where our money comes from

Thirty-four per cent of our funding for services comes directly from council tax, with the rest coming from, New Homes Bonus Scheme, business rates and government grants.

2021/22 funding sources



How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.



Contact us



Get in touch

Did you know you can access council information and services around the clock at www.cherwell.gov.uk

Email: customer.services@cherwell-dc.gov.uk

Find and email your ward councillor here: www.cherwell.gov.uk/find-member

Phone: 01295 227001

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






Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 2 - Performance Report January 2022

Includes:

- Key Performance Indicators -KPI- (Quantitative)
- Programme Measures (Qualitative)

Colour	Symbol	Tolerances for Business Plans Measures	Tolerances 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/Ahead of target

Housing that meets your needs - KPI's

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 L Wing	<ul style="list-style-type: none"> ■ Stephen Chandler ■ Vicki Jessop 	26	35	★	Careful management of emergency and temporary accommodation placements has meant the numbers placed have remained well within target. The team have also ensured there is capacity for any crisis COVID positive placements. However, numbers are likely to increase in the coming weeks and months as evictions delayed due to restrictions on court action will see more households presenting and needing to be placed. Please note the YTD figure for this measure is an average	25	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr L Wing	<ul style="list-style-type: none"> ■ Stephen Chandler ■ Vicki Jessop 	56.00	45.00	★	We provided help to 56 households in January 2022. A total of 23 by means of major adaptations and another 33 by means of smaller works including rails, ramps and key safes. This is above the monthly target and compensates for the lower figure of 42 households recorded during December 2021 (22 major adaptations and another 20 smaller works) which was a result of fewer referrals in the holiday period and a high output/delivery in November.	566.00	450.00	★
BP1.2.03 Homes improved through enforcement action	Cllr L Wing	<ul style="list-style-type: none"> ■ Stephen Chandler ■ Vicki Jessop 	4.00	4.00	★	We were able to complete the improvement of 4 homes through our interventions in January 2022. During December 2021 24 homes were improved through interventions. To date, we have facilitated the improvement of 120 homes through interventions, exceeding the annual target of 90.	120.00	90.00	★
BP1.2.04 Number of Housing Standards interventions	Cllr L Wing	<ul style="list-style-type: none"> ■ Stephen Chandler ■ Vicki Jessop 	65.00	55.00	★	We have recorded 65 interventions in January 2022, above the monthly target. This compares to 42 interventions in December 2021 which was below the monthly target as a result of a reduced number of service requests over the Christmas and Bank Holiday period. Overall the yearly performance remains on target. Proactive work is under way to ensure the annual intervention targets are met in Q4.	573.00	550.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	17.78	15.00	▲	Performance is under target as the team has been working on reducing the backlog of work due the transition from CSN and recruitment and training of new staff	14.41	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	6.54	8.00	★	Increase due to dealing with backlog, but still below target	5.38	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> ■ Bill Cotton ■ David Peckford 	88%	60%	★	8 Major Planning Applications were determined during January 2022, 7 within National Indicator target or agreed timeframe.	88%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> ■ Bill Cotton ■ David Peckford 	98%	70%	★	90 Non-Major Planning Applications were determined during January 2022, 88 of them within National Indicator target or agreed timeframe.	92%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> ■ Bill Cotton ■ David Peckford 	0.00%	10.00%	★	No Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during January 2022.	8.50%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> ■ Bill Cotton ■ David Peckford 	0.00%	10.00%	★	No Non-Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during January 2022.	0.00%	10.00%	★

Housing that meets your needs - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP1.1.1 Homelessness Prevention	<ul style="list-style-type: none"> ■ Alison Adkins ■ Stephen Chandler 	Cllr L Wing	●	●	<p>The number of cases approaching in crisis has been rising and this is expected to continue over the coming weeks and months. The efforts of the team to prevent homelessness in many cases is hampered by the lack of options for families on low income or benefits. Rents in the private sector are beyond reach and waiting times on the Housing Register for social housing are increasing. Resources are focused in the team to provide assistance at the earliest opportunity, but evictions delayed as a result of covid are now being actioned which is likely to see a rise in temporary accommodation placements.</p>

Leading on environmental sustainability - KPI's

Measure	Portfolio Holder	Director/Lead Officer	result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	33.72%	56.00%	▲	Dry recycling and residual tonnage is comparable to last year with garden waste, and down over 600 tonnes. Glass tonnage is down 450+ tonnes, due to hospitality opening. Recycling is on track to reach its 56% at the end of year. The reason, this month is reporting lower figures is due to the reduction of garden waste in winter. Street sweeping is also down over 200 tonnes due to the reduction in service	54.39%	56.00%	●
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	34,791	38,418	★	The service's aim is always to try to use less fuel than the previous year, using telematics, driver training and guidance, but with the fleet increasing this year by nine vehicles due to the Food Waste collection starting, there will obviously be more fuel used moving forward. We have 8 electric vans on the fleet and would like to increase this to the next size of vehicle (3.5 tonnes) when availability allows. We have not renewed vehicles of this size as electric versions are hopefully not far away.	38,693	37,905	●

Leading on environmental sustainability - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.1 High Quality Waste and recycling service to residents to support a sustainable lifestyle	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	Cllr D Sames	●	★	All services being delivered to plan. over 35,000 residents have had their new caddies, liners and leaflets for the new food waste service.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Social media posts	★	Chargeable garden waste posts are reaching lots of residents with 18,000 residents signing up for their first subscription. Food waste social media posts now going out with lots of interaction with residents.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.2 Ensure Clean & Tidy Streets	<ul style="list-style-type: none"> Bill Cotton Ed Potter 	Cllr D Sames	★	★	Areas that are exposing litter are being targeted for clearances as part of a rota.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.3 Tackle Environmental Crime	<ul style="list-style-type: none"> Bill Cotton Richard Webb 	Cllr C Clarke	★	★	74 fly tips were investigated. 14 warning letters and 7 interview letters under caution were sent. 1 fixed penalty notice was served for a fly tipping offence and 1 community protection notice was served for littering issues in Malthouse Walk.

An enterprising economy with strong & vibrant local centres - KPI's

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	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	8.87%	10.75%	▲	<p>As at 1.2.2022 the amount of council tax due to be collected is just over £117.6m due to further growth within the district. Whilst the year to date collection rate of 92.57% is lower than the target of 95.75%, this years collection rates are higher than this time last year.</p> <p>The amount of payments collected in December remained at similar levels to previous months however payments received during January 2022 decreased slightly due to the ongoing pandemic and Christmas.</p> <p>Reminder notices have been issued to customers in arrears by £15.00 or more and should payment not be forthcoming, formal recovery action through the courts will commence.</p>	92.57%	95.75%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	8.11%	7.75%	★	<p>As at 1.2.2022 the amount of Business Rates due to be collected is just over £79.6m.</p> <p>Whilst the year to date collection rate of 89.81% is lower than the target of 93.75%, this year's collection rates have been impacted by the mass re-billing exercise in June 2021 following on from the change in legislation for expanded retail discount.</p> <p>The amount of payments collected in December and January were lower than previous months in 2021/22 which is due to businesses being impacted the ongoing pandemic.</p> <p>Reminder notices have been issued to customers in arrears and should payment not be forthcoming, formal recovery action through the courts will commence.</p>	89.81%	93.75%	●

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

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.1 Promote the district as a visitor destination	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	Support Community Safety and Reduce Anti-Social Behaviour reported Green for January and year to date. The community safety team continued joint working with Thames Valley Police to tackle anti-social behaviour last month, with the issue of 3 community behaviour orders relating to persistent anti-social behaviour, joint visits to residents affected by anti-social behaviour, and our team providing input into a Police training day. Planned community safety activity for February includes with hi-visibility patrols in town centres to raise awareness of the support our community safety team can provide residents and to deter business related crimes. The team will also be supporting a schools programme promoting personal safety in the community.

Key Actions	Status	Comments
Work with partners to promote the district and support the visitor economy sector	★	Worked with Experience Oxfordshire on the Cherwell content for the digital 2022 Oxfordshire Visitor Guide.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.2 Develop a Recovery and Prosperity Strategy (RPS) for Cherwell	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	●	★	Development of the Recovery and Prosperity Strategy for Cherwell (RPS) has been paused while urgent Covid response work is prioritised.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Adoption and publication of strategy	●	Development of the Recovery and Prosperity Strategy for Cherwell (RPS) has been paused while urgent Covid response work is prioritised. The adoption of the strategy will be reprogrammed..
Consultation on strategy draft, with internal and external stakeholder	●	Consultation on the strategy has been temporarily paused and will be recommenced as soon as practically possible.
<input checked="" type="checkbox"/> Review consultation responses; completion of final draft	●	Consultation responses received to date have been collated and reviewed.
Strategy approval sought through governance cycle	●	Development of the Recovery and Prosperity Strategy for Cherwell (RPS) has been paused while urgent Covid response work is prioritised. The governance cycle will be reprogrammed.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities.

Key Actions	Status	Comments
Business Engagement	★	Cherwell businesses are benefitting from the provision of specialist resilience advice. Partnership working with Jobcentre Plus to provide advice, guidance, and other business support (e.g., overcoming difficulties with recruitment). Support has been provided to inward investors and property developers. Active involvement continues with Oxfordshire Digital Infrastructure Partnership to extend connectivity throughout the district.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.4 Develop Our Urban Centres	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Supporting revitalisation of Cherwell's urban centres to include	★	Support for Banbury town centre businesses through liaison and collaboration with Banbury BID (Business Improvement District); support to Bicester Town Centre Task Group; involvement in 'Meanwhile in Oxfordshire' project to fill empty premises; a focus upon 'Reopening High Streets Safely' projects; response to planning proposals; and support for the continued resilience of businesses.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.5 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr B Wood	★	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board has, on a monthly basis, reviewed the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is part of a five year programme and the Council entered Year Four at the start of April 2021.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Deliver CDC Year Four Plans of Work	★	Work is continuing to deliver the agreed Year Four Plans of Work.

Healthy, resilient & engaged communities - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	Target (YTD)	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	111,759.00	33,750.00	★	Usage figures for the Leisure Centres/Facilities are up against the previous month of December though this is expected as introduction of new year business in January. As the Centres were closed due to the pandemic in January 2021 there is no data to compare this to. There is some way to go before usage figures are at a level of pre Covid, however utilisation at Whitelands Farm Sports Grounds in January 2022 is at a similar level to January 2020 reflecting perhaps a quicker recovery in outdoor sports settings.	1,044,111.00	390,000.00	★

Healthy, resilient and engaged communities - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	<ul style="list-style-type: none"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	The community safety team continued joint working with Thames Valley Police to tackle anti-social behaviour in the area last month. This included the issue of 3 community behaviour orders relating to persistent anti-social behaviour, joint visits to residents of an estate in Bicester and providing input to a Police training day. Planned community safety activity for February includes supporting the Police in Bicester with hi-visibility patrols in town centres to raise awareness of, and deter, business related crimes and supporting a schools programme promoting personal safety support in the community.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Community safety activities undertake in the month	★	In January the community safety team prioritised joint working with the Police seeking to address concerns that a group of young people could be at risk of drug exploitation. In addition the team conducted hi-visibility patrols in Hanwell fields after complaints received about ASB and graffiti and attended a parents briefing as part of the Community United project which is based at Hillview school to promote awareness of child exploitation with parents.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.2 Promote Health & Wellbeing	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	Cllr A McHugh	★	★	Programmes all running to plan. Beginning the refresh of the Active Communities strategy and considering wider impacts of inequality.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Community Connect event with voluntary sector to promote locality working and strengthen partnership	★	3 Connecting Community events delivered
<input checked="" type="checkbox"/> Deliver Youth Activator programme and expand a Mental Health programme in schools	★	The Youth Activator programme has been in 32 schools during term 3 delivering a range of targeted physical activity interventions for children that need it the most. The mental health programme has also expanded into secondary schools as a result of the success in primary schools. The Programme which works in partnership with Oxfordshire Mind is also being looked at as best practice to expand the model across the County.
<input checked="" type="checkbox"/> Promote Good Neighbour schemes and encourage more schemes to develop.	★	Useful learning from West Oxfordshire Good Neighbours mapping and research will inform future engagement with Cherwell Good Neighbour schemes.

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.5 Enhanced Community Resilience	<ul style="list-style-type: none"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	In January there were no new emergency incidents of note in Cherwell. The council's training for duty directors continued in the month and the Emergency Planning Team had refresher training on the Banbury Flood Alleviation Scheme. Planning is under way for a Thames Valley wide flooding exercise. Work is on-going on developing a new document management process for business continuity plans to improve the approval process and ensure access in the event of any business continuity disruption.

Key Actions	Status	Comments
<input checked="" type="checkbox"/> Report on community resilience activities, local liaison for Cllrs attended and any events arising	★	During January the County Council's Emergency Planning team reviewed all the emergency contact details held by the councils and tested the alerting system for Cherwell District Council's and Oxfordshire County Council's Duty Directors. A multi-agency exercise on the response to chemical, biological or radioactive incidents was held at the Police training site at Upper Heyford. Event plans were reviewed by the Safety Advisory Group for the district to ensure events taking place in the area had adequate safety plans in place. 60 short business continuity self-assessment leaflets have been delivered to businesses that use the Perch co-working sites in Bicester. This allows small business to check they have planned for key business continuity risks.

Appendix 3 – Leadership Risk Register as at 22/02/2022

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 8 of 11	5 - Catastrophic			L07		
	4 - Major		L06- L08 -	L03 - L04 - L05 - L10 - L15	L01 - L16	
	3 - Moderate		L09 -	L02 - L11 - L13 - L17- L18	LR19 (NEW)	L12
	2 - Minor		L14			
	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			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
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	↔	Review of workload and capacity across the team. Permanent Capital Accountant in post. New Finance Business Partner Corporate started in October. Permanent appointment made to support VAT and S106. Support to the corporate accountant started at the end of November. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the new business grant schemes that have been introduced as a result of lockdown restrictions.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. New financial system helping to support the monitoring process. New interim Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload. Interim resource retained to support test and trace and business grants.	Risk reviewed - 07/02/22 - Mitigations and Comments updated
	Reduction in services to customers	Balanced medium term and dynamic ability to prioritise resources				Fully											
	Increased volatility and inability to manage and respond to changes in funding levels	Highly professional, competent, qualified staff				Partially											
	Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally				Fully											
	Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly				Fully											
	Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly				Fully											
	Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams				Fully											
	Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO				Fully											
	Lack of officer capacity to meet service demand	Treasury management and capital strategies in place				Fully											
	Lack of financial awareness and understanding throughout the council	Investment strategies in place				Fully											
	Increased inflation in the costs of capital schemes	Regular financial and performance monitoring in place				Fully											
		Independent third party advisers in place				Fully											
		Regular bulletins and advice received from advisers				Fully											
		Property portfolio income monitored through financial management arrangements on a regular basis				Partially											
		Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully														

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2021/22						Fully effective Partially effective Not effective											
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 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	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors. Partially Clear accountability for responding to consultations with defined process to ensure Member engagement Fully National guidance interpreting legislation available and used regularly Fully Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Fully Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Partially Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Fully Internal Audit Plan risk based to provide necessary assurances Fully Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles. Fully Senior Members aware and briefed regularly in 1:1s by Directors Fully Arrangements in place to source appropriate interim resource if needed Fully Ongoing programme of internal communication Fully Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Fully CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Fully	Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR. Learning and development opportunities identified and promoted by the Chief Executive and Directors. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including Growth Deal and IT Transformation Programme.	Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published . Additional steps are under way to develop a regular review of legislative developments that will be service team focused to enhance awareness of statutory obligations and legal developments.	Risk reviewed - 11/02/2022 - Controls, Mitigating Actions and Comments Updated	

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2021/22																	
L03 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. 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 Fully Partially	Councillor Colin Clarke	Bill Cotton	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. 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 September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). An Options Consultation for the Oxon Plan was undertaken in Summer 2021. The programme for completion is presently under review. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options consultation was undertaken from 29 September to 10 November 2021. The Local Plan timetable may need to be revised to respond to that for the Oxon Plan. The programmes for work on the Canalside SPD and CIL are aligned to the Local Plan review timetable.	Risk reviewed 10/02/2022 - Comments Updated
L04-	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/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and update plans Business Continuity Plans tested annually All services maintain business continuity plans	Fully Fully Fully Partially Fully Partially Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework being revised to align with OCC and create an incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged (on hold due to pandemic response) Updated incident management framework agreed August 2021	Business continuity status reports being collated weekly as part of pandemic response but likely to revert to exception reporting in February. Business continuity status reports no longer collated monthly (previously part of pandemic response). The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A new incident management framework has been adopted for the council and aligns our incident response arrangements with OCCs. Work has started on aligning the council's BC statement of intent and framework support this new incident management framework. A document repository and management system is under development for key business continuity plans.	Risk Reviewed 08/02/2022 - Mitigating Actions Updated

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2021/22																	
L05 -	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 Reputational damage	4	4	16	Emergency Plan in place and 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 Oxfordshire County Council's Emergency Planning Team. Under partnership arrangements. 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 Fully Fully Partially Partially 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 Refreshed incident management plan agreed to align with OCC response arrangements and roll-out being progressed Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained and to be updated to reflect recent staffing changes Authority continues to be represented at the Local Resilience Forum	Pandemic response and recovery work continues with partners. Partners continue to liaise with organisers of planned events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being organised. The council is maintaining its duty director rota for any other emergency incidents that might arise. A refresh of the council's emergency plans is being progressed to provide a clearer framework for incident response aligned with the Local Resilience Forum. Senior manager training for duty directors took place in November and January to support extension of duty director rota from January 2022.	Risk Reviewed 08/02/2022 - Comments Updated

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2021/22																	
L06-	Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	H&S policies (incl. responsibilities) and procedures have been reviewed and adopted	Fully	Councillor Lynn Pratt	Steve Jorden	Martin Green	2	4	8	↔	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook some workplace controls are expected to remain in place for longer term e.g. improved ventilation and cleaning.	H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. Gov. Covid restrictions have been eased. Managers will decide on staff return to workplace based on service needs and priorities. Important to note legal duties under H&S legislation still apply including requirement to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance: Frontline services e.g. social care continuing to apply IPC protocols incl. PPE etc. Office protocols in place with focus on improving ventilation, CO2 monitors in meeting rooms, regular cleaning and encouraging hand hygiene and wearing of face coverings. Flu vouchers offered to health and social care staff in addition to those entitled under national immunisation programme.	Risk Reviewed 03/02/2022 - Comments Updated
		Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Risk Assessments completed including COVID-19.	Fully								Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement.	Field Monitoring by H&S Team ongoing including high risk activities i.e. Environmental Services and Roadside Waste Collections.	
		Financial impact (compensation or improvement actions)				Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.	Fully								As part of agile working improvements around DSE Assessments, provision of work equipment and prevention of ill health.	Corporate H&S for OCC/CDC now aligned in terms of management support and where possible aligned governance processes.	
		Reputational Impact				Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information.	Fully								New project initiated for replacement H&S reporting system (Joint-OCC/CDC)		
						H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.	Fully										
						H&S Training provision in place including essential training for all staff and induction.	Fully										
						Consultation arrangements in place with unions.	Fully										
						H&S monitoring will be carried out in selected services to assess compliance.	Fully										
	Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents, accidents including RIDDOR.	Fully															
	Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	Fully															

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2021/22																	
L08-	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Community Safety Partnership reflect the actions needed to reduce exploitation Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group. Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Claire Taylor	Nicola Riley	2	4	8	↔	Web pages up to date Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence Partnership working with Community Safety and police colleagues Regular internal cross departmental meetings to discuss safeguarding practice Action plan acted upon and shared with Overview and scrutiny committee once a year Corporate monitoring of all referrals	A new calendar of awareness raising events and lunchtime training has been planned. Peer review of Safeguarding return to the OSAB/ OSCB will be on 17th Feb 2022 and an action plan written to respond to development areas following that. CDC Safeguarding Officer continues to attend the training subgroup of the safeguarding boards to ensure our training is timely and appropriate.	Risk Reviewed 02/02/2022 - Comments Updated
L09-	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 Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	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	Vic Kurzeja & Peter Hadley	2	3	6	↔	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. Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	Council dissolving partnership with SNH so CSN as a company will no longer exist after Nov 2021. Services being brought back in house. Graven Hill – company continues to respond to market changes as a result of Covid and supply chain restrictions, no areas of concern at this stage. Crown House continues to enjoy high occupancy rates but there is some concern over cash flow, which is being looked in to. Management of Crown House now being undertaken by the Property Team. CSN exit strategy being implemented. Service being brought back in house and company to be dissolved. First years trading will identify overall financial impact of pandemic. Governance review completed and accepted by Shareholder committee. Action plan developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 17/02/2021 - No changes

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2021/22																	
L10-	Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor	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 Intelligence unit set up procurement Hub to monitor supplier and contractor market Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Partially Partially Fully Fully	Councillor Tony Illot	Steve Jorden	Melissa Sage	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20. Business continuity plans in place	Risk reviewed 01/02/2021 - No changes	

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2021/22																		
L11-	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	<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 council.</p> <p>Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).</p> <p>Elements of the COVID-19 response and recovery work 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 undertaken for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group has taken an aligned approach (with Oxon CC) to work up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR.</p> <p>CGAG also mapping governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council</p>	Fully Fully Fully Partially Fully Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	<p>Standing item at senior officer meetings – regular review of risk and control measures.</p> <p>Induction Programme to be planned for May 2022 including governance sessions to councillors on the Constitution, data protection and FOI, finance, equalities and code of conduct.</p> <p>Monitoring Officer to attend management team meetings.</p> <p>Annual Governance Statement process for 2021/22 is in progress with sessions held with ELT to explain assurance required and to identify any areas where governance could be strengthened across the directorates. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.</p>	<p>Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across County, District, City, Town and Parish Councils. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022 this is dependent upon each Council being in agreement to the proposed approach.</p> <p>Recruitment process has commenced for the appointment of Independent Persons to assist the Monitoring Officer on member code of conduct complaints. Action plans have been set to strengthen the information governance arrangements</p>	Risk reviewed 11/02/2022 - Controls, Mitigating actions and Comments updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L12	Oxfordshire Growth Deal - (contract with HMG)	<p>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.</p> <p>Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)</p> <p>Accelerated housing numbers delivered late, outside of the programme time scale</p> <p>Delivery of infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Put suitable arrangements in place to deliver the Project Management function.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Engage with developers to ascertain which sites would benefit most from infrastructure delivery.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.</p>	<p>Fully</p> <p>Fully, when implemented (not implemented yet).</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Robert Jolley	Andrew Bowe	5	3	15	↔	<p>A CDC GD programme and programme board capability.</p> <p>Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log) .</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Improved collaboration working with partners.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p>	Discussions are progressing amongst key officers to address the gaps left by the departure of the former Programme Management Officer. An interim solution has been found whereby a Service Manager has been assigned, temporarily, to support the programme. Year Four Plans of Work continue to be delivered and the Cherwell Programme currently remains broadly speaking on track.	04/02/22 - Risk reviewed - No Changes
L13	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.	<p>Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.</p> <p>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.</p> <p>Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.</p> <p>Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.</p>	3	3	9	<p>S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place.</p> <p>Partnership Working Group established with OCC to oversee the development of joint working proposals.</p> <p>Robust programme and project management methodologies in place.</p> <p>Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	3	9	↔	<p>Regular reporting on joint working proposals to the senior management team.</p> <p>HR policies in place to enable joint working proposals to be delivered</p>	The arrangements to draw to an end the section 113 agreement between OCC and CDC result in the closure of this risk and its replacement with a risk reflecting transitional arrangements to mitigate any service delivery, staffing and governance impacts.	21/01/2021 - Risk Closure proposed
L14	Legacy Shared Services Partnership – West Northamptonshire Council: Failure to effectively manage legacy partnership arrangements with WNC results in increased costs or service provision / operational risks.	Services impacted by the legacy partnership are HR (payroll), IT and revenues and benefits.	4	4	16	<ul style="list-style-type: none"> Plan in place to transition IT arrangements. Plan in place to transition revenues and benefits service, recruitment plans in place to plug any provision gaps. Project teams are in place to oversee both transitional projects. HR engaging with WNC regarding payroll provision. All affected services subject to internal audit and performance management regimes. Governance advice sought with regards to CSN (teckal co) 	Partially effective. Full effectiveness requires ongoing engagement from WNC. It is anticipated that this risk will reduce during 2021/22	Councillor Barry Wood	Yvonne Rees	Claire Taylor	2	2	2	↓	<p>Ongoing delivery of transition projects.</p> <p>Ongoing staff communications.</p> <p>Legal advice sought where appropriate. Plans are in place to transition all of the affected services. These are monitored through project governance.</p>	<p>On-going service delivery arrangements to SNC (now WNC) set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues.</p> <p>Risk low and now stable following successful winding up of CSN and revenues and benefits services brought back in house.</p> <p>Recommend removal from risk register. Operational / project risks in place to oversee final IT transitional matters.</p>	Risk reviewed 20/01/2021 - Mitigating Actions and Comments Updated. Residual score decreased. Risk Closure proposed

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L15-	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	4	12	↑	Development of relevant workforce plans. Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensura Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates. There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. 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.	HR continues to work closely with all service heads at the council, to address a range of HR requirements. Work continues with the implementation of iTrent, the HR payroll system, to improve the quality of data and reporting from the system. Sickness absence continues to be monitored along with the impact on services across the council. HR is working with areas experiencing recruitment difficulties. There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	Risk reviewed 03/02/22 - Probability score and comments updated
L16-	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. 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 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. COVID Response Programme is in place and supporting with ongoing response and recovery work. Outbreak planning and Standard Operating Procedures are in place and regularly reviewed. Government has enacted Vaccination Booster programme to mitigate impact of new variant of Covid virus.	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Oxfordshire Health Protection Board. There is continuing monitoring of case numbers and infection rates in population through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk	Risk reviewed 08/02/22 - Mitigating Actions and Comments Updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
L17-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	3	4	12	Business Continuity Plans have been reviewed and tested. Guidance has been prepared for managers to support agile working and is updated in response to changing conditions. Remote working in place. Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice. Sanitisers in washrooms. Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Robin Rogers	3	3	9	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Full health, safety and HR response in place. IT remote working arrangements are sustainable. With the return to 'Plan A', managers working with all staff to oversee return to the office alongside longer term planning for Agile working. The nature of the risk is such that national public health guidelines will determine the councils' response. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. Plans in place as part of the national government's pathway to open up. Monitoring of impacts is ongoing and there are arrangements in place to stand-up heightened Covid response as required. Agile working and flexibility to continue. Hybrid meetings are tested and operational. Arrangements are in place for council meetings to accommodate greater staff and member presence in the office, hybrid working remains in place to facilitate flexibility, resilience and on-going business continuity.	Risk reviewed 07/02/2022 - Comments and inherent scoring Updated	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment Fully effective Partially effective Not effective	Lead Member	Risk owner	Risk manager	Residual risk level (after existing)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L18-	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	Local plans have been revised in line with the national winter plan and revised contain strategy. Most legal restrictions now removed. CDC fully participates in cross county partnerships to plan for the post-pandemic period. New Council business and budget plans reflect financial, service and community impact.	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Robin Rogers	3	3	9	↔	Governance programme reviewed, shared and implemented. Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March, 2022.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.	Risk reviewed 07/02/22 - Mitigating Action and Control Updated
L19-	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement (formal partnership agreement) between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice, capacity and a partnership approach to the withdrawal from the formal relationship there is a risk that the of service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	1. Legal, governance and employment advice for both parties in place and a transitional plan is under development. 2. Arrangements in place to establish at pace separate statutory officers for each organisation. 3. Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models. 4. Additional programme/project resources to be sought to oversee and implement transition. 5. Communications plan.	Partially	CDC – Councillor Wood	Yvonne Rees	Nathan Elvery	4	3	12	NEW	Statutory officer posts in place - approved by Full Council on the 7th Feb. External independent Legal support in place. Transition plan, financial analysis underway. Joint officer transition group set up. Regular staff and cllr communications in place to keep up to date with changes.	After discussion with interim CEO OCC it has been agreed that the CDC line management of Housing will return to CDC with immediate effect (in reality Monday 21st). This has been agreed as a priority action - as Housing is a critical statutory District function and it was not appropriate to move the management of this function to another OCC officer (as current line manager is now the interim CEO.). We will continue with the partnership / relationship activity that has delivered so well to date.	16/02/22 NEW

L03 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Future Oxfordshire Partnership. 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.

An options consultation was undertaken in Summer 2021. The timetable for the Plan (agreed by the Oxfordshire Growth Board on 24 November 2020), provides for a proposed Plan to be consulted upon in Spring 2022, the submission of the Plan for Examination in September 2022 and its adoption in 2023. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore continuing risk of some delay and the timetable is under review.

Local Plan Review

The timetable for the Local Plan Review in the Local Development Scheme is as follows:

- District Wide Issues Consultation (Regulation 18): July - August 2020
- District Wide Options Consultation (Regulation 18): October - November 2021
- Consultation on draft Plan (Regulation 18): June/July 2022
- Consultation on Proposed Submission Plan (Regulation 19): January - February 2023
- Submission (Regulation 22): May 2023

An issues consultation was prepared and completed in 2020. Consultation on an Options Paper was undertaken from 29 September to 10 November 2021. The timetable for completion may need to be reviewed in the light of a new Oxfordshire Plan programme.

Banbury Canalside Supplementary Planning Document

The timetable for the Banbury Canalside SPD as set out in the Local Development Scheme follows that for the review of the Local Plan. It requires:

- preparation and engagement: May 2023 (onwards)
- formal consultation: February-March 2024
- adoption: May 2024

Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the Local Development Scheme is aligned to Local Plan preparation (unless national policy changes). It requires:

- evidence gathering and engagement: June-July 2022
- preparation of draft charging schedule: July-December 2022
- consultation on charging schedule January-February 2023
- potential (if approved) submission of charging schedule: May 2023

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Appendix 4 - CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	10	2	5	5	-	-	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. The quantum and timing of recharges are entirely reactive to the volume and nature of the enquiries made by EWR, and because of this, there has been slippage and £5k has been reprofiled into 22/23.
40206	Robert Jolley	Garden Town Capital Funding	4,550	0	4,550	0	-	-	This is the major infrastructure scheme in Bicester's Banbury Road roundabout. Planning permission has recently been received and a request for the grant to be released has been made.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	(77)	0	0	-	-	£77k relates to sale proceeds to be transferred to capital receipts
40103	Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	-	-	
40106	Jane Norman	Coach House Mews (Phase 1)	0	(94)	(7)	0	(7)	(7)	£87.5k is the disposal proceeds of no. 5 Worcester House (will be moved to Capital Receipts). The £7k credit is the balance of an accrual
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	0	0	0	-	-	
40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	0	0	0	-	-	
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0	-	-	
40125	Jane Norman	Newton Close (Phase 1)	0	(220)	0	0	-	-	£220k relates to sale proceeds to be transferred to capital receipts
40124	Jane Norman	Spring Gardens (Phase 1)	0	0	0	0	-	-	
40121	Jane Norman	Bicester Library (phase 1b)	664	8	12	652	-	-	Bicester Library: The project received planning consent in September 2021. The overall viability of the project is currently being reviewed. Current FY expenditure has been reduced to £12k with the remaining budget reprofiled - this will be continually reviewed against project programme and scheme decision.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	0	(327)	8	61	69	67	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'. Actuals include a credit of (£327k) which relates to capital receipts from the sale of property and will be transferred out at year end.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	6	(17)	0	0	(6)	(6)	Creampot Crescent - Although the home is complete and has been sold under shared ownership, CDC are still holding retention money and are in the final stages of negotiations with the developer with the works associated with the retention due. This will definitely be paid before year end.
40214	Jane Norman	Creampot Crescent Cropredy Repurchase contingency	350	0	0	0	(350)	(350)	Budget not required as it is a risk that can be funded from a capital reserve if required.
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	0	0	0	0	-	-	
40173	Jane Norman	Trades & Labour Club (Phase 2)	0	0	0	0	-	-	
40174	Jane Norman	Angus Close (Phase 2)	0	0	0	0	-	-	
40175	Jane Norman	Nizewell Head (Phase 2)	0	0	0	0	-	-	
40176	Jane Norman	Leys Close (Phase 2)	0	0	0	0	-	-	
40177	Jane Norman	Bullmarsh Close (Phase 2)	0	(6)	80	17	97	102	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £17k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	0	0	0	0	-	-	
40179	Jane Norman	Park Road (Phase 2)	0	0	0	0	-	-	
40180	Jane Norman	Wykham Lane (Phase 2)	0	0	0	0	-	-	
40155	Jane Norman	Build Programme (Phase 2)	0	0	0	0	-	-	
40213	Jane Norman	Build Team Essential Repairs & Improvements	160	0	5	155	-	-	In preparation for the tender process further structural surveys have been carried out which have revealed additional work required. We are currently in discussion with the Freeholder regarding a possible revised warranty claim
40224	Jane Norman	Fairway Flats Refurbishment	140	7	25	115	-	-	We have worked proactively with the Planning Department to agree the scope and details of the project. Planning have endorsed the proposed scheme and have recommended we formally submit the scheme for planning consent, which is likely to be received in February 2022. The main capital expenditure is likely to happen when works commence in FY22-23. The proposed carry forward is £115k.
Growth & Economy Total			5,880	(724)	4,678	1,005	(197)	(194)	
40015	Ed Potter	Car Park Refurbishments	79	5	29	50	-	-	£50k slippage required in to 22/23. £24k commitment expected in quarter 4. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	0	18	-	-	£18k slippage required in to 22/23. This project is in conjunction with Car Park Refurbishments project CC 40015 and 40217.
40028	Ed Potter	Vehicle Replacement Programme	1,268	653	903	365	-	-	£365k slippage required in to 22/23 to allow for further investigation in to electric vehicles/decarbonisation of fleet and extension of useful life of current fleet. Currently showing a commitment of £250k. The Events vehicle hoped to have been purchased in 21/22 has now slipped due to vehicle delivery times.

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40031	Ed Potter	Urban City Electricity Installations	15	0	15	0	-	-	This project is for the refurbishment of electric sockets in Bicester town centre. The Full £15k is expected to be spent in early part of quarter 4, awaiting additional quotation before progressing.
40186	Ed Potter	Commercial Waste Containers	25	12	25	0	0	0	Full spend is expected in quarter 4 of 21/22.
40187	Ed Potter	On Street Recycling Bins	22	4	4	18	-	-	No further spend anticipated in 21/22. £18k slippage required in to 22/23.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	3	13	161	-	-	£161k slippage required in to 22/23, £10k currently showing as a commitment - requirement of space and infrastructure is still being reviewed. Commitments expected in early 2022/23 - project also delayed due to heating improvements and disruption at Thorpe Lane Depot taking place during quarter 4 of 2021/22.
40216	Ed Potter	Street Scene Furniture and Fencing project	24	0	0	24	-	-	Full £24k to be slipped in to 22/23. This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Building Control have visited the site and deemed no immediate work required until lease ownership resolved.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	80	95	-	-	Currently showing a commitment of £80k for 21/22, no further spend anticipated. £95k slippage required in to 22/23. Projects in conjunction with 40015 & 40026. Slippage has been mainly delayed due to covid restrictions, in addition the vacant street scene and landscape manger post who would originally lead has not been filled, resources are limited.
40218	Ed Potter	Depot Fuel System Renewal	50	15	15	35	-	-	£35k slippage required in to 22/23 due to delays with progression of redevelopment of Bicester depot. Spend ytd is for Thorpe lane depot, the decision was taken to put Highfield depot on hold until further along in the redevelopment plans.
40220	Ed Potter	Horsefair Public Conveniences	150	3	156	0	6	6	Currently showing a £153k commitment. Anticipating outturn at £156k for 21/22. Changing places grant applied for - still awaiting result of applications.
40222	Ed Potter	Burnehyll- Bicester Country Park	175	7	53	122	-	-	Slippage of £122k expected in to 22/23. Currently showing a £16k commitment and a further £30k expected in period 12. Delays to recruitment of Country Park projects officer and Landscape Architect have delayed progress with project.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	0	53	-	-	Full slippage of £53k expected in to 22/23. Resources have been limited. This project is being led by the joint Climate Action Team.
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	197	1,200	0	-	-	Full spend is expected in 21/22. Currently showing a commitment of £904k. Final spend of £99k to be committed in period 12 - this is for delivery of food waste caddies, liners, literature before scheme begins.
Environment and Waste Total			3,428	898	2,493	941	6	6	
Environment and Place total			9,308	174	7,171	1,946	(191)	(188)	
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	16	0	0	-	-	Works have been charged to revenue.- project closed
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	0	0	0		-	-	This virement has been actioned and the £50k moved to Castle Quay2
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	0	100	-	-	Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £100k by July 2022
40141	Chris Hipkiss	Castle Quay 2	17,459	12,527	15,600	1,859	(0)	(0)	Final construction payment to McLaren scheduled in June23
40144	Chris Hipkiss	Castle Quay 1	3,303	89	1,339	1,964	(0)	(0)	£3.3m budgeted for works on Castle Quay Shopping centre excluding M&S unit
40162	Robert Fuzesi	Housing & IT Asset System joint CDC/OCC	100	0	0	100	-	-	CDC and OCC are working jointly to purchase an overarching property system (aka project 'Single View of Assets') that would provide the IT background/database for FM and Estate Management. Currently both Councils use their own not-fit-for-purpose or non-existing systems and with the set up of the Joint Property Services the decision was made that a joint IT solution should be purchased. The £100k has been set aside in CDC's capital budget for the contribution of the joint system purchase together with OCC.
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55	-	-	The works design is now completed, pending tender. Expect full utilisation of budget by July 2022
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	35	12	12		(23)	-	All specialist parts now have arrived from Germany and installed. No further works required. Project completed.
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	71	(8)	0	71	-	-	£141k c/fwd from 20/21. £70k budget held back and will be loaded in to 22/23
40192	Stuart Parkhurst	The Fairway Garage Demolition	0	1	1	0	1	1	Review of scope being carried out to ascertain actual requirements. Spend will not take place until 22/23
40196	Stuart Parkhurst	Pioneer Square Fire Panel	0	(3)	(3)	0	(3)	(3)	Project not going ahead. Credit of £-3k relates to an unmatched accrual to a PO rolled over from 20/21
40197	Stuart Parkhurst	Corporate Asbestos Surveys	160	6	6	50	(104)	(54)	Surveys are now complete and assessments are being carried out to formulate the works programme. This project is linked to 'Works from Compliance Surveys' project. Anticipated saving of £104k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	0	(80)	(80)	Fire risk assessments are now completed resulting in a saving of £80k
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	(18)	0	(30)	(30)	No further costs are expected. The project is complete and closed from a delivery perspective. The accrual of £18k will remain unmatched in this year
40201	Stuart Parkhurst	Works From Compliance Surveys	147	0	0	147	-	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023 which has slipped from original planned delivery of March 22 due to delays relating to the delivery of the PSDS works.
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	100	-	-	The £100k will have to be reprofiled to 2022/23 financial year. This amount has been set aside to consider the future office space of the Council
40219	Stuart Parkhurst	Community Centre - Works	197	166	166	20	(11)	-	£130k c/fwd from 20/21. Year 2 budget allocation of £190k = £320k total. £110k budget held back and will be loaded in to 22/23. Related works have now been instructed. There are 3 projects remaining that have been postponed to 22/23 due to weather (as works are mainly roofing) and delayed receipt of the licence from British Waterways

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE	
40239	Stuart Parkhurst	Bicester East Community Centre	210	0	136	74	-	-	2 year scheme - £210k in yr1 and £1240k in yr 2. Preparing final design including planning application ready for planning. Working with the tenant on their design requirements to ensure smooth transition in to the new premises	
40240	Stuart Parkhurst	Bicester Dovecote	53	3	53	0	-	-	Works on site. Completion mid March 2022	
40241	Stuart Parkhurst	Thorpe Place Roof Works	35	0	0	35	-	-	Currently scoping the works which will be complete by March 2023	
40242	Stuart Parkhurst	H&S Works to Banbury Shopping Arcade	127	0	0	127	-	-	Currently scoping the works which will be completed by March 2023	
40243	Stuart Parkhurst	West Bicester Community Centre Car Park	35	24	24	0	(11)	-	works completed. Project closed	
40244	Stuart Parkhurst	Flood Defence Works Hanwell Fields Community Centre	20	29	29	0	9	(1)	works completed. Project closed	
40246	Stuart Parkhurst	Banbury Museum Pedestrian Bridge	78	0	30	48	-	-	Works have been instructed pending start date, delays from British Waterways for licence to deliver works over canal. Start date on site March 2022	
40247	Stuart Parkhurst	Service Yard at Hart Place Bicester	28	32	32	0	4	4	Works now completed	
40249	Stuart Parkhurst	Retained Land	170	0	100	70	-	-	2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. Full spend anticipated by March 2023	
40225	Stuart Parkhurst	Drayton Pavillion - Decarbonisation Works	86	7	0	0	(86)	(86)	This scheme is no longer proceeding	
40229	Stuart Parkhurst	Stratfield Brake Sports Ground - Decarbonisation Works	159	14	0	0	(159)	(159)	This scheme is no longer proceeding	
40226	Stuart Parkhurst	Thorpe Lane Depot - Decarbonisation Works	595	30	503	0	(92)	-	Funds are from Salix decarbonisation grant and budget has been allocated to the individual projects to manage and monitor spend at each site. In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix. All works have been instructed and are on site and completion due by April 2022 except at the leisure centres where Salix have given the option to extend until June 2022.	
40227	Stuart Parkhurst	Banbury Museum - Decarbonisation Works	324	19	410	0	86	-		
40228	Stuart Parkhurst	Franklins House - Decarbonisation Works	106	23	206	0	100	-		
40230	Stuart Parkhurst	Whitelands - Decarbonisation Works	123	10	388	0	265	-		
40231	Stuart Parkhurst	Bicester Leisure Centre - Decarbonisation Works	1,401	82	123	1,238	(40)	-		
40232	Stuart Parkhurst	Kidlington Leisure Centre - Decarbonisation Works	1,087	48	100	677	(310)	-		
40233	Stuart Parkhurst	Spiceball Leisure Centre - Decarbonisation Works	1,311	62	118	830	(363)	-		
40234	Stuart Parkhurst	Woodgreen Leisure Centre - Decarbonisation Works	795	40	84	558	(153)	-		
40245	Richard Webb	Enable Agile Working	15	0	0	15	-	-		The agile working project has started (the £15k capital budget relates to this project) but we may not reach the point that we have decided what new equipment is required and have ordered it by the end of March. If we can have the option to utilise that funding in 2022/23 it will help us make sure we don't rush into the wrong decisions.
Community Development Assets and Investment			28,577	13,210	19,439	8,138	(1,000)	(408)		
Comm Dev Assets total			28,577	13,210	19,439	8,138	(1,000)	(408)		
40204	Michael Furness	Finance Replacement System	215	197	205	0	(10)	-	Project completion in March 2022 with £10k savings forecast.	
40250	Michael Furness	Cashier Finance System Project	45	0	20	25	-	-	Tender process has started however not all funds are expected to be fully spent by March 2022. Go live date is June 2022.	
Finance Total			260	197	225	0	(10)	-		
40208	Karen Edwards	Project Manager for HR/Payroll system	100	4	100	0	-	-	Remaining 96k to be spent on further implementation of I Trent.	
HR Total			100	4	100	0	-	-		
40054	Tim Spiers	Land & Property Harmonisation	0	42	20	0	20	22	On target to complete February 2022. Budget variance to be covered from 40211.	
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	0	50	-	-	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working.	
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	0	0	(30)	(30)	Budget no longer needed	
40210	Tim Spiers	CDC & OCC Technology Alignment	4	142	0	0	(4)	(0)	£4k under spend, budget no longer needed.	
40211	Tim Spiers	Legacy Iworld System Migration	50	0	0	0	(50)	(22)	Budget no longer required. £20k to be used to cover overspend on Land & Property 40054.	

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40212	Tim Spiers	Procurement of Joint Performance system	20	(17)	20	0	-	-	Budget required for further system enhancements, Expected Q3 FY2023
40237	Tim Spiers	Council Website & Digital Service	250	26	50	200	-	-	Programme of work currently expected to complete June 2022. Supplier payments to be aligned with timeline
40238	Tim Spiers	IT Shared Services	550	165	310	240	-	-	Programme of work to extend into 22/23 financial year. Supplier payments to be aligned with timeline
ICT and Digital Total			954	359	400	490	(64)	(30)	
Customers, Org Dev & Resources total			1,314	560	725	490	(74)	(30)	
40083	Frances Evans	Disabled Facilities Grants	2,271	1,269	1,700	196	(375)	(375)	The budget comprises £1,240k Better Care Fund (approved at Full Council 18/10/21), £656k reprofiled from last year and £375k base budget (to be offered up as a saving), giving a total of £2,271k. Our current projection is that we shall spend £1,700k (which includes £60k as yet unpaid Occupational Therapist funding for Qs 3-4)
40160	Frances Evans	Housing Services - capital	1,731	43	1,731		-	43	£43k Station Rd, Ardley (Platform Housing Group) funded from Growth Deal funds £1385k 90% NW Bicester (Growth Deal grant) £55k 90% NW Bicester (CDC top up grant) £248k 90% Stanbridge House (Growth Deal grant - no CDC top-up)
40084	Frances Evans	Discretionary Grants Domestic Properties	213	88	120	93	-	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £63k reprofiled budget from 20/21. Projected spend of £120k and £93k to be reprofiled to 22/23
Housing Services Total			4,215	1,401	3,551	289	(375)	(332)	
Housing Total			4,215	1,401	3,551	289	(375)	(332)	
40005	Tom Darlington	Whitelands Farm Sports ground	0	0	0	0	-	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	9	0	9	0	-	-	External lighting project has been delayed as contractors have struggled to get materials delivered but should be fitted in the next few weeks
40009	Tom Gubbins	Physical Activity and Inequalities Insight	12	7	7	5	-	-	First phase of insight work completed. Second and final phase will be completed by March 2022.
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	0	183	-	-	The delivery of a new Astro turf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. A report will determine the profile and scale of spending on this programme.
40019	Liam Didcock	Bicester Leisure Centre Extension	34	5	25	9	-	-	£84k budget reprofiled from 20/21. £34k budget allocated to 21/22 and the remaining £50k allocated to 22/23. Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	25	5	-	-	Spend will take place when Castle Quay Waterside is completed and bridge reinstated in this financial year. All works are solely in relation to bridge resurfacing.
40035	Nicola Riley	Corporate Booking System	45	0	0	45	-	-	Approval has been given by the S151 officer to repurpose this capital budget for Longford Park public art work in FY22/23
40131	Tom Darlington	S106 Capital Costs	368	368	368	0	-	0	funded from S106
40152	Kevin Larner	Community Capital Grants	15	25	25	0	10	10	Projected overspend of £10k which is offset by underspend declared in 20/21
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	0	0	0	0	-	-	
Leisure and Sport Total			696	405	459	247	10	10	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	12	(2)	(2)	0	(14)	(14)	works are now completed and out of the defect period
Wellbeing Total			12	(2)	(2)	0	(14)	(14)	
Public Health Wellbeing Total			708	403	457	247	(4)	(4)	
Capital Total			44,122	15,747	31,343	11,110	(1,644)	(962)	

Appendix 5 - Virement Summary

Virement Movement

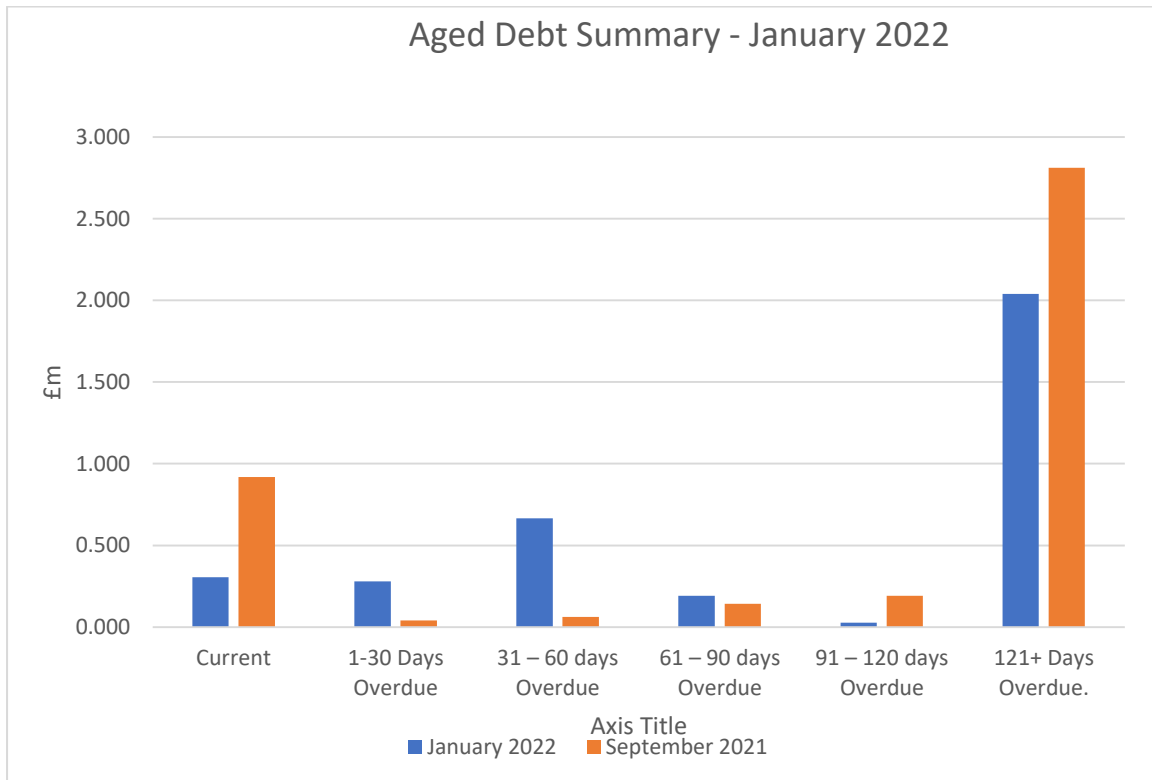
This table shows the movement in Net Budget from November to January 2022.

Virements - Movement in Net Budget	£m
Directorate Net Budget - January 2022	23.711
Directorate Net Budget - November 2021	23.598
Movement	0.113

Breakdown of Movements	£m
Allocations from/to Reserves	
tfr Growth Deal top up to reserve	(£0.742)
Transformation Reserve - Finance	£0.047
Early retirement reserve - Housing	£0.011
Tfr Sport & Physical Activity to reserve - Wellbeing	(£0.055)
Other	
tfr COMF tranche 2 & 3 to Wellbeing	£0.545
tfr COMF tranche 3 to HPS	£0.227
tfr COMF tranche 3 to Housing	£0.040
tfr COMF tranche 3 to Finance	£0.040
Total	£0.113

Aged Debt Summary

The graph below shows a comparison of the aged debt between September 2021 and January 2022, you can see from the graph that there has been a reduction in debt over 120+ days.



Appendix 6 - COVID Funding for 2021/22

Specific Funding

Dept.	Grant Name	Funding
		£
OCC	District Winter Grant	59,004
DOHSC	COMF	185,742
MHCLG	Welcome Back Fund	133,843
MHCLG	Restart Grant	8,304,156
MHCLG	ARG Top up	1,588,950
MHCLG	New Burdens	122,240
MHCLG	Test and Trace + Admin Fee	336,743
MHCLG	Omicron Hospitality & Leisure	1,422,090
MHCLG	Protect & Vaccinate - Rough Sleeping Response	104,149
		12,256,917

General Funding

Description	£
Forecast Sales, Fees & Charges compensation	113,000
Covid Grant	720,000
Total Grant Funding	833,000

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Use of Reserves

Use of Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Planning & Development	Earmarked	Local Plan Reserves	Estimated underspend to top up Local Plan	(0.150)
Legal	Earmarked	Election Reserve	Estimated amount to be moved in from Election Reserve	0.110
CSC	Earmarked	Carry forward from 20/21 - project	An estimated 42K will not be spend this year so needs to go back into Reserves	(0.042)
Environment & Place	Earmarked	Country Parks Reserve	To be used for infrastructure at Country Parks	(0.050)
Environment & Place	Earmarked	Bicester Depot Redevelopment	To be used for consultancy costs to find new site	(0.015)
Wellbeing	Revenue Grants	Cherwell Lottery-Playwell in Cherwell	Working in partnership with the Town Council to deliver the project in Spring 2022	(0.165)
Finance	Revenue Grants	COMF Unallocated		(0.004)
Total Earmarked Reserves				(0.316)

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Appendix 8 – Con29 Charges 2022/23

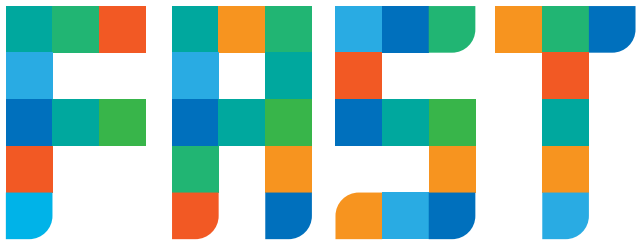
In February 2022 the Executive agreed the proposed fees and charges for certain services for 2022/23. Since that approval we have been informed by Oxfordshire County Council that the below search fee that is set by the county council needed to be amended by 1p due to an issue of rounding of VAT when they originally set the fee. The previously agreed by Executive fee and the revised fee are shown in the table below. The Executive is asked to approve this revised fee for the 2022/23 financial year.

Recommendation:

That the Executive approve the revised "Additional parcel Q22" land search fee for the 2022/23 financial year.

Land Charges						
Fees and Charges	Fee 21-22 (excl. VAT)	22-23 Fee previously agreed by Executive (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Additional parcel Q22	£1.10	£1.12	£1.13	£0.00	2.7%	Discretionary - Fee set by OCC

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Families Active, Sporting Together

An introduction to **FAST**



What is the **FAST** programme?

The **FAST** programme (Families Active Sporting Together) is an exciting programme funded by and working in partnership with Sport England. It was initially based in targeted wards of Banbury but due to its success, has been expanded to targeted wards of Bicester and Kidlington. It is aimed at making it easier for families to access and enjoy physical activity and sport together.

FAST works with local schools to provide families with school-based physical activity sessions delivered in 12-week blocks by our Youth Activators, who are highly trained and create a friendly environment in which parents and children of all ages can come together and enjoy moving.

“ It works really well with the adults and kids, the games and everything we did was sort of simple enough for the kids to understand and also there was enough variety to make it really interesting. My son absolutely loved it and looked forward to it every week... And also, just giving me ideas of simple games, I can play with my own children, sort of outside of those sessions as well... ”

Parent feedback March 2020

“ My little girl especially, she is only 5 but she enjoys exercising a lot more now where she didn't really before. She sees it more like playing. Harry and Hayley (Youth Activators) they made it fun. I think she sees it more as a positive fun activity rather than working out. ”

Parent feedback March 2020



FAST card

Families on the programme receive a **FAST card** which gives access to discounted sessions at partner leisure centres and clubs.

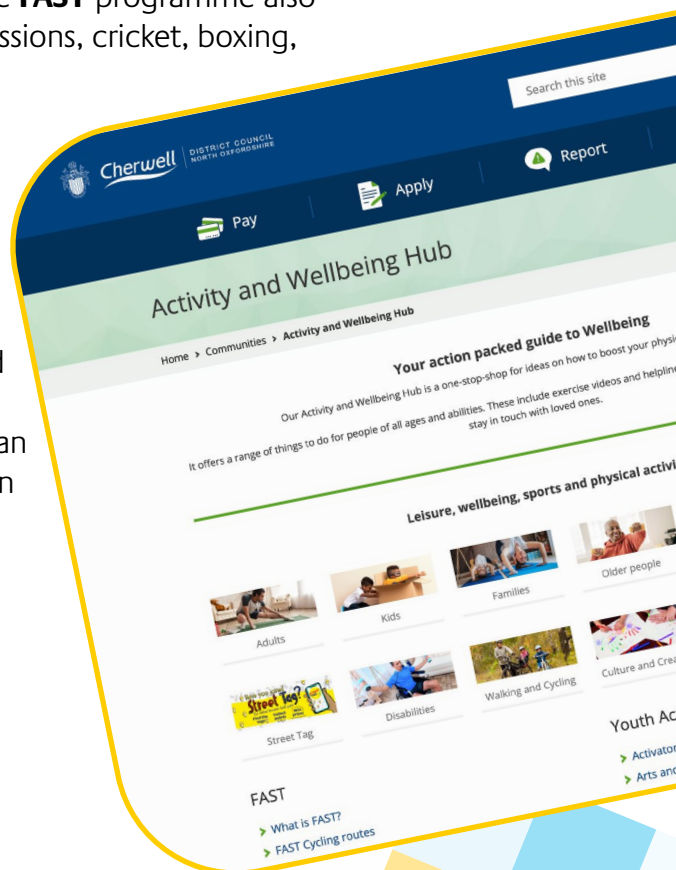
Examples: Family swimming sessions cost £3 with the **FAST card** instead of £13, boxing is £1 per person instead of £5, table tennis is £1.50 a game instead of £6.80.

Inclusive communities

FAST also creates inclusive communities around sport and physical activity and has worked closely with local community centres and places of worship to successfully engage families from all backgrounds. In addition, in partnership with the local Mosque, **FAST** has delivered female-only private swimming sessions for mothers and children, equipped with female lifeguards and privacy screens. The **FAST** programme also provides mosque families with access to Les Mills gym sessions, cricket, boxing, football, fencing, archery and more in their community.

Over lockdown, the **FAST** programme continued to work with local families to help encourage new physical activity behaviours and to help already active families sustain their progress.

We implemented innovative approaches and sessions. Our Youth Activators delivered socially distanced fun and engaging sessions at local parks, with many sessions also engaging underprivileged families. **FAST** also developed an Activity Hub that gave families a place to find information and videos from the Activators on how to keep active.





Adapting provision through feedback

These offers, and many others, have been introduced in response to participant feedback. The programme has adapted quickly – shaping our in-person and online offers. This means that throughout the pandemic, we’ve been able to continue to support families and communities in being active together.

Pick n Mix, is a service we introduced where families provide us (by phone or email) with a list of equipment or household items and details of the space they have available to them. Our Youth Activators then send back suggestions of adapted active games they can try. We also provide equipment where needed.

We rolled out offers such as **Street Tag**, an app which allows families to earn points from physical activities indoors and outdoors (including walking, running, and cycling) by scanning virtual tags and converting their steps into Street Tag Points which can be used for rewards.



I’ve been using Street Tag for a few months now and I am really enjoying it. It really gets us out more because I feel like we are competition with other schools. My daughter holds my phone and likes when it beeps as we are collecting the tags and walking around... When things have been shut, Street Tag is an activity to do and kept us positive...



Parent feedback March 2021



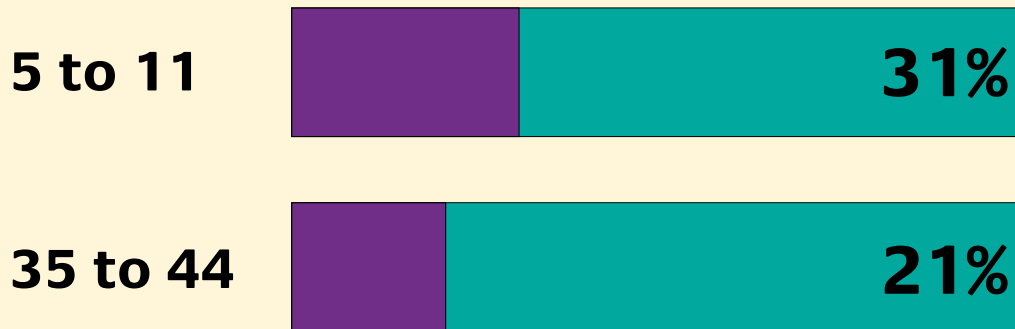


Who is a part of FAST?

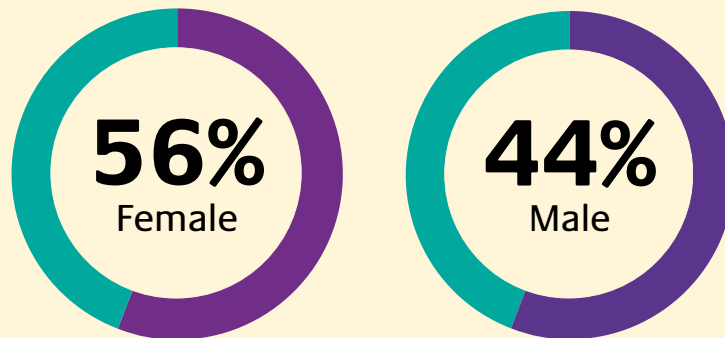
Currently, **7,098 individuals** (2,117 families) are part of the FAST programme.

Participants grouped

by age



by gender



Making a difference for communities

- **28% of participants** on the **FAST** live in the **30% most deprived wards** of Cherwell. The programme is highly targeted and is reaching those families that need a bit more support to become and sustain being active.
- **14% of participants** are from an **ethnically diverse background**, higher than the 7% across Cherwell who are ethnically diverse. This emphasises the impact **FAST** is having on communities across Cherwell.
- **18% of participants** on the **FAST** programme have reported a **physical or mental health condition**. **FAST** adapted what was available, and has been able to offer mental health support alongside other services.

How is the FAST programme making a difference for families?

To date, **7,000** individuals have taken part in the **FAST** programme. Participants have been able to access a number of physical activity opportunities.

- **6,271** individuals attended Free Youth Activator classes face-to-face in school and community settings
- **14,617** individuals attended discounted family swim sessions
1,737 attended Clip n Climb and **1,423** attended boxing sessions.

Feedback from families has helped our team understand how transformational **FAST** has been in the creation of better physical activity habits. The major discounts offered by the **FAST** programme help to remove any financial barriers to accessing activities at leisure centres and clubs. In fact, many **FAST** families have reported that their previous inability to afford these activities was the biggest obstacle preventing them from trying or continuously engaging with sessions as a family.





“ The card has made a huge difference. We’ve gone swimming and to Clip n Climb. In all fairness, for example, Clip n Climb we wouldn’t have been able to do because of the cost... I hear it every week, when can we go again daddy? ”

Parent feedback March 2020

“ The **FAST** programme has made us do more activity and enjoy it more because the kids love to go swimming, and we love to take them. It enabled us to do family swim sessions for a better offer and that enabled us to go more frequently with them... ”

Parent feedback March 2020

Access to sessions is also providing **FAST** families with an opportunity for confidence building around sport and physical activity, an aspect of the project which is contributing to the development of better behaviours.

“ I decided to come to family swim classes because they are for females only, I’m more comfortable to attend no matter what I wear or what I’m doing, and my children really enjoy it too... I’ve improved my swim skills because I didn’t swim that much but I’ve learnt here and I’m getting better. I’m also enjoying the family time... we want it to keep going. ”

Feedback from mother attending mosque swim sessions, August 2021





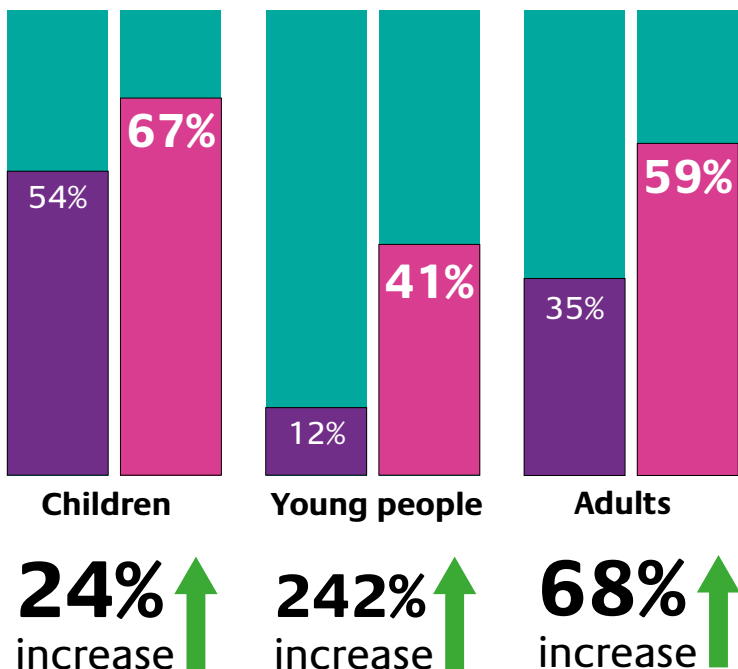
Are families in the FAST programme becoming more active?

At baseline, **54% of children** in the **FAST** programme reported being active on a daily basis, doing at least 60 minutes of moderate to intensive physical activity. After three months in the programme, this number **increased to 67%** (based on the 30 children who've completed a follow up 1 survey).

Among young people, at baseline, **12% were active** daily doing at least 60 minutes of moderate to intensive physical activity compared to **41% after three months** (based on 41 young people who've completed a follow up 1 survey).

Similarly, a positive trend is seen among adults participating in the **FAST** programme. At baseline, **35% of adults were considered 'active'** (doing an average of 150+ minutes of physical activity on a weekly basis) **compared to 67% of adults in the follow up survey** (based on 122 adults who've completed a follow up 1 survey).

Changes in children, young people and adult physical activity levels after 3 months in the FAST programme



Prior to starting the programme, only **15% of families** reported being active together five or more times a month **compared to 52% of families** at the time of our follow up survey.



Families in the programme have also demonstrated the development of positive relationships with sport and physical activity. Among children, 97% reported either liking or loving **FAST** sessions and **97% would like to continue** to be active with their families. Adults also reported positive outcomes, **92% said they had enjoyed participating** in project activities, **68% said the project has helped them** in knowing how to include physical activity as part of their families' routines and **93% reported that they intend to continue** to be physically active as a family moving forward.

- At baseline, **42% of young people** either **agreed or strongly agreed** they know how to get involved and **improved their skills** in different sport and physical activity compared to 69% at follow up 1.
- After participating in sessions, **87% of adults** reported that **FAST** has **helped their family** be more physically active together.

Upscaling due to impact

The positive, preventative, impact of **FAST** on families now means the **FAST** concept is being upscaled across all districts across Oxfordshire with support from Public Health.

FAST is seen as having a real positive impact on physical and mental wellbeing and a programme taking the elements of **FAST** is planned with a focus on families eligible for (benefit related) free school meals.

This will amplify the excellent work by **FAST** and the positive provision that HAF provided to over 8,000 children in Cherwell over the holidays.



From reducing cardiovascular disease, improving sleep to improving mental wellbeing, we know that being physically active is one of the most important things we can do for our health. We also know that access to and the cost of physical activity opportunities can make it difficult for some people to be as active as they would like. **FAST** has been shown to increase activity amongst groups who can be the least active and by offering funding we hope that some of the positive elements of **FAST** can be extended to families Countywide.

Ansaf Azhar — Director of Public Health Oxfordshire





I think **FAST** is one of the most progressive and impactful interventions in the County. It is generating a huge amount of learning (as well as take up) which I hope we can apply across the County. Our hope is that by bringing together Public Health and Sport England funding streams we can grow the approach across the whole of Oxfordshire in 2022 reaching and engaging those families who are eligible for Free School Meals and providing a local pathway for them to access opportunities to be physically active and healthy in their community. In the fight against inactivity and inequality it is **FAST** forward – quite literally!



Paul Brivio — Chief Executive Active Oxfordshire



From its beginnings in Cherwell district, **FAST** has had a really big impact on families, especially those in areas of deprivation. This new funding from Public Health is a recognition of that impact and I am delighted that the scheme is now going to be expanded across all of Oxfordshire. It represents a massive opportunity to tackle inequalities through the power of physical activity and I can't wait to see more families signing up for their **FAST** cards in 2022.



**Yvonne Rees — Chief Executive Oxfordshire County Council
and Cherwell District Council**



Giving everybody the opportunity to get active, creating fun and positive experiences for children is a key aim of Sport England's Uniting the Movement strategy. We're delighted to see the positive impact **FAST** has had, helping to tackle inequalities and supporting families to get active and build healthy habits.



**Mike Diaper — Executive Director Children, Young People
and Tackling Inactivity Sport England**



MOVE Together

If you've been shielding due to COVID-19, or your health has been negatively affected by the pandemic, Move Together is here to help.

Move Together is brand new for Oxfordshire and is here to support you to move more, to help improve your physical health, mental health and wellbeing.

Why move more?

- ▶ Having an active, healthy lifestyle can help us to live healthier, longer and more fulfilling lives.
- ▶ Moving more is hugely beneficial for our physical and mental health and can help manage long term health conditions as well.
- ▶ Being active is something we can safely enjoy both on our own and with family and friends.

Moving more doesn't have to mean joining a gym or going for a jog. Every movement that we take genuinely helps, whether it's getting on our feet during a TV ad break, gardening or stretching while making a cup of tea.





How can Move Together help?

- ▶ We can explore with you the type of movement or activity that is best for you.
- ▶ We can help you access home activity packs, walking groups, activities in your community, condition specific exercises and so much more!
- ▶ Most of all, you're not alone. Our expert Move Together team can provide on-going support and motivation.

How do I get Moving?

- ▶ **Step 1:** contact your local Move Together Coordinator by any of the following:
 - a phone call to your Coordinator (details below)
 - ask your GP to refer you
 - complete an Enquiry Form online at: getoxfordshireactive.org or movetogether.org.uk
- ▶ **Step 2:** your local Move Together Coordinator will contact you to discuss next steps.
- ▶ **Step 3:** decide together the most suitable activity and support for you.
- ▶ **Step 4:** agree together what on-going advice and support you would like.

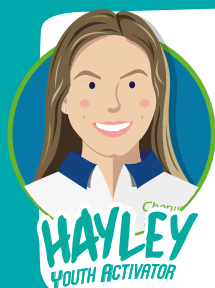


For further information contact your local Move Together Coordinator:

Oxford City:	07483 007114
Cherwell:	01295 221575
Vale of White Horse:	07717 714477
South Oxfordshire:	07717 836750
West Oxfordshire:	01993 861564

Visit getoxfordshireactive.org or movetogether.org.uk

Cherwell District Council and North Oxfordshire School Partnership, by working closely together, are increasing the amount of FREE high-quality physical activity opportunities available for primary school children in academic year 2021/22. The opportunities will be a mixture of old classics such as at the Youth Activator lunchtime sessions through to new opportunities such as cycling.



How long? Each programme will last six weeks.

How many can a school book? Each school can book three programmes for the year. Either three of the same thing, or a combination.

Book through the Eventbrite link below.

Questions? Contact Hayley Clements
Hayley.Clements@cherwell-dc.gov.uk. 01295 227024.

Cycling sessions

When: A six-week programme of weekly, one hour sessions for years 3, 4, 5 and 6.

What: In partnership with British Cycling, fully trained activators and mentors will work with the children to increase confidence and skills in the saddle, helping the children put them into practice.



[Book now](#)

Classic Youth Activator session for less active students

When: Weekly for one hour at lunchtime, followed by an hour session working with a class/year group.

What: Your students will be encouraged to achieve their recommended daily physical activity targets, but also be introduced to new games they may not have tried before, but may come to love.

Term 1 - [Book now](#)

Term 2 - [Book now](#)

Term 3 - [Book now](#)

Term 4 - [Book now](#)

Term 5 - [Book now](#)

Term 6 - [Book now](#)

Pre-school sessions / Early years sessions

When: A six-week programme of weekly, one hour sessions.

What: A range of games will focus on gross motor skills, helping early years and pre-school students get active within a school setting. Each will be accessible with scope for variations to be introduced and will allow for all abilities to take part and have fun.

Games will range in size and complexity to allow teachers the chance to incorporate them into every day school life, be it in PE lessons or even when lining up.

[Book now](#)



School offers

Each school can book three programmes for the year. Either three of the same thing, or a combination. Any questions please contact – Hayley.Clements@cherwell-dc.gov.uk

FAST sessions (now available to all schools)



When: A six-week programme of weekly (after school), one hour sessions.

What: Cherwell District Council FAST sessions give families the chance to play and interact together in a fun and engaging way. The Youth Activators will deliver the sessions in a way that adapts classic sports and games to allow for all ages and abilities to take part together. By getting parents and guardians interacting with their children to encourage physical activity in the FAST sessions, it will inspire them to continue play.

Book now



After school clubs

When: A six-week programme of weekly, one hour sessions.

What: Fun, accessible games will help your students be more active, and build teamwork skills. They'll be structured in a way that makes it easy for children to transfer them out of the Youth Activator sessions and school environment and play them with friends and family.

Book now



Mental health sessions Working in partnership with Oxfordshire Mind the Mental Health

When: A six-week programme of weekly, one hour sessions.

What: Each week will highlight an aspect of mental health your students will come across in daily life. Theory lessons will outline how to identify these issues, along with coping mechanisms. They'll then get active and release positive endorphins, but also be challenged to give a physical example of that week's topic.

Book now

"The children's confidence has generally improved, some more than others. They are much more willing to give tasks a go after sessions"
Teacher



Oxfordshire



Also look out for the **Holiday Activity Fund** and the **FAST bike scheme** which are new this year. They're offering upcycled bikes free of charge, and holiday provision (FREE for children on free school meals) throughout the summer.



For more information contact
Hayley.Clements@cherwell-dc.gov.uk

www.cherwell.gov.uk/youngpeople


[cherwelldistrictcouncil](https://www.facebook.com/cherwelldistrictcouncil) [@SportActivators](https://twitter.com/@SportActivators)

have fun • make friends • get fit

Activities for 5– 11 year olds during the summer holidays

A mixture of engaging physical activity and sports with some crafts. Lunch was provided if required. (children eligible for free school meals received all this for free)



6,526 places filled from 30 different schools 

5,092 children received free activities and 6,136 free meals 

Children at the six venues:

1,342 North Oxfordshire Academy

1,247 Spiceball Leisure Centre

783 Warriner School

1,211 Bicester Leisure Centre

933 Cooper School

1,010 Kidlington Leisure Centre



Free activities received:

1,099 North Oxfordshire Academy

1,144 Spiceball Leisure Centre


480 Warriner School


831 Bicester Leisure Centre

694 Cooper School

844 Kidlington Leisure Centre



160 children attended free top up swimming lessons at Spiceball and Kidlington to help them swim 25 metres. These were lessons they missed due to COVID-19. 

45 children attended free weekly cycling sessions in Banbury. 

3,102 5-7 year olds 

3,424 8-11 year olds 



Partners, parents and children have their say:



“ Providing free food and activity over the long summer was unbelievable for us a family.”

“ They loved the activities and the food, they couldn't wait to go back the next day.”

“ It's great that the hubs are now at the leisure centres.”

“ My son and daughter really enjoyed their time at the North Oxfordshire Academy hub.”

“ The staff are really nice and play fun games.”

“ I loved going swimming!”

“ The food was GREAT.”

“ By targeting our work and working together we can provide new opportunities for young people to be fit and fed. Brilliant work like this shows what can be achieved and points the way forward.”

Paul Brivio, Active Oxfordshire

“ Being able to access quality summer provision is so important for the families that attend our school. Even more important is the fact that many families were able to access this provision for free.”

Simon Jackson, headteacher

“ This will have made a huge difference to lives of thousands of young people across Cherwell.”

Dean Woodham, North Oxfordshire School Sport Partnership

“ I had my proudest moment when an older member of the group continued to challenge and support their peers to achieve success after I had delivered my session. It was amazing to see the peer-to-peer learning taking place so naturally.”

Alistair Patrick Heselton, Paralympian and Youth Sport Trust Athlete Mentor

“ We have been so proud to be working with Cherwell District Council to support those children who have missed out most this year by providing athlete mentors to deliver activities and inspire.”

Chris Ellis, Youth Sport Trust



Active Reach Phase 2



What?

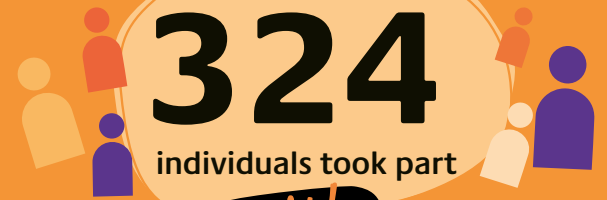
To keep people moving to enable us to overcome some of the inequalities surrounding physical activity.

Who?

The programme, funded through the Tackling Inequalities Fund from Sport England, centred on people living in areas of high deprivation in Banbury and Grimsbury, who have problems accessing physical activity. There was a particular emphasis on reaching ethnic diverse communities.

How?

Local groups and organisations offered a range of different activities, including online boxercise, swimming classes, personal training, wellbeing walks and more. This involved partners from across the area, including Banbury Mosque, St Leonard's Church, The Lighthouse, Aspire, Age UK Oxfordshire, Oxfordshire Mind and Cherwell District Council.



Ages



Our impact so far

To evaluate our impact, we used an approach led by Page190 the Old Fire Station (OFS) – which focuses on capturing individual's experiences and what it meant to them.

“It's changed my health, my fitness, both physically and mentally.”



- People felt a sense of pride, purpose and motivation.
- It improved the physical and mental wellbeing of those involved.
- It helped to foster new connections and relationships.
- It supported new groups and communities who had not previously engaged in physical activities.
- The experience allowed plans to be put in place so they could be sustained long-term.

“I think it gives you the boost because it feels like they're believing in you.”



In their own words

The detail



People felt connected

The stories also show how one connection often led onto another, for instance connections with the Mosque community opened up connections to people involved in community food activities.

“We got the session running online on Fridays. And I’ve had over twelve people joining the session to do some exercise. In terms of their mental health, or recovery and things like that, they really needed that contact.”

Passion and belief

The passion staff and volunteers felt was infectious, it inspired people to take part and helped to keep people going through challenging times.

“We’re on this planet for who knows how long, and I think if you can experience some happiness throughout that, and if physical activity and what I do and the support we give can help and support people with that, then I think it’s a job worth doing.”

Mutual benefit

Every story mentions the positive impact involvement had on their physical and mental wellbeing. Helping others in turn helped to give them a sense of purpose and fulfilment.

“I’m quite into fitness anyway, and I just thought it would help me and she said that once completed, maybe we could do some lessons for the community. And I thought at the same time, I will get fit, and also, our community of women will benefit.”

Page 31
Trust

Involving local leaders built on existing relationships and trust within the community.

“People felt trust. And it was just really lovely. It was about creating a sense of unity, community, talking, sharing, you know, and everybody feeling really vulnerable.”



In their own words

The detail



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Motivation

Participants were motivated by those helping them. Staff found it motivational working alongside others who shared a commitment to the work, and seeing the impact it had.

“I think it was also knowing you’re doing it with other people. That was the motivation that helped push things along.”

Learning

Accepting that things might fail, being transparent about what went wrong, and learning with partners about what we can learn helped to strengthen the project.

“You start to fear it less when, actually, you can see positives coming out of addressing that and realise that by recording and sharing those difficult situations we can help our learning and understanding for the future, so that definitely has been a learning experience for me.”

Inclusion

Participants were motivated by those helping them. Staff found it motivational working alongside others who shared a commitment to the work, and seeing the impact it had.

“To be able to offer the ladies from that community safety and comfort in coming into a gym, that’s massive. Just seeing the elation in their eyes that they’ve got something that allows them to come out of their homes, and they can do safely, and they’re allowed to do it – we can’t ask for more.”

Cherwell District Council

Executive

7 March 2022

Notification of Decisions taken by Chief Executive under Urgency Powers

Report of Assistant Director – Growth and Economy and Assistant Director of Finance

This report is public. Appendix 2 to the report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To inform the Executive of two decisions taken under urgency powers by the Chief Executive regarding (i) the approval of the adoption of the Additional Restrictions Grant policy 2022; and (ii) the defrayal of residual Additional Restrictions Grant funding to OxLEP.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Chief Executive to approve the adoption of the Council's Additional Restrictions Grant policy 2022 (Appendix 1).
- 1.2 To note the urgent decision taken by the Chief Executive regarding the transfer of residual Additional Restrictions Grant funds to OxLEP (Exempt Appendix 2).

2.0 Introduction

- 2.1 The Constitution states that the Chief Executive may take an urgent decision in relation to an Executive function (in consultation with the Leader of the Council) if it is in the best interests of the Council and/or residents.
- 2.2 The two decisions taken under urgency powers by the Chief Executive regarding the defrayal of the Council's Additional Restrictions Grant funds relate to HM Government's stipulation that funding from all its Additional Restrictions Grant schemes has to be disbursed by the Council by 31 March 2022.

3.0 Report Details

Additional Restrictions Grant Policy 2022

- 3.1 After administering the first and second rounds of the Government's Additional Restrictions Grant schemes, the Council had funds of £640,000 remaining in September 2021. The Council had developed plans to defray this residual funding to OxLEP to deliver a grant scheme (the Cherwell Business Adaptation Fund) on behalf of the Council.
- 3.2 The Council was, however, subsequently allocated a further £300,000 in a third round of Additional Restrictions Grant funding to support businesses severely impacted by the Omicron variant.
- 3.3 The deadline for disbursing the Government's third round of Additional Restrictions Grant (ARG) funding (for which updated guidance was issued on 30 December 2021), is 31 March 2022. A new Additional Restrictions Grant policy therefore had to be determined and approved under urgency provisions in order to administer a new discretionary grant scheme for businesses within the timescale specified by Government. The urgent decision notice is attached at Appendix 1.

Defrayal of Additional Restrictions Grant Funding

- 3.4 The urgent decision notice is attached at exempt Appendix 2.
- 3.5 In light of the Government allocating Additional Restrictions Grant funding to Cherwell District Council, it was necessary for a decision to be taken under urgent action to ensure that the necessary arrangements were in place to administer the Additional Restrictions Grant scheme and subsequent defrayal of Additional Restrictions Grant Funding.
- 3.6 In accordance with the Constitution, this report is being submitted to the Executive advising of the urgent action taken.

4.0 Conclusion and Reasons for Recommendations

- 4.1 In line with the Constitution, this report is informing Executive of two decisions which were taken by the Chief Executive under urgency powers.

5.0 Consultation

- 5.1 None in relation to this report.
- 5.2 Executive was consulted and endorsed the proposed decisions to be taken under urgent action.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report as it is reporting urgent decisions already taken.

Comments checked by:

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

Legal Implications

- 7.2 The noting of the urgent decisions taken ensures compliance with the Council's constitution.

Comments checked by:

Sukdave Ghuman, Head of Legal Services Mobile: 07551 680591
sukdave.ghuman@oxfordshire.gov.uk

Risk Implications

- 7.3 The noting of the urgent decisions taken ensures compliance with the Council's constitution.

Comments checked by:

Houdesh Luchman, Performance Team: Insight Analyst Mobile: 07436
701288
houdesh.luchman@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 There are no equality and diversity implications arising directly from this report because it is reporting on urgent decisions already taken.

Comments checked by:

Emily Schofield, Acting Head of Strategy
07881 311707 emily.schofield@cherwell-dc.gov.uk

Sustainability Implications

7.5 There are no sustainability implications arising directly from this report because it is reporting on urgent decisions already taken.

Comments checked by:

Sandra Fischer-Martins, Climate Action Mobilisation Manager

07584 174682 sandra.fischer-martins@oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The reporting of urgent decisions is pursuant to a Constitutional requirement.

Lead Councillor

Councillor Tony Ilott – Lead Member for Finance and Governance

Document Information

Appendix number and title

- Appendix One – Additional Restrictions Grant Policy 2022
- Appendix Two – EXEMPT urgent decision notice

Background papers

None

Report Author and contact details

Robert Jolley, Assistant Director – Growth and Economy

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Michael Furness, Assistant Director – Finance

01295 221845 michael.furness@cherwell-dc



Special Urgent Decision Taken by Chief Executive

Published on 11 February 2022

Decision: Approval for adoption of Additional Restrictions Grant policy 2022

Decision taker: Chief Executive

Decision Date: 25 January 2022

Is decision subject to Call-in? No

Deadline for Call-in: No

Is decision exempt? No

Is decision urgent? Yes

Summary

The deadline for disbursing the Government's third round of Additional Restrictions Grant (ARG) funding (for which updated guidance was issued on 30 December 2021), is 31 March 2022. A new Additional Restrictions Grant policy therefore had to be determined and approved under urgency provisions in order to administer a new discretionary grant scheme for businesses within the timescale specified by Government.

Decision

The Chief Executive gave approval for adoption of the Additional Restrictions Grant policy 2022.

Resolved

- (1) That Revenues and Benefits could proceed with the launch and administration of a new Additional Restrictions Grant scheme in line with the Additional Restrictions policy 2022 approved by the Chief Executive.

Reasons for Decision

As outlined above, under Summary.

Alternative Options Considered

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

Option 1: Non-adoption of the policy developed and proposed – this option was rejected because it would have run counter to the Government’s guidance to use the third round of the Additional Restrictions Grant funding to support businesses severely impacted by the Omicron variant. The policy therefore includes business sectors which were not eligible to receive a mandatory Omicron Hospitality and Leisure Grant.

Conflicts of Interest Declared and Dispensations Granted by Head of Paid Service

None

Attachments

Additional Restrictions Grant policy 2022

Yvonne Rees
Chief Executive

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

Document is Restricted

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