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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Overview and Scrutiny Committee

Date: Wednesday 7 October 2020

Time: 6.30 pm

Venue: Virtual meeting

Membership

Councillor Lucinda Wing (Chairman) **Councillor Tom Wallis (Vice-Chairman)**

Councillor Mike Bishop

Councillor Phil Chapman

Councillor Chris Heath

Councillor Shaida Hussain

Councillor Tony Mephram

Councillor Ian Middleton

Councillor Perran Moon

Councillor Les Sibley

Councillor Douglas Webb

Councillor Bryn Williams

AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Minutes (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting held on 1 September 2020.

4. Chairman's Announcements

To receive communications from the Chairman.

5. Urgent Business

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

6. Monthly Performance, Risk and Finance Monitoring report (Pages 9 - 64)

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

Purpose of report

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

Recommendations

The meeting is recommended:

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

7. Including Everyone - Equality, Diversity and Inclusion Framework (Pages 65 - 114)

Report of Corporate Director for Customers and Organisational Development

Purpose of report

This paper for the Overview and Scrutiny Committee outlines the joint approach to equalities, diversity and inclusion being taken by Cherwell District Council in partnership with Oxfordshire County Council.

Recommendations

1.1 Overview and Scrutiny are recommended to:

- a) Comment on the draft policy document;
- b) Make suggestions for its associated action plan, which will be recommended to Executive for agreement by on 2 November 2020;
- c) Advise on an effective performance monitoring approach for the policy.

8. Constitution Review (Pages 115 - 124)

Report of Corporate Director – Commercial Development, Assets and Investment

Purpose of report

This report invites the Committee to consider and recommend to Full Council a set of 'areas for further consideration' in the Council's Constitution as part of a focused Constitution Review.

Recommendations

The meeting is recommended:

- 1.1 to consider and endorse, as areas for further consideration, the suggestions outlined in paragraph 3 and recommend Full Council agree these areas.
- 1.2 to recommend to Full Council to agree the establishment of a politically balanced, informal cross-party working group to review proposed changes.

9. Work Programme 2020/2021 (Pages 125 - 128)

Democratic and Elections Officers will give an update on progress regarding subjects raised at previous Committee meetings (appendix 1, attached).

The Committee to consider the indicative work programme (appendix 2, attached).

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221953 / 01295 221591 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.

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Emma Faulkner / Lesley Farrell, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 221953 / 01295 221591

Yvonne Rees
Chief Executive

Published on Tuesday 29 September 2020

Cherwell District Council

Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held as a Virtual meeting, on 1 September 2020 at 6.30 pm

Present:

Councillor Lucinda Wing (Chairman)
Councillor Phil Chapman
Councillor Chris Heath
Councillor Shaida Hussain
Councillor Tony Mephram
Councillor Ian Middleton
Councillor Perran Moon
Councillor Les Sibley

Also Present:

Councillor Barry Wood, Leader of the Council
Councillor Tony Ilott, Lead Member for Financial Management and Governance

Apologies for absence:

Councillor Tom Wallis
Councillor Mike Bishop
Councillor Douglas Webb
Councillor Bryn Williams

Officers:

Yvonne Rees, Chief Executive
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer
Ansaf Azhar, Corporate Director of Public Health & Wellbeing
Rob MacDougall, Chief Fire Officer
Paul Feehily, Executive Director: Place and Growth (Interim)
Jason Russell, Director Community Operations
Belinda Green, Operations Director - CSN Resources
Richard Webb, Assistant Director: Regulatory Services and Community Safety
Robert Jolley, Assistant Director: Growth & Economy
Ed Potter, Assistant Director: Environmental Services
Sam Thomas, Sustainability Project Officer
Sandra Fisher-Martins, Climate Action Mobilisation Manager
Richard Hawtin, Team Leader Property & Contracts
Natasha Clark, Governance and Elections Manager
Emma Faulkner, Democratic and Elections Officer
Lesley Farrell, Democratic and Elections Officer

10 **Declarations of Interest**

There were no declarations of interest.

11 **Minutes**

The Minutes of the meeting of the Committee held on 14 July 2020 were confirmed as a correct record, to be signed by the Chairman in due course.

12 **Chairman's Announcements**

There were no Chairman's announcements.

13 **Urgent Business**

There were no items of urgent business.

14 **Covid-19 Update**

The Committee received a comprehensive presentation from the Chief Executive and Directors, detailing the Council's response to the Covid-19 pandemic across the district.

Introducing the presentation, the Leader of the Council explained to the Committee that he was very proud of the way the Council and its officers had dealt with the covid-19 situation, particularly in light of the fast-changing processes around benefits, business rate changes and housing requirements.

The presentation covered the arrangements in Oxfordshire for managing and dealing with the pandemic, the number of cases across Oxfordshire, the Local Outbreak Control Plan, Environmental Health, reducing the risk of local outbreaks, support to local businesses, supporting economic recovery and council tax support for residents. Each director explained the challenges that had arisen in light of the pandemic within their service areas, and the actions that had been taken to address them. All of the directors reported that joint working between Cherwell District and Oxfordshire County Council staff had been used in some situations, and all officers had worked very well together.

In response to questions from the Committee, Chief Fire Officer Rob MacDougall confirmed that a number of debriefs had already taken place, and agreed to circulate the debrief notes to the members of the Committee.

With regard to the communication process that would be undertaken in the event of a local lockdown due to an increase of cases, the Chief Executive and Director of Public Health advised that the local outbreak plan was publicly

available, and each business in the district had been written to with contact details that should be used in the event of queries or concerns regarding a local outbreak. It was agreed that the information be circulated to Members for information.

In concluding the presentation and discussion the Chief Executive explained that work was ongoing in relation to the pandemic and its effects on the district, and staff would continue the hard work that had been undertaken so far.

The Committee echoed the comments of the Leader of the Council regarding the response of officers to the pandemic, and requested a further update in relation to the situation after Christmas.

Resolved

- (1) That the presentation be noted

15 **Update on Climate Change**

The Committee considered a presentation from the Assistant Director Environmental Services and the Sustainability Project Officer which gave an update on work underway in relation to Climate Change.

The Assistant Director Environmental Services explained that a number of workshops had been held with Members and officers, and the information gathered had helped to inform an action framework which it was anticipated would be presented to Executive in October 2020.

Other work completed so far included the formation of a combined team with colleagues from Oxfordshire County Council, and a Climate Change Champions Group that had been set up to look at car park charging points.

The Assistant Director Environmental Services reported on the Climate Change progress made in relation to the vehicle fleet used by the Environmental Services team.

A number of smaller electric vehicles were already in use at the waste services depot, but the technology was not yet available for larger refuse collection vehicles. Cost models currently estimated that an electric refuse vehicle would cost around £400,000, compared to the current £175,000 for a diesel vehicle.

As well as the initial cost of the vehicles, charging capability and the relevant upgrading of equipment and increase in electrical capacity would need to be factored in to cost modelling.

In response to queries from the Committee regarding the car park charging points project, the Assistant Director Environmental Services clarified that overnight charging points were being considered, not so called 'destination'

charging points that were available in some town and city centre car parks across the country.

The Committee thanked the officers for the presentation, and requested a further update early in 2021.

Resolved

- (1) That the presentation be noted

16 **Work Programme 2020/2021**

Democratic and Elections Officers updated the Committee regarding the status of the topic list and indicative work programme.

With regard to the Cherwell Industrial Strategy, officers advised the Committee that the Assistant Director – Growth and Economy had committed to providing a written update to the December 2020 or January 2021 meeting. The update would cover both the Industrial Strategy and the digital connectivity, due to the two streams of work being interlinked.

In response to a query from the Chairman relating to the fur free markets, the Assistant Director Environmental Services confirmed that an additional clause would be added to stallholder agreements as they were renewed.

Resolved

- (1) That subject to additional updates relating to Covid-19 and Climate Change being scheduled for early 2021, the work programme be noted

The meeting ended at 9.05 pm

Chairman:

Date:

Cherwell District Council

Overview and Scrutiny Committee

07 October 2020

Monthly Performance, Risk and Finance Monitoring Report

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during July 2020 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2020-21 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 As part of monthly reporting the Insight Team provides the Senior Management Team with a corporate complaints report, complaints received during the month are monitor and analysed. The mandatory lessons learned data have been implemented for more than a year now and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

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

2.6 The Report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are three appendices to this report:

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

3.0 Report Details

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

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

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

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

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

Priority: Housing that meets your needs.

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

3.5 Overview of our performance against this strategic priority:

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

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



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



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

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

% of Non-Major applications overturned at appeal is reporting Red for July and Year to Date (33% against a target of 10%). One Non-Major Planning Application Appeal was overturned by the Planning Inspectorate during July 2020. Three Non-

Major Planning Appeals were determined during July, but 105 Non-Major Planning Applications were determined, giving less than 1% overturned at Planning Appeal.

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



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

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

Priority: Leading in environmental sustainability

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

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

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

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

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

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

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

3.9 Overview of our performance against this strategic priority:



% of Council Tax collected, increase Council Tax Base is reporting Amber for July and Year to Date. The Team has achieved a cumulative collection rate of 37.45% against a target of 39.00%, with targets amended from last year to take into account the increased number of 12 monthly payers; whilst just over 1.5% short of our target, we are only just over 1% behind the same period last year. There are 3 main

factors that affected collection rates this year; the increased number of 12 monthly payers, an increase in the number of Council Tax Support claimants and those Council tax payers who won't pay unless reminded to do so.

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

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

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



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



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

Priority: Healthy, resilient and engaged communities

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

3.11 Overview of our performance against this strategic priority:

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

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



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

Summary of Performance

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

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

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

Risk Update

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

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

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	16 High risk	↔	Risk reviewed 13/08 – No changes
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 17/08 – Risk manager updated.

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

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

Finance Update

3.16 Revenue Position

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

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

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

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

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

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

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

3.22 Report Details

Table 1: Forecast Revenue Outturn

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

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

Communities

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

Environmental Services	Of the forecast, the most significant element is the anticipated loss of car parking income, estimated to be £1.0m equating to approximately half the level expected.
Variation £1.544m overspend	Also included is an anticipated reduction in income of £0.042m, additional spending of £0.356m related to waste activities, such as recycling and increased tonnage, a £0.079m increase in National Non-Domestic Rates & Business Improvement District charges, £0.072m increase in management variable fees and in year savings that have been identified.
Last Month £1.564m overspend	
Regulatory Services	The spending and loss of income related to Covid-19, including the decision to waive the first quarter's Street Traders licences and costs related to the Local Outbreak Control system, will be offset by salary savings due to vacancies, reduced travel costs and joint working with Oxfordshire County Council.
Variation £0.015m overspend	
Last Month £0.025m underspend	
<u>Place and Growth</u>	
Place and Growth predict an overspend of £0.376m against a budget of £3.506m (10.7%).	
Planning & Development	As at end of July, there is a significant forecast of £0.702m reduction in income from Planning Application fees and Building Regulation income of which £0.506m is related to Covid-19. Budget savings due to reviewing vacancies and other areas has reduced expected overspend by £0.208m from last month's forecast.
Variation £0.606m overspend	
Last month £0.814m overspend	
Growth & Economy	A recent review of vacant positions has identified a number of posts that will now not be filled this year or until later this financial year. This and reviewing working efficiencies have resulted in an increase in
Variation £0.230m underspend	
Last Month £0.275m underspend	potential savings for this year. In addition, there has been higher than anticipated rental income in Build.

Customers and Organisational Development

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

Customers & Organisational Dev.

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

Variation

£0.125m underspend

Last Month

£0.157m overspend

Adults and Housing Services

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

Housing & Social Care

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

Variation

£0.90m overspend

Last Month

£0.250m overspend

Public Health & Wellbeing

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

Wellbeing

The forecast overspend of £1.4m is predominately due to the Covid impact of £1.8m. This includes the loss of income from holiday hubs and hiring of sports facilities during closure as a result of Covid-19 alongside the expectation that contributions may

Variation

£1.408m overspend

Last Month

£1.104m overspend

not be received from external parties towards the costs of leisure facilities. Furthermore, in order to

support the leisure centres during closure as a result of Covid-19, CDC has provided financial support in addition to the contractual management fees. Offsetting these costs are savings of £0.4m identified from reviewing existing costs and vacancies and funding for compensatory payments for a leisure provider linked to access restrictions which is no longer required.

Healthy Place Shaping

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

Variation

£0.066m underspend

Last Month

£0.050m underspend

Commercial Development, Assets and Investments

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

Property

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

Variation

£1.873m overspend

Last Month

£2.1m overspend

Finance

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

Variation

£0.120m overspend

Last Month

£0.248m overspend

Law and Governance

It is anticipated that there will be a slight underspend in this area this year.

Variation

£0.120m underspend

Last Month

Nil

Executive Matters

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

Interest Costs Reduced borrowing costs and lower rates are creating a positive variance against budget for 2020/21. £433k

Loan Interest £108k savings due to additional borrowing requirements by Graven Hill (indirectly Covid related)

3.23 Capital

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

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

Current Period Variances

Wellbeing, Housing & Environmental Services:

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

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

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

Re-profile beyond 2020/21

Wellbeing, Housing & Environmental Services:

£183k North Oxfordshire Academy Astro turf
£43k Energy Efficiency schemes at leisure centres
£82k Bicester Leisure Centre extension
£30k Spiceball Leisure Centre bridge resurfacing
£490k Better Care Funding in relation to DFGs

Place & Growth:

£849k Phase 1b Bicester Library and Admiral Holland
£9,893k Phase 2 majority of works to commence in 20/21 but continue beyond 20/21

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

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

7.0 Implications

Financial and Resource Implications

7.1 Financial implications are detailed within section 3.16 to 3.23 of this report.

Comments checked by: Lorna Baxter, Executive Director Finance
Lorna.Baxter@cherwell-dc.gov.uk

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 the first quarter. A risk management strategy is in place and the risk register has been fully reviewed.

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

8.0 Decision Information

Key Decision N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

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 – 2020/21 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Budget Monitoring

Background papers

None

Report Author and contact details

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Cherwell District Council Business Plan 2020-2021

Where communities thrive, and businesses grow



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Strategic Priorities:



Housing that meets your needs

Page 25

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



Leading on environmental sustainability

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



An enterprising economy with strong and vibrant local centres

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



Healthy, resilient and engaged communities

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

Themes:

• Customers

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

• Healthy Places

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

• Partnerships

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

• Continuous Improvement

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

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Appendix 2 – Performance Report

July 2020

Includes:

- Key Performance Measures (KPIs)
- Programme Measures

Key to symbols

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

Housing that meets your needs - KPIs

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

Housing that meets your needs - KPIs

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

Housing that meets your needs - Programme Measures

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

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

Strategic Priority - Leading on environmental sustainability - KPIs

Leading on environmental sustainability - KPI Report

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

Leading on environmental sustainability - Programme Measures Report

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

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP2.1.3 Reduce Environmental Crime</p> <p style="text-align: center; font-size: 2em;">Page 33</p>	Cllr D Sames	Jason Russell Richard Webb	<p>During the COVID19 lockdown the Environmental Enforcement Team has continued to work to tackle environmental problems. Some adjustments have been made to working practices. Activities include:</p> <ul style="list-style-type: none"> - Investigating fly tips and litter issues relating to PPE - Investigating waste accumulations and dog fouling complaints. <p>Enforcement action is limited somewhat due to the inability to undertake interviews under caution.</p>	<p>Going forward we will be seeking to establish procedures for conducting interviews under caution for fly tipping and duty of care offences. However, this is currently limited due to the inaccessibility of council buildings and the need for social distancing. Working more in the community determining if the waste has come from a property. We will begin to hopefully get back to normal. We are also working with the communications team regarding a press release about fly tipping and duty of care</p>	<p>★</p> <p>Green</p>	<p>Since the COVID19 lockdown commenced the Environmental Enforcement Team has continued to investigate fly tips, litter issues around PPE, waste accumulations and dog fouling complaints. Fly tips are still being investigated but effectiveness of investigations is limited by an inability to conduct interviews under caution. Interviews are being carried out by letter, where possible. Unfortunately, the nature of these offences means few responses are received and we hope to have access to office buildings for face-to-face interviews soon. Litter issues have been dealt with by working with local companies to educate them on their duty and working with another CDC department. Community Protection Notices are still being complied with for waste accumulations and enforcement action taken for dog fouling.</p>	<p>★</p> <p>Green</p>
<p>BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</p>	Cllr A McHugh	Jason Russell Richard Webb	<p>Air quality monitoring continued throughout the lockdown period. The review of the Taxi Licensing Policy to include requirements for electric vehicles is ongoing with the intention of proposing changes to the policy early in 2021 after consultation.</p>	<p>Discussions are taking place with Planning, Oxfordshire County Council and the developer of a proposed development near junction 11 of the M40 motorway regarding measures that could be implemented to improve air quality in and around the Hennef Way management area</p>	<p>★</p> <p>Green</p>	<p>Air quality monitoring continues at 42 locations across the district.</p> <p>The Annual Status Report which provides a review of the 2019 diffusion tube monitoring data has been accepted by the Department for Environment Food and Rural Affairs, a copy of the report can be found on the air quality page on the council's website.</p>	<p>★</p> <p>Green</p>

Leading on environmental sustainability - Programme Measures Report

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

An enterprising economy with strong & vibrant local centres • KPIs

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

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

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

Healthy, resilient and engaged communities - KPIs

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

Healthy, resilient and engaged communities - Programme Measures

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

Healthy, resilient and engaged communities - Programme Measures

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

Healthy, resilient and engaged communities - Programme Measures

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

Healthy, resilient and engaged communities - Programme Measures

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

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

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

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

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated							
			Probability	Impact	Rating						Probability	Impact	Rating											
2020/21																								
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	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising.	Risk reviewed - 13/08/2020 - No changes								
	Reduction in services to customers	Balanced medium term and dynamic ability to prioritise resources				Fully																	Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.	Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.
	Increased volatility and inability to manage and respond to changes in funding levels	Highly professional, competent, qualified staff				Partially																	Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business.	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.
	Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally				Fully																	Asset Management Strategy being reviewed and refreshed.	Review underway
	Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly				Fully																	Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.	Review in hand.
	Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly				Fully																	Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.
	Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams				Fully																	Further integration and development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded
	Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO				Fully																	Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS.
	Lack of officer capacity to meet service demand	Treasury management and capital strategies in place				Fully																	Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken.
	Lack of financial awareness and understanding throughout the council	Investment strategies in place				Fully																	New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates	Budget setting for 2020/21 underway. All Member briefing to update on latest position taking place on 21 July.
		Regular financial and performance monitoring in place				Fully																	Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors
		Independent third party advisers in place				Fully																	Internal Audits being undertaken for core financial activity and capital as well as service activity	Regular reporting of progress on internal audits considered by the committee
		Regular bulletins and advice received from advisers				Fully																	Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting for 2021/22 will begin at the Budget Planning Committee in March 2020 in order to ensure full and thorough consideration of the budget in conjunction with members to alleviate the challenges over the medium term. The impact of the UK national Budget on 11 March 2020 and the medium term impact of the reduction in the Bank Base rate by 0.5% on 11 March 2020 will be assessed.
		Property portfolio income monitored through financial management arrangements on a regular basis				Partially																		
		Asset Management Strategy in place and embedded.	Partially																					
		Transformation Programme in place to deliver efficiencies and increased income in the future	Fully																					

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Steve Jordan	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New legislation and Government guidance in response to COVID19 will assist service adjustment Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2020-21 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2020-21 in progress.	Risk reviewed 17/08/20 - further checks in place internally resulting in no change to residual risk.
L03 -	CLOSED RISK Organisational Capacity – Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South-Thames Hampshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partnership Working Group established with OCC to oversee joint working opportunities.	Partially Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9		Weekly CEDR and monthly ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Proposals for two Joint Corporate Directors between CDC and OCC approved. Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services).	Risk reviewed 20/11/19 - Removed
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Some additional resource budgeted for 20/21. Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially Fully Partially	Councillor Colin Clarke	Paul Feehily	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The Examination of the Partial Review of the Local Plan ended on 6 August 2020 with receipt of the Inspector's Report. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Oxfordshire Plan. However, the residual risk score of '12' has not been changed as the risk of consequential delay for the district Local Plan has already been considered. Significant delay would require re-consideration of the risk. Consultation on a district-wide Local Plan Review Issues Paper commenced on 31 July 2020 in accordance with the LDS programme. The 2019 Annual Monitoring Report was approved by the Executive on 7/1/2020.	Risk reviewed 11/08/2020 - Comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully effective Partially effective Not effective	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March 2019 BC assurance framework under development	The council's extended leadership team provided business continuity status reports for their critical services weekly during the covid-19 lockdown. These demonstrated that the council could continue to provide critical services throughout the period. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A process for restoration of services is in place and being implemented across the teams. A lessons learned process has commenced to ensure business continuity plans are updated to reflect recent learning and to prepare for any second wave of the virus of local lockdown.	Risk Reviewed 10/08/2020 - Comments updated
L07 -	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- ordinators Active participation in Local Resilience Forum (LRF) activities	Fully effective Partially effective Not effective	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 19 pandemic have now progressed to a recovery phase. Specific attention is being given to the plans for managing local outbreaks or increased infection rates. Partners are liaising with organisers of events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being planned. The council is maintaining its duty director rota for any other emergency incidents that might arise.	Risk Reviewed 10/08/2020 - Comments amended.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased agency costs Reduction in capacity impacts service delivery Reputational Impact	5	4	20	New Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the newly adopted HSE's recommended called 'HSG65' Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety. Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Fully Fully Partially Partially Fully Fully	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔	A Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June 2019, it is due for review no later than June 2021. The Corporate Arrangements are subject to a continuing programme of updates to ensure they remain up to date and relevant to council business. Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. As Health and Safety Officers are in place no further action is required and risk mitigated. A 2-year internal Health and Safety Audit programme is in place covering the period until May 2021. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. This is temporarily on hold due to the Coronavirus Lockdown Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. A central list of risk assessments is to be created to enable more proactive monitoring of risk assessment across the council. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety compliance is fully maintained in line with the legislative compliance requirements. Currently the Council has no formal committee structure in place for the consultation of health safety with staff. Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager. Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council. These two posts are established posts and budgeted accordingly to secure future funding for continuity. The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 17 audits have been carried out across the Council however, the audits are currently on hold due to Corona Virus. The audit reports have been provided to the relevant service managers, including recommendations, advise and timescales for remediation. Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements. A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT in April 2020. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements. Reporting dates have been agreed and adhered to. Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.	Risk reviewed 14/08/2020 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes Cookie pop-ups on the website Increased threat to security during Covid-19 period in part due to most staff working from home.	Fully effective Partially effective Not effective	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Implemented an intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken January 2020, no high risk security issues highlighted. Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place. Cookiebot live on website for users to confirm cookie preferences. Joint OCC/CDC Cyber Security Officer started work August 2020 Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk Reviewed 10/08/20 - Control assessment and mitigation actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend groups focused on tackling child exploitation	The new HR payroll system (was expected in April 2020 postponed) will hold training records. The new safeguarding officer will ensure there is appropriate take-up of training across staff and members. Safeguarding Policy annual review in place. Close monitoring of Training needs/changes to roles and need for enhanced safeguarding training requirements. During C-19 staff working from home Internet safety brief on keeping children safe at home via LOOP. Joint working with safeguarding officers from local District councils New online training supplier Incorporating safeguarding as part of the 9 compulsory training sessions.	Risk Reviewed 13/08/2020 - No changes

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2020/21																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully effective Partially effective Not effective	Councillor Tony Illot	Steve Jordan	Jonathan MacWilliam	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	COVID-19 impact being felt by all three companies. CSN continue to handle increased demands through various grant schemes and increased benefit enquiries Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers Occupation of Crown House continues with letting agents active in the market Regular liaison with the Shareholder Representative to ensure full understanding of ongoing pandemic impact	Risk reviewed - 13/082020 - Comments updated
L12 -	Financial sustainability of third-party suppliers including contractors and other partners Supply chain management ensuring effective delivery through the supply chain	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. A reduced supply market could also result in increased costs due to the council's; loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Lorna Baxter	Wayne Welsby	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting.	Risk reviewed 11/08/2020 - Risk description, potential impact, mitigating actions and comments updated.
L13 -	CLOSED RISK 18/11/19 - Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 in place.	All services have now either been separated or moved into service delivery arrangements with SNC. Reviews of service delivery arrangements with SNC to take place between October-December 2019. Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 01/11/19 - Removed

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2020/21																	
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). Elements of the COVID-19 response may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statement process under review and deadline delayed by Government. Business Continuity Plans are in place which ensure that appropriate structures and leadership are put in place at the outset of the CV-19 response. Control measures implemented throughout 2019/20 and updates on key issues reported (e.g. Property/Security) reported to Audit & Governance Committee as requested by Members.	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Steve Jorden	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule.	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed 13/08/20 - No changes
L15 -	L15 Oxfordshire Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers Oxfordshire Plan delivered late	5	5	25	Established programme structure and partnership ethos to support effective programme delivery Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery Identify potential "top up" schemes to supplement GD affordable housing scheme Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review Develop Year 3 Plans of Work to detail the expected delivery by CDC for Year 3 of the Growth Deal Programme; building on the experiences and knowledge gained during Year 2.	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Structured engagement with developers to better understand their needs Appropriate escalation of issues to agree programme flexibilities where required Improved collaboration working with partners Securing approval of a resourced GD Y3 plan to be delivered in a collaborative partnership environment	With the easing of Lock down restrictions, construction work on sites has recommenced. The operating restrictions will, however, impact the speed of delivery as will the delayed impact on the supply chain. The medium to long term impact on the demand side of the housing market will take time to manifest which reduce developers commitment to maintaining housing trajectories. If there is a down turn in the market there is potential for a positive impact as developers increase the number of social housing units they release, selling additional units to RPs as a way to off load unsold stock. Any Government incentives (Stamp Duty variations etc.) may impact the developers negotiations with RPs.	Risk reviewed 10/08/2020 - No changes.
L16 -	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team. Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is now in place. The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included.	Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is now in place. The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included.	Risk reviewed - 20/08/20 - No changes.

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2020/21																	
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	4	12	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice is being sort with regards to governance and technical advice is being sort regarding technology. Robust programme and project management frameworks in place.	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	4	12	↔	Regular reporting on joint working proposals to the senior management team. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. IT separation project underway with SNC in early stages of development.	The majority of services have now separated or been moved into a service delivery arrangement. Although Customer Services has now been separated, there is a lack of clarity of CSN and IT in the transition into the unitary. Plans are being prepared to ensure both areas are ready to separate in line with unitary deadlines.	Risk reviewed - 20/08/20 - No changes.
L18 -	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Training on workforce planning for the HR team planned to start across both CDC and OCC during Quarter 3.	Risk reviewed 24/08/2020 - No changes
L19 -	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience.. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID19 security on building are being put in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR An urgent review of business continuity plan is currently underway and will be completed in August to adjust for COVID19 disruption and possible further outbreaks. Outbreak planning is underway with Standard Operating Procedures being created for key risk areas which will be tested at the start of September The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities Contract tracing and testing to be implemented to identify localised outbreaks. Scenario planning to inform BCP for a local outbreak Engagement with PHE and the DPH to manage localised outbreak scenarios	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Easing of lockdown restrictions balanced against the risk of localised outbreaks is somewhat reducing the risk of people being unable to access services	Risk reviewed 31/07/20 - Mitigating actions and commentary updated.

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2020/21																	
L20 -	Covid-19 Business Continuity Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces. Remote working in place Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice Sanitisers in washrooms Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	4	12	↓	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. Various scenario planning for organisational readiness for Covid-19 peaks is underway. Inherent (from 25 to 20) and residual risk reduced (20 to 16) due to Covid occurrence currently reduced. Risk will increase as / if further peaks or local outbreak are likely. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk.	Risk reviewed 20/08/2020 - Scores decreased, controls and comments updated.	
L21 -	Post Covid-19 Recovery - Challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic Requirement to review service delivery Budget implications	4	4	16	Work underway, a governance programme is currently under development. Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment. Working through a new corporate programme underpinned by policy research. In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Governance programme to be shared and implemented. CEDR and ELT working towards new corporate programme liaising with Insight and policy support. In year budget on track.	Action completed. Risk reviewed 20/08/2020 - Mitigating actions updated.	

L04 - Local Plan Risk

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

Partial Review

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

Oxfordshire Plan 2050

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

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

Local Plan Review

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

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

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

Banbury Canalside Supplementary Planning Document

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

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

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

Community Infrastructure Levy (CIL)

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

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

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

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CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
		BUDGET	REPROFILED FROM 2019/20	ADJUSTMENTS	BUDGET TOTAL	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
Tim Spiers	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	0	0	0	0		-	Offsetting other overspends/underspends
Tim Spiers	IT Strategy Review	0	0	0	0	0		-	Offsetting other overspends/underspends
Tim Spiers	Digital Portal	0	0	0	0	0		-	journalled to 40170
Tim Spiers	Land & Property Harmonisation	0	0	0	0	0		-	Planned to complete by end of FY, replacement land and property systems
Tim Spiers	Customer Excellence & Digital Transfer	0	59	0	59	59		-	Carry forward for WiFi/Digital Customer
	Bodicote House Meeting Room Audio Visual	10	0	0	10	10		-	
	CDC & OCC Technology Alignment	100	0	0	100	100		-	
	Legacy Iworld System Migration	100	0	0	100	100		-	
	Procurement of Joint Performance system	65	0	0	65	65		-	
Hedd Vaughan-Evans	Unified Communications	0	0	0	0	0		-	Offsetting other overspends/underspends
Hedd Vaughan-Evans	WiFi Replacement	0	0	0	0	0		-	Offsetting other overspends/underspends
	Information Technology Total	365	238	-	603	603	-	-	Underspend use for Phase 2 next year as per PN
Karen Edwards	HR / Payroll System replacement	18	25	0	43	43		-	HR/Payroll project, have manually reduced commitment as it is incorrect (invoices not matched off against it). Will ask for it to be cancelled
Tim Spiers	Project Manager for HR/Payroll System	50	0	0	50	57		7	Manually adjusted outturn as expected to be 7K over. Recharges to SNC are in progress
	Elections Polling Booth and Count Tables	0	0	0	0	0		-	
	HR, OD and Payroll Total	68	25	-	93	100	-	7	
	Customers & Service Development Total	433	263	0	696	703	0	7	
Dominic Oakeshot	Financial System Upgrade	0	0	0	0	0		-	
	Antelope garage	0	0	0	0	0		-	
Belinda Green	Academy Harmonisation	0	79	0	79	79		-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
Dominic Oakeshot	New E-Tenderings Portal for Procurement	0	0	0	0	0		-	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
	Bespoke/Custom Build Bridging Loan Schem	2,500	0	0	2,500	2,500		-	
Dominic Oakeshot	Finance Replacement System	980	0	0	980	980		-	

CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

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

CHERWELL CAPITAL EXPENDITURE 2020-21

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

Cherwell District Council

Overview and Scrutiny Committee

7 October 2020

Including Everyone. Equality, Diversity and Inclusion Framework

Report of Corporate Director for Customers and Organisational Development

This report is public.

Purpose of report

This paper for the Overview and Scrutiny Committee outlines the joint approach to equalities, diversity and inclusion being taken by Cherwell District Council in partnership with Oxfordshire County Council.

1.0 Recommendations

1.1 Overview and Scrutiny are **RECOMMENDED** to:

- a) **Comment on the draft policy document;**
- b) **Make suggestions for its associated action plan, which will be recommended to Executive for agreement by on 2 November 2020;**
- c) **Advise on an effective performance monitoring approach for the policy.**

2.0 Introduction

- 2.1 Cherwell District Council takes its obligations and commitments to equalities, diversity and inclusion very seriously. An update of the council's equality policy has been undertaken in partnership with Oxfordshire County Council to align approaches in a new joint policy, which is called 'Including Everyone: Equalities, Diversity and Inclusion Framework'.
- 2.2 The legislative framework for this work sits within the Equality Act (2010) which states that public bodies, including Councils need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty.
- 2.3 This report highlights the need for change, describes the process to update the policy and describes what we want to be different as a result of the work.

3.0 Background and key issues

The need for change

- 3.1 Recent events have highlighted serious inequalities within our communities, from the Black Lives Matters protests to the COVID-19 pandemic, which has had a disproportionate impact on BAME communities. Moreover, the recently published Director of Public Health Annual Report has shone a spotlight on the significant impact of economic inequality on people's health, wellbeing and life expectancy across the area.
- 3.2 Some of the inequalities which have been highlighted include:
- In Cherwell, the average salary is lower than that for the whole county and the average life expectancy is marginally lower than the Oxfordshire average.
 - Cherwell has three of Oxfordshire's most deprived wards. They are within the 20% most deprived in England. Life expectancy is lower than the county average in these areas.
 - Cherwell's population is ageing. The 85+ population is predicted to increase by 88% by 2037.
 - In 2019, 9.9% of children in the district were living in low income families.
 - Men earn on average £6,200 more than women for the same role in the Cherwell area.
 - The Office for National Statistics has reported figures that show black males and females are 1.9 times more likely to die from COVID-19 than the white ethnic group. Males of Bangladeshi and Pakistani ethnicity are 1.8 times more likely to die; for females, odds of death are reduced to 1.6 times more likely.
 - In the 2011 census, 92.17% of Cherwell's residents were white and our 3 most deprived wards have a higher Black, Asian and ethnic minority population than the overall district average.
 - From the 2011 census we know 20,072 people were living with a long-term illness or disability in Cherwell and our 2019 data shows that we had 13,254 unpaid carers in Cherwell.
 - In 2019, the number of Cherwell adults diagnosed with depression was 16,534.
- 3.3 The diversity in our communities is a strength and does not result in disadvantage by itself. The examples given here demonstrate the need to tackle inequalities because not everyone living in the district currently has the same life opportunities. A fully inclusive approach to growth and economic development is critical to our helping everyone to achieve their potential and allowing everyone to contribute to the greatest extent possible. Updating our approach to equalities, diversity and inclusion seeks to promote and support a more inclusive workplace, services and communities.

Updating the policy

- 3.4 It is important to update equality policies to ensure they remain current. This update has taken the form of the development of a revised equality, diversity and inclusion framework in partnership with Oxfordshire County Council. This is in-line with our partnership working commitment to joint policy development. It reflects the

commitment of both councils to listen to and learn from their communities and take sustained action in the wake of the Black Lives Matter protests and the inequalities highlighted by COVID-19.

3.5 The framework was developed by reviewing the OCC and CDC equality policies to align the objectives and approach within them. Engagement with approximately 50 staff across both councils was then undertaken to better understand the lived experiences of staff and capture their suggestions for actions we need to take to improve. Staff highlighted the following in discussion groups:

- **Discomfort:** Leaders need to hear uncomfortable messages about inequalities.
- **Learning Together:** Learning about inclusion issues, unlearning previous assumptions and training emerged as a key theme from the discussion groups. There is a key role in helping foster inclusive behaviours in young people.
- **Role of senior leaders:** Senior leaders need to demonstrate buy-in and be part of the conversation, making sure underrepresented voices are heard at all levels of the organisation.
- **Inclusion is everyone's business:** Everyone needs to be part of the conversation, not just those with lived experience or an interest.
- **Language is important:** We need to adopt a language that recognises and celebrates diversity.
- **Tackling microaggression:** Staff reported that it is often unintentional behaviour/comments that cause harm.
- **Representation matters:** Employees want to see greater levels of diversity across all levels of the Council, particularly at senior levels.
- **Role of middle management:** There are particular training and development needs for those in middle management. They have an important role in hearing issues from more junior members of staff and escalating this to more senior staff.
- **Awareness raising:** People need to know where to go for help should they need it. Managers need to have a better understanding of the issues people face and empathise with them. In addition, the council needs to promote equalities and inclusion across the organisation.

3.6 The themes that emerged from the discussion groups, together with a supporting data pack (contained as Appendix 1) about equalities in our communities was used to inform the drafting of a joint framework, called 'Including Everyone'. This is attached as Appendix 2.

3.7 Throughout August, further engagement was undertaken with staff across both councils to gather feedback on the draft policy framework. More than 70 responses were gathered through an online exercise and more than 40 staff attended an open session to discuss their views on the document. The purpose of engaging in this way with staff is to put in place the building blocks that will allow us to positively engage communities as we develop our approach and detailed actions.

3.8 The feedback from this further exercise told us that:

- The joint approach is welcomed;
- There was broad agreement with the vision, which could be strengthened with 'leading by example' or 'continually learning';
- There was broad agreement with the principles, which need to be reflected in management in both organisations to ensure they are realised;
- There was broad agreement with the goals and commitments, but they need to be followed with action;
- An inclusive workplace needs to have a strong emphasis on training and evaluation of managers;
- Inclusive service delivery needs to take account of those who are digitally excluded;
- Inclusive communities should be the first strand of work and include neighbourhood initiatives; this would help the framework be less 'top down' and more 'bottom up';
- HR data needs to be published through this work;
- A wider cultural shift is needed across the two organisations and there needs to be more diversity in senior leadership;
- The work needs to be visibly 'led by example' from senior managers and councillors;
- Managers (often team/middle) are reported to be causing concern for staff by blocking participation or being discriminatory themselves;
- Actions need to include training and evaluation of staff (especially managers) on equalities, diversity and inclusion.

3.9 This feedback will shape the final policy, which is planned for a decision by the Cherwell Executive in November. The policy will be accompanied by individual action plans for each organisation to take account of the unique circumstances and actions needed in each council.

What will be different

3.10 The updating of a policy will not deliver change alone; the new framework sets out a vision and structure for organising our work to improve equalities, diversity and inclusion within the workplace, services and communities.

3.11 The action plans will be key to achieving the goals and commitments set within the framework. The actions will seek to make a shift in people's lived experiences of inclusion. This means having a measurable impact, for example, on the following:

- Narrowing the life expectancy gap between the most and least deprived wards in Oxfordshire
- Fewer children living in poverty. Those children from deprived or diverse backgrounds have equal opportunities to achieve
- Men and women and those from different backgrounds being paid the same for the same roles they carry out
- Those with disabilities, learning difficulties, mental health issues or caring responsibilities being supported to have equal educational, health and economic opportunities

4 Conclusion and Reasons for Recommendations

- 4.1 The updating of the council's equality policy is a statutory requirement and this update has been undertaken in partnership with Oxfordshire County Council to align approaches. This is in line with the agreed principles of joint working. It also reflects upon the serious inequalities within our communities. The updated draft policy is named 'Including Everyone. Equalities, Diversity and Inclusion Framework'.
- 4.2 This draft policy highlights the need for change and describes what we are seeking to tackle to create a more inclusive community, services and workplace in Cherwell. Overview and Scrutiny are invited to comment on the policy, actions and an effective performance monitoring approach for the policy.
- 4.3 Comments by Scrutiny will feed into the following timeline for next steps:
 - i. Oxfordshire County Council Cabinet, 13 October 2020
 - ii. Cherwell District Council Executive, 2 November 2020

5 Consultation

- 5.1 Consultation with staff and staff groups has been described ahead.
- 5.2 Planning is underway for wider public engagement across the district on tackling inequalities. This will launch after the updated policy is agreed and will include engagement with a wide range of stakeholders, partners and residents.

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 updating the policy.

This would not ensure that we fulfil our statutory obligations to have an up-to-date equalities framework.

Option 2: Updating the policy for Cherwell District Council only.

This would not be in line with the strategic partnership arrangement with Oxfordshire County Council. A shared approach with then separate action plans appropriate for both councils maximises the use of resources and aligns direction.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no direct implications of this report, which is making recommendations for comment only. Financial, resource, risk and equalities implications will be set out in the decision-making report for Executive on the 2nd of November 2020.

Comments checked by:
Robin Rogers, Head of Strategy, robin.rogers@oxfordshire.gov.uk

Legal Implications

- 7.2 This work will revise and update the council's approach to equality, diversity and inclusion, thereby strengthen the council's commitment to all of the protected characteristics contained within the Equality Act 2010.

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

Risk Implications

- 7.3 There are no direct implications of this report, which is making recommendations for comment only. Financial, resource, risk and equalities implications will be set out in the decision-making report for Executive on the 2nd of November 2020.

Comments checked by:
Robin Rogers, Head of Strategy, robin.rogers@oxfordshire.gov.uk

Equality and Diversity

- 7.4 This work will revise and update the council's approach to equality, diversity and inclusion, thereby strengthen the council's commitment to equality, diversity and inclusion.

Comments checked by:
Robin Rogers, Head of Strategy, robin.rogers@oxfordshire.gov.uk

8.0 Decision Information

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

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

This underpins all of the CDC Business Plan 2020-21

Document Information

Appendix number and title

- Appendix 1 Including Everyone Data Pack
- Appendix 2 DRAFT Including Everyone. Equalities, Diversity and Inclusion Framework.

Background papers

None

Report Author and contact details

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Including Everyone: Data pack 2020

Cherwell District Council and Oxfordshire County Council

Contents

- Age
- Sex
- Race, including ethnic or national origins, colour or nationality
- Religion or Belief
- Pregnancy and Maternity
- Marriage and Civil Partnerships
- Sexual Orientation
- Gender Reassignment
- Disability
- Carers
- Armed Forces
- Rurality

Age

Oxfordshire Data – Age

- Over the period 1998-2018, there has been a 15% increase in the population of Oxfordshire. The younger age group, increased by 9%, while the older age group increased by 47%.
- Oxfordshire has an ageing population. In 2018, 18.2% of the population was 65+.
- All districts – other than Oxford City – have seen a significant increase in the older 65+ population and relatively little change in the number of young people aged 0-15.
- According to the 2019 Income Deprivation Affecting Children Index (IDACI) there was a total of 11,990 children in poverty in Oxfordshire. 4 areas of Oxfordshire were in the most deprived nationally.
- Compared with England, Oxfordshire had a higher proportion of residents aged 15-19 and 20-24 and a lower proportion of 25-29 and 30-34 year olds. The number of students resident in Oxford city affects this age profile.

Oxfordshire population:
691,667 (2019)

779 looked after children
(2020)

10% of children live in
low income families
(2020)

Life expectancy between
the most and least
deprived wards in
Oxfordshire is 13.7 years.

Oxford Brookes and the
University of Oxford - had
just over 33,220 full time
students and 8,870 part
time students in 2017-18.



Cherwell Data – Age

- There were 26,959 people aged 65+ in Cherwell in 2018. They made up 18% of the population.
- Cherwell's population is ageing. The 85+ population is predicted to increase by 88% by 2037.
- There were 42,861 people aged under 25 in Cherwell in 2018. They made up 28.7% of the population. This is slightly lower than the figure for the county, where those under 25 make up around 31% of the population.

Cherwell Population:
150,503 (2019)

Cherwell has three of Oxfordshire's most deprived wards. They are within the 20% most deprived in England. Life expectancy is lower than the county average in these areas.

9.9% of children were living in low income families (2019)

Sex

Cherwell and Oxfordshire – Sex

- In all age categories under 35, there are more males than females in Oxfordshire. In all age categories over 35, there are more females than males. (2019)
- The average salary for females is lower than that for males in both Oxfordshire and Cherwell.
- In Cherwell, the average salary is lower than that for the whole county.
- In Cherwell, average life expectancy is marginally lower than the Oxfordshire average.

Oxfordshire population:
Female - 347,637 (50.2%)
Male - 344,030 (49.7%)
(2019)

Cherwell population:
Female – 75,832 (50.3%)
Male – 74,671 (49.6%)
(2019)

Oxfordshire:
Average female life expectancy – 84.7
Average male life expectancy – 81.6

Oxfordshire:
Average female healthy life expectancy – 71.7
Average male healthy life expectancy – 68.3

Oxfordshire:
The average female salary - £30,428
The average male salary - £37,250

Cherwell:
The average female salary - £27,220
The average male salary - £33,477

Race, including ethnic or national origins, colour or nationality

Oxfordshire – Race and Ethnicity

- According to Public Health England, ethnic identity influences health outcomes via multiple routes. For example, experiences of discrimination and exclusion, as well as the fear of such negative incidents, have been shown to have a significant impact on mental and physical health.
- In 2011, there were 107,000 people (16.4%) in Oxfordshire of an ethnic minority background (non white British). This is an increase from 60,900 in 2001.

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The largest number of additional residents between 2001 and 2011, according to the 2011 census, was in the “Other White” group (17,000 additional people) an increase of 71%. This group increased by 90% across England from 2001.

- The Office for National Statistics has reported that where COVID-19 was mentioned on the death certificate, and taking into account relevant factors, Black males and females are 1.9 times more likely to die from COVID-19 than the White ethnic group. Males of Bangladeshi and Pakistani ethnicity are 1.8 times more likely to die; for females, odds of death are reduced to 1.6 times more likely.

As of January 2019, 26% of pupils at primary schools (in years 1 to 6) in Oxfordshire were from ethnic minority backgrounds. In Oxford City, 55% of primary pupils were from ethnic minorities.

The top first languages (other than English) of primary school pupils across Oxfordshire were Polish (1,146 pupils), Urdu (545), Portuguese (421) and Arabic (397).

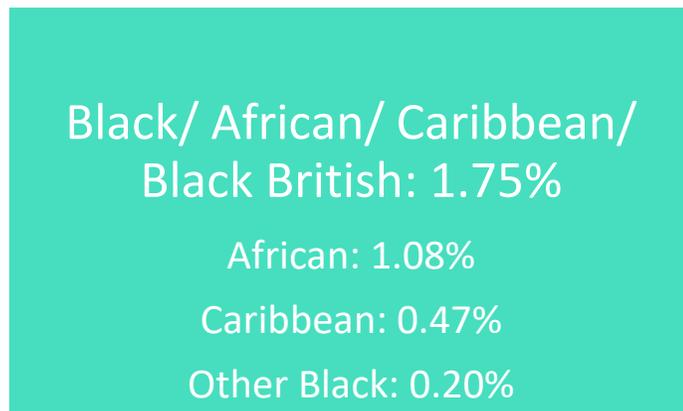
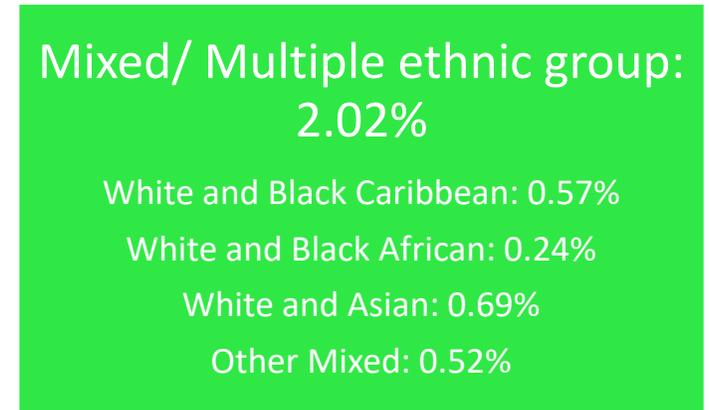
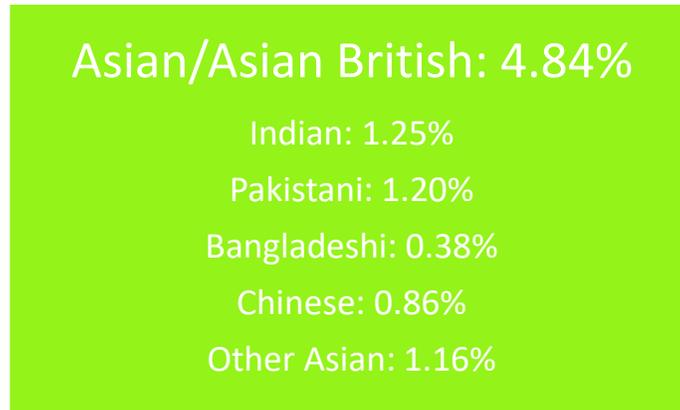
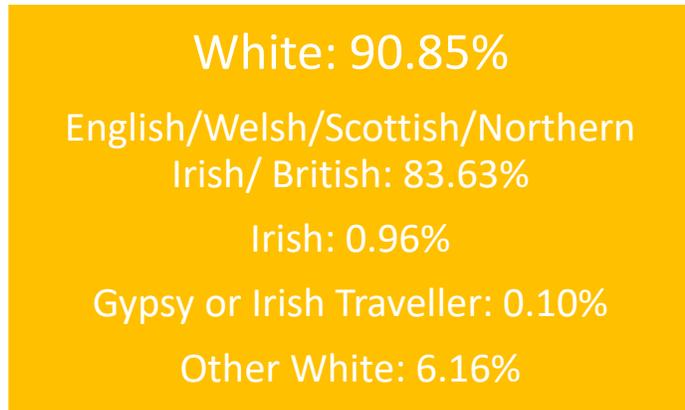
Country of birth data from the 2011 Census shows that there were 92,500 people born outside the UK living in Oxfordshire.

The majority of the ethnic minority population in Oxfordshire is based in urban areas of Oxford and Banbury.

2011 Census: 623 people in Oxfordshire identifying as Gypsy or Irish Traveller. 51.5% live in rural parts of Oxfordshire, mostly West Oxfordshire, compared to 24% nationally.

Oxfordshire – Race and Ethnicity

2011 census statistics for Oxfordshire



Cherwell – Race and Ethnicity

- In the 2011 census, 92.17% of Cherwell's residents were white. This is higher than the Oxfordshire population, which was 90.85% white in 2011.
- According to the 2011 census, Cherwell's over 65+ population was 98% white (94% white British). This is in contrast to the under 25 age group which was 89% white (84% were white British).
- In 2011, 1.68% of Cherwell's residents were of Pakistani ethnicity, in comparison to 1.20% of the Oxfordshire population.
- In Cherwell's 3 most deprived wards, the Black, Asian and ethnic minority population was higher than the overall district average.

2011 census Cherwell:

White: 92.17%

English/Welsh/Scottish/Northern Irish/
British: 86.34%

Irish: 0.78%

Gypsy or Irish Traveller: 0.07%

Other white: 4.98%

2011 census Cherwell:

Asian/Asian British: 4.26%

Indian: 1.18%

Pakistani: 1.68%

Bangladeshi: 0.13%

Chinese: 0.46%

Other Asian: 0.80%

2011 Census Cherwell:

**Black/ African/ Caribbean/ Black
British: 1.38%**

African: 0.73%

Caribbean: 0.42%

Other Black: 0.23%

2011 Census Cherwell:

Other ethnic group: 0.39%

Arab: 0.10%

Any other ethnic group: 0.28%

Religion and belief

Cherwell and Oxfordshire – Religion or Belief

- The question on religion in the 2011 census survey was voluntary.
- The proportion of residents in Oxfordshire stating a religion was 65%. This was just below the national average of 68%. In contrast, 67.7% of Cherwell residents stated a religion.
- Of those stating a religion, a higher than average proportion were Christian (93% in Oxfordshire compared with 87% nationally). In Cherwell, this was even higher, 94.2% of residents were Christian.

The largest non-Christian group in Oxfordshire was Muslim with 15,700 residents (2.4%), the majority living in Oxford city.

The largest non-Christian group in Cherwell was Muslim. 2.3% of Cherwell residents are Muslim.

28% of Oxfordshire residents stated no religion, with 7.5% not answering. 25% of Cherwell residents stated no religion.

According to the 2011 census: 60.2% of Oxfordshire residents were Christian. 63.8% of Cherwell residents were Christian.

Pregnancy and maternity

Cherwell and Oxfordshire – Pregnancy and Maternity

- Oxfordshire’s general fertility rate* in 2018 was 57.3 and in Oxford City was 43.6. This low rate in Oxford means that the county average was below the England average of 59.2.
*live births per 1,000 female population aged 15 to 44
- In contrast, the general fertility rate* for Cherwell was 65.1 in 2019. This is considerably higher than the county’s rate, and is the highest of all the Oxfordshire districts.
- A lower percentage of live births in Cherwell, 59% in comparison to 63% in Oxfordshire, were within a marriage or civil partnership.
- In Oxfordshire in 2018, the age category with the highest fertility rate was 30-34. 36.5% of babies were born to mothers in this age category

Oxfordshire 2018:

7,365 live births

Cherwell 2019:

1,754 live births

Oxfordshire had an above-average proportion of births to older mothers

Oxfordshire 2020:

121 under 18 conceptions

Cherwell 2019:

24 under 18 conceptions

Cherwell and Oxfordshire 2020:

7.5% of mothers were smoking at birth

Marriage and civil partnerships

Cherwell and Oxfordshire – Marriage and Civil Partnerships

- Same-sex civil partnerships were introduced in the UK in December 2005 and same-sex marriage became legal in March 2014.
- According to the 2011 census, the proportion of households married or in a same-sex civil partnership in Oxfordshire was above the rate for England as a whole.
- In 2016, the percentage of same-sex marriages in Oxfordshire (2.3%) was slightly lower than the national % (2.8%).

128,400 married households
(Census 2011)

682 households in a registered same-sex civil partnership
(Census 2011)

Oxfordshire 2016:
3,501 marriages of opposite-sex couples.
69.4% were both of their first marriages.
Most were aged 25-34 (50.0% male, 55.1% female).

Sexual orientation

Cherwell and Oxfordshire – Sexual Orientation

- There is very limited data on sexual orientation – people identifying as heterosexual/straight, gay/lesbian, bisexual or another sexual orientation.
- One indicator is the number of people in a same-sex registered partnership, which for Oxfordshire in 2011 was around 1,400 people. This will be, however, a significant undercount of the total LGB+ population.

It was estimated that there was a total of 12,300 people aged 16+ in Oxfordshire identifying as LGB+ in 2018.

The population aged 16 to 24 were the age group most likely to identify as LGB+ in 2018 (UK, 4.4%).

More than two-thirds (68.7%) of people who identified as LGB+ were single (never married or in a civil partnership).

Gender reassignment

Cherwell and Oxfordshire – Gender Reassignment

- Gender identity is a personal internal perception of oneself and, as such, the gender category with which a person identifies may not match the sex they were registered at birth. (Oxfordshire JSNA 2020)
- There is limited information on gender reassignment and data at a local level is not available.

During the 2018-19 financial year there were 379 applications for gender recognition certificates in the UK, a slight increase on 2017-18 (370).

Disability

Oxfordshire – Disability

- Around 19% of the South East population have a disability. Oxfordshire is slightly lower than the regional average, as 13% of the population have a long-term illness or disability.
- According to 2017 National survey data, the most reported impairment types were social/behavioural for children and mobility for adults.
- As of 1 April 2019 there were 1,701 adults receiving long term social care for learning disabilities in Oxfordshire from Oxfordshire County Council Adult Social Care services.

89,800 people live with a long term illness or disability in Oxfordshire.

20,072 are Cherwell residents.

In May 2019 there was a total of 49,026 disability-related benefits claimed in Oxfordshire

6,464 pupils with learning difficulties in Oxfordshire schools (2019)

3718 children and young people aged 0-25 are on Oxfordshire disability register. 743 are from Cherwell.
(2019)

Adults diagnosed with depression (2019)

Oxfordshire: 67,577
Cherwell: 16,534

Carers

Cherwell and Oxfordshire – Carers

- In 2018-19, there was a total of 4,105 carers in Oxfordshire who were registered and receiving a service in the form of a carers assessment or direct payment from a pooled budget (health and social care). This was 0.76% of the adult population, just above the regional average (0.70%) and below national average (0.79%).
- ONS research shows that “sandwich carers” – those who care for both sick, disabled or older relatives and dependent children – are more likely to report symptoms of mental ill-health, feel less satisfied with life, and struggle financially compared with the general population.
- In 2019, an above average and increasing proportion of carers in Oxfordshire reported feelings of stress and financial difficulties.

2011 Census:
61,100 unpaid carers in
Oxfordshire

2019:
13,254 unpaid carers in
Cherwell

As of February 2019,
Oxfordshire County Council’s
children’s services was
supporting 779 young carers
(0-15 years old)

2011 Census: 17,400
residents of Oxfordshire
were providing 20 or more
hours of unpaid care, of
whom a third (34%) were
aged 65 or over.

Armed forces

Cherwell and Oxfordshire – Armed Forces

- As of 1 April 2019 there were 9,550 regular armed forces (military and civilian) personnel stationed in Oxfordshire (although not necessarily all resident in the county).
- As of 31 March 2019 there were 6,592 recipients of pensions/compensation under the Armed Forces Pension Scheme, War Pension Scheme and Armed Forces Compensation Scheme in Oxfordshire. There is a trend of a gradual increase in recipients since 2014.

Regular armed forces personnel made up 1.3% of the Oxfordshire population in 2019.

48.5% of armed forces personnel in Oxfordshire were in West Oxfordshire as of April 2019.

There were 1030 MOD personnel in Cherwell, as of 1 April 2019. This is 10.7% of armed forces personnel in Oxfordshire.

Rurality

Cherwell and Oxfordshire – Rurality

Currently, there is very little data on rurality in Oxfordshire

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Oxfordshire is the most rural county in the South East at 2.6 people per hectare.

40% of the population live in smaller towns and villages

Information Sources

The information in these slides is sourced from:

- Oxfordshire JSNA

https://insight.oxfordshire.gov.uk/cms/system/files/documents/2020_JSNA_DRAFT.pdf

- Cherwell JSNA

https://insight.oxfordshire.gov.uk/cms/sites/oxfordshireinsight/files/documents/Cherwell_JSNA_2020.pdf

- Data on our communities (including 2001 census data, ONS, LSOA, district and county data)

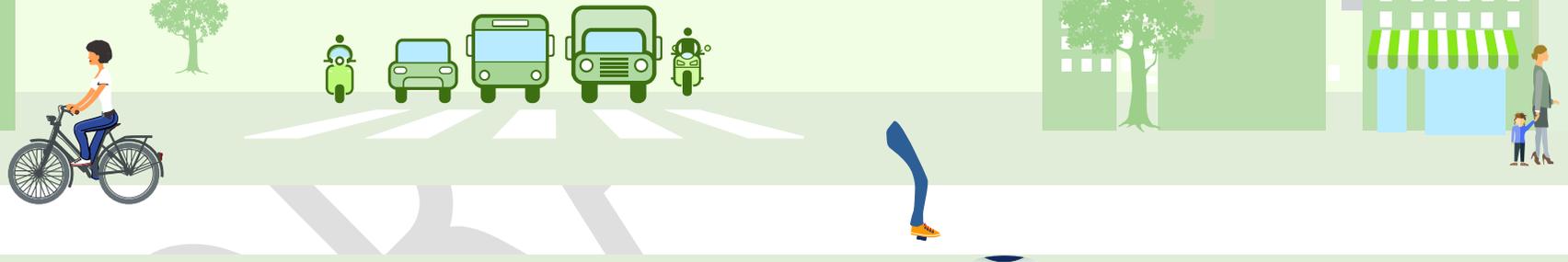
- 2011 Census Data

https://public.tableau.com/views/EthnicityinOxfordshire2011Census/EthnicityinOxfordshire?:embed=y&:display_count=no&:showVizHome=no

Including Everyone

Equalities, diversity and inclusion framework

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Including Everyone

There is enormous strength in diversity. Bringing people together from across a wide range of social and cultural experiences and backgrounds enables us to broaden our perspectives, enhance our understanding and enrich our way of life. It fosters an inclusive and supportive environment, which lends strength and vitality to communities and enables individuals to meet their potential.

Our *Including Everyone Framework* outlines our joint approach to equalities, diversity and inclusion for Cherwell District Council and Oxfordshire County Council. It sets out our vision to be leaders in our field; providing inclusive services, workplaces and communities, equitable access to services and equality of opportunity.

We have heard how painful exclusion can be for people and how negatively this can impact people's lives. We take our obligations and commitments to equalities, diversity and inclusion extremely seriously. We recognise the need to listen and learn as we tackle inequalities through our policies but most importantly through concrete actions.

We are working hard to ensure our workplaces, services and communities are inclusive, so they are places where diversity is protected, honoured and celebrated. We know we don't have all the answers, but by listening to and learning from our staff and residents, we can identify inequality and tackle disadvantage. We recognise the need to redouble efforts to tackle racism and all forms of discrimination.

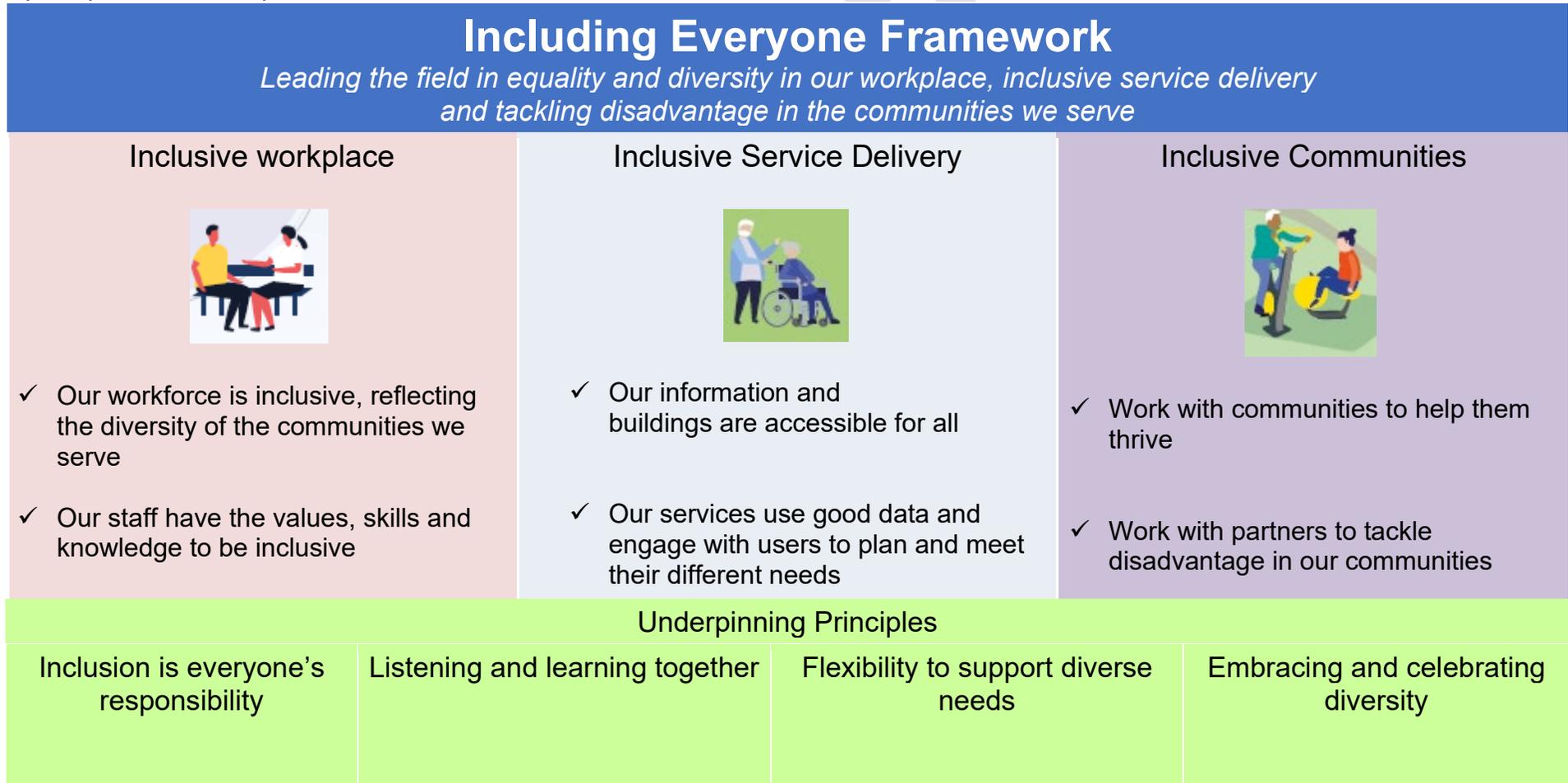
We have developed a joint framework because we share a mutual understanding of what is important and what we are working to achieve. How this is expressed for our communities, services and staff will differ according to their unique circumstances, and this will be reflected in an action plan for each organisation which sit underneath this framework. These plans describe the local actions we will take to deliver on the goals and commitments outlined in this document; they are updated annually and are used to track and measure our progress.

Cllr Barry Wood
Leader of Cherwell District Council

Cllr Ian Hudspeth
Leader of Oxfordshire County Council

Our Including Everyone Framework

Our shared vision is to be a partnership of councils, leading the field in our approach to equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve. We have developed a framework around our vision, shown below; organised around three strands of work, each with commitments and goals against them and a set of key principles that underpin all we do.



Why Including Everyone is important

This Framework is important for us in honouring and protecting the diverse strengths of individuals and in building inclusive communities; we go beyond what the law expects of us to achieve this. The Equality Act (2010) states that public bodies, including Councils need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

The Public Sector Equality Duty means that we must consider equality as part of our daily business, in particular:

- We need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- We need to advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information, at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by the public body's policies and procedures.

There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including ethnic or national origins, colour or nationality; religion or belief; sex; sexual orientation.

We go further than protected characteristics in our decision-making process because we want to build inclusive communities. To do this we consider the impact that our decisions have on people living with social deprivation, rurality, care leavers, carers, and from our armed forces community¹. For us inclusion applies to the 'communities' where we live and work, but also communities of shared understanding, such as faith, heritage and sexuality. We want our communities to be inclusive and to thrive, meaning that we help and support every community to be the best it can and that we will remove or reduce obstacles which may prevent them from doing so.

¹ Editing note: rurality, care leavers, carers, and from our armed forces community are not currently specified for consideration in Impact Assessment documents; an action will be taken to amend Assessment documents to explicitly include these characteristics.

Not everyone is included

Data about the county and district tells us that the population we serve is relatively affluent; we also know that this level of data masks some stark inequalities within our communities which we find when we dig beneath the surface. The diversity in our communities is a strength and does not result in disadvantage by itself, but we know we need to tackle inequalities because not everyone has the same life opportunities. The following illustrates examples of some of the inequalities in our communities:

89,800 people live with a long term illness or disability in Oxfordshire. 20,072 are Cherwell residents (2011)

In 2019, there were 6,464 pupils with learning difficulties in Oxfordshire schools

In 2020, 10% of children across the county live in low income families; that's almost 12,000 children living in poverty

Men earn on average £6,800 more than women in the Oxfordshire area. Men in the Cherwell area earn on average £6,200 more

Research shows carers are more likely to report symptoms of mental ill-health, and struggle financially

In 2011, there were 61,100 unpaid carers in Oxfordshire and 13,254 unpaid carers in Cherwell

Public Health England, information shows ethnic identity influences mental and physical health outcomes via multiple routes, such as experiences of discrimination and fear of negative incidents

Life expectancy between the most and least deprived wards in Oxfordshire is 13.7 years

Black males and females are 1.9 times more likely to die from COVID-19 than the White ethnic group. Males of Bangladeshi and Pakistani ethnicity are 1.8 times more likely to die

Principles

Our equality, diversity and inclusion Framework is underpinned by the following key principles:

1. **Inclusion is everyone's responsibility.** Including everyone means that we all need to work together, in the workplace and in communities to remove seen and unseen barriers to opportunities.
2. **Listening and learning together.** People have unique experiences and perspectives which can enrich our collective understanding and allow us to learn how to best focus our efforts.
3. **Flexibility to support diverse needs.** Recognising and responding well to diverse needs, ensures we deliver an inclusive workplace, services and communities.
4. **Embracing and celebrating diversity.** There is enormous strength in diversity; we celebrate this and embrace it in our learning, service delivery and community leadership.



We have three inter-connected strands that help us organise our work: inclusive workplace, inclusive service delivery, and inclusive communities. The following section sets out our goals and commitments against each strand. The goals will be tracked and measured in an annual action plan for each council, which sit underneath this framework.

INCLUSIVE WORKPLACE

Goal 1

Our workforce is inclusive, reflecting the diversity of the communities we serve

Commitments

Improve the diversity of our organisation at all levels to be representative of our communities

Celebrate and promote diversity in our workforce

Provide a supportive environment so all staff can reach their potential

Goal 2

Our staff have the values, skills and knowledge to be inclusive

Commitments

Identify and tackle discrimination in all its forms

Provide managers with the skills to support employees with different needs and plan inclusive services

Train our staff to identify and avoid unconscious bias and deliver inclusive services

**INCLUSIVE
SERVICE
DELIVERY**

Goal 3

Our information and buildings
are accessible for all

Commitments

Ensure our information, website
and digital services are accessible
for all

Take action to make our buildings
accessible to all residents and
staff

Goal 4

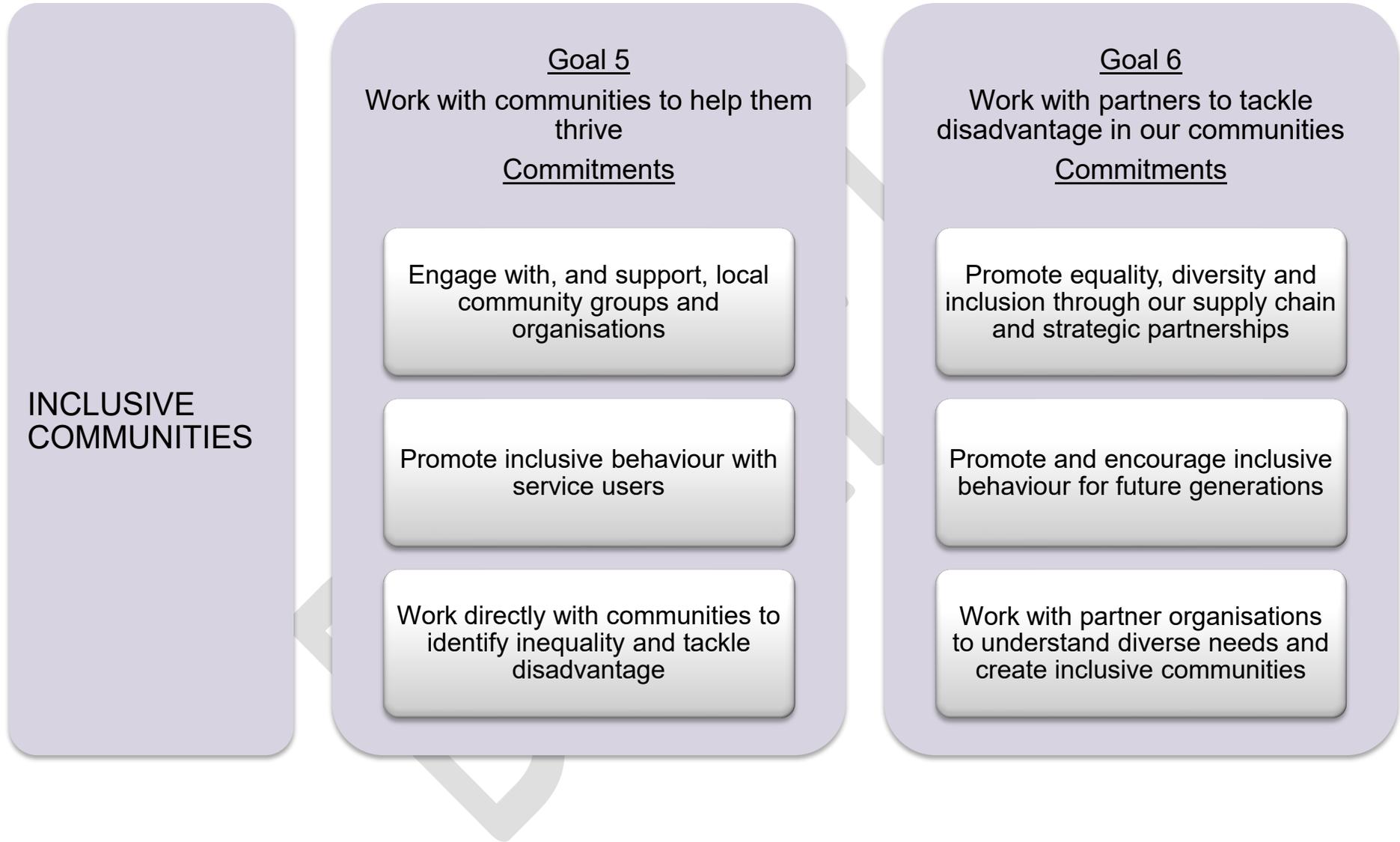
Our services use good data and engage
with users to plan and meet their diverse
needs

Commitments

Better understand our service
users and their needs by collecting
their information and feedback

Engage residents, service users
and community groups when
planning and delivering services

Plan and deliver services that
promote inclusion



Responsibility for delivering the Including Everyone Framework

An underpinning principle of our Framework is that inclusion is everyone's responsibility; we need a collective effort to realise our vision. The following sets out the roles and responsibilities for delivering the Including Everyone Framework:

Councillors on the Executive or Cabinet ensure services are planned and delivered inclusively. They set inclusive values for staff to champion within the organisation. All Councillors demonstrate inclusive behaviour.

The Lead Councillor for equalities, diversity and inclusion sits on the Executive or Cabinet and champions inclusive practices and is held accountable for delivery of actions.

Our staff understand and demonstrate inclusive behaviour, they value diversity. Managers assess, plan and deliver inclusive services and actions (including reporting).



Supported by staff and allies at all levels; networks promote inclusive behaviour, constructively challenge and act as a sounding board for inclusive decision making and developing the annual action plan.

Partners help us identify inequalities and provide feedback about ways in which we can improve. They work with us in tackling inequality in the community.

Communities are shared places and spaces, where diversity and difference need to be embraced. Everyone in our communities has their role to play in shaping and delivering inclusion.

Monitoring and reporting progress

The goals and commitments of our Including Everyone Framework are set every four years and are shared between Cherwell District Council and Oxfordshire County Council.

Sitting beneath this Framework will be an annual action plan for each organisation, that reflect the different ways in which we are working to make our respective organisations, services and communities more inclusive. The action plans will have indicators to help us measure progress against our goals. Implementation will be overseen by the Inclusion Steering Group and reporting will align with business monitoring.

We will engage in the development of our action plans each year and will produce an annual report to outline our progress. We will seek feedback on how others see and experience our progress as part of the annual reporting process.

References and resources

- [Oxfordshire Joint Strategy Needs Assessment](#)
- [‘Some are more equal than others: hidden inequalities in a prospering Oxfordshire’ 2019/20 Director of Public Health Annual Report](#)
- [Equalities and Human Rights Commission](#)
- [Stonewall \(LGBT+\) specific information](#)
- [My Life, My Choice](#)
- [Age UK Oxfordshire](#)
- [Oxfordshire Youth](#)
- [Disability Rights UK](#)

Cherwell District Council

Overview and Scrutiny Committee

7 October 2020

Constitution Review

Report of Corporate Director – Commercial Development, Assets and Investment

This report is public.

Purpose of report

This report invites the Committee to consider and recommend to Full Council a set of 'areas for further consideration' in the Council's Constitution as part of a focused Constitution Review.

1.0 Recommendations

The meeting is recommended:

- 1.1 to consider and endorse, as areas for further consideration, the suggestions outlined in paragraph 3 and recommend Full Council agree these areas.
- 1.2 to recommend to Full Council to agree the establishment of a politically balanced, informal cross-party working group to review proposed changes.

2.0 Introduction

- 2.1 It is essential, from time to time, that the Council's Constitution is reviewed so that it remains fit for purpose. It's important that the Constitution gives clarity to the public, to members and to officers about who can make decisions and how business is conducted.
- 2.2 Understanding how members experience the Constitution is crucial. Achieving a fluidity of democratic debate and decision making is integral to promoting democratic engagement and representation. All councillors were asked to provide the top two or three changes they would wish to see made to the Constitution. All responses received are set out at Appendix 1.
- 2.3 Similarly, in reviewing our Constitution, it makes sense to do so in the context of examples from other councils. This opens the potential for learning from other approaches. A review of other practices has been undertaken whilst recognising that any outcome needs to reflect the individuality of this Council.

3.0 Report Details

3.1 Feedback from members, officers and the wider review of local authority constitutions, supported by Bevan Brittan, suggests the potential for positive change in several areas. These are set out in this paragraph. They are changes which would have a productive and equitable effect on Council business. It is not intended that the review would revisit provisions already determined by the Council within the last year. As such, it is suggested that the following areas are those that Full Council should be asked to endorse so that an informal cross-party working group could work through them in more detail.

- Constitution Section 1: Committee Terms of Reference and Scheme of Delegation
 - The Officer Scheme of Delegation will be reviewed and updated to reflect the current senior management scheme.
 - If there are any consequential changes to Committee terms of reference, these would be reviewed with the relevant Committee Chairman.
- Constitution Section 2: Meeting Procedure Rules (and 2a: Virtual Meeting Procedure Rules)
 - Rules of Debate
 - Clarity on order of speaking and seconder “reserving right to speak”
 - Speeches - reduce the time limits for all aspects on speaking on items (proposer, seconder, proposer/seconder of amendment, all other speakers) NB. With some exceptions for Planning Committee
 - Review the process for dealing with motions with budgetary implications
 - Review the deadline for submitting amendments and clarify that this applies to amendments to motions only but notification in advance of proposed amendments to agenda items is encouraged
 - Public Addresses
 - Review the deadline for members of the public to register to speak and provide more clarity about the public participation process
 - Review the current 5-minute time limit for public addresses and/or consider introducing a limit on speakers per item and/or add a maximum time for public addresses (NB. Separate Planning Committee public speaking arrangements to remain)
- Constitution Section 2.1 – Council Procedure Rules
 - Change the order of Council business:
 - Questions and motions occur as the last items on the agenda
 - Put a finish time for Full Council with any items not considered to roll forward to the next meeting
- Constitution Section 2.6: Planning Committee Procedure Rules
 - Site visits: add the use of remote tools to view sites
 - Public Participation at Planning Committee
 - Consider allowing county councillors to speak on planning applications in their division (with time limit)

- Consider introducing a time limit for ward councillors (non-Committee members) speaking on a planning application

3.2 A full set of responses from members is attached as an Appendix to this report.

3.3 The Constitution will also be reviewed generally to ensure that the format is easily accessible and can be navigated through easily.

3.4 The following sections of the Constitution will be reviewed administratively to ensure that they are up-to-date and reflect current legislation, best practice and arrangements:

- Introduction
- 2.2: Executive Procedure Rules
- 2.3: Overview and Scrutiny Procedure Rules
- 2.4 Appeals Panel Procedure Rules
- 2.5: Licensing Committee Procedure Rules
- 2.7: Roles and Appointments
- 3.3: Respective Roles of Members and Officers and Dealing with Conflicts of Interest
- 3.4: Conventions for the Management of Council Business and a Protocol on Member-Officer relations
- 3.5: Members' Planning Code of Conduct
- 3.6: Bias and Predetermination – A Guidance Note for Members

3.5 The following sections are out scope of this review for the reasons set out:

- 2.8: Officer Employment Procedure Rules – HR confirm no review required at this time
- 3.1: Members' Code of Conduct – CDC agreed the same code as other principal authorities in Oxfordshire and this has been adopted by the majority of parishes in Cherwell. Any change would remove this Oxfordshire consistency which is beneficial to the twin and triple hatters and the Monitoring Officer. Additionally, a national review of the Code of Conduct is being undertaken and any changes arising from this review will be addressed across the county at the appropriate time.
- 3.2: Officers' Code of Conduct – HR confirm no review required at this time
- 3.7: An Advice Note for Elected Councillors Serving on Outside Organisations – This is a county wide note applicable to all Oxfordshire authorities
- 3.9: Financial Procedure Rules – The Director of Finance confirms no review required at this time
- 3.10: Contract Procedure Rules – The Director of Finance confirms no review required at this time.

3.7 As part of this process, Bevan Brittan, a firm with specialist experience in the review of local authority constitutions nationally, has been asked to take a view of our Constitution and to place it with the context of national experience and best practice. This will give the benefit of both a local and a national perspective on the Constitution. Bevan Brittan's feedback supports the scope above and endorses the best practice approach of seeking clarity of responsibilities and terms of reference;

providing a more defined structure around speaking times and making the Constitution easier to navigate.

3.8 It is proposed that a cross-party working group be established to review the proposed changes prior to consideration by this Committee and subsequently Full Council. In line with the cross-party membership make-up of other working groups, it is proposed that the working group reflect a political balance (5 Conservative members, Labour 2 members and one member each from Progressive Oxfordshire and the Independent Groups, which would provide an equitable representation across the Council's political spectrum). As representatives of their Groups, it will be important that representatives should present the agreed views and comments of their Group, not just their own perspective.

3.9 The next steps in the process are:

- a) 19 October: Full Council agree the areas for consideration and establishment of a cross-party working group
- b) The working group to review drafts in more detail, bringing the perspective of each political group
- c) 1 December (or special meeting in November): Overview and Scrutiny Committee to consider the proposed changes and recommend their adoption by Full Council

4.0 Conclusion and Reasons for Recommendations

4.1 It is essential to review the Constitution to ensure it remains fit for purpose. Using feedback from Members and national best practice has identified areas for change which would potentially improve the business of council meetings and the experience of them for members and the public. They would give greater clarity of clarity of expectation for everyone on their rights of participation. It's suggested that, together, this relatively modest changes will have positive impact on the productivity of the meetings and the pre-meeting preparations.

5.0 Consultation

All Cherwell District Councillors
Senior managers – members of CEDR (Chief Executive's Direct Reports)
Democratic and Elections Team
Monitoring Officer
Bevan Brittan, experts in local government constitutions

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 make any changes – this is not recommended as, currently, there are impracticalities and confusions that cause a disproportionately negative effect on the productivity of the Council's decision making

Option 2: Align the Constitution to that of the Council's partner, Oxfordshire County Council – while it is appropriate to harmonise where possible (and several of the areas for further consideration above are already in place for Oxfordshire County Council) it is important that this Council's Constitution reflects the democratic decision-making culture of this Council

Option 3: Align the Constitution to the 'model constitution' circulated nationally – this is not recommended as the national model is several years' old now and it is important that this Council's Constitution reflects the democratic decision-making culture of this Council

7.0 Implications

There are no financial or resource implications consequent on these recommendations.

Comments checked by: Michael Furness
Assistant Director – Finance
michael.furness@cherwell-dc.gov.uk 01295 221845

Legal Implications

- 7.2 The Council is required to have and to publish a Constitution and to keep it under review.

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

Risk Implications

- 7.3 The risk of not making changes is that the decision-making of the authority, and its reputation as a business-like and transparent organisation suffers through a lack of challenge and development.

Comments checked by: Louise Tustian
Head of Insight and Corporate Programmes
louise.tustian@cherwell-dc.gov.uk 01295 221786

Implications for equality and diversity

- 7.4 The Constitution will be reviewed generally to ensure that the format is easily accessible. This is an important step in ensuring that access to the democratic process is equitable. However, the inclusivity of opportunity to engage with the authority – as members or members of the public – is enhanced by the clarity of expectation represented by the recommended areas for further consideration. As set out in paragraph 3.4, as possible, when considering the review and application of procedure rules, officers and committee chair persons will take into account the specific requirements of individuals and will make reasonable adjustments where necessary within the constitution to ensure that no councillor or member of the public is unfairly discriminated against. Sufficient flexibility will be retained after any

changes to ensure that this will remain the case. The report does not otherwise raise any implications for equality and diversity.

Comments checked by: Robin Rogers
Head of Strategy
robin.rogers@cherwell-dc.gov.uk
07789 923206

8.0 Decision Information

Key Decision

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

All aspects as the Constitution sets out how the Council operates

Document Information

Appendix number and title

- Responses from members of the Council

Background papers

None

Report Author and contact details

Glenn Watson, Principal Governance Officer 07776 997946
glenn.watson@cherwell-dc.gov.uk

Appendix 1 - CDC Constitution Review Consultation Comments from Elected Members

Section of Constitution	Comment / Proposal
1 - Committee Terms of Reference and Scheme of Delegation	Scheme of delegation - there are a number of items which should not have to come to Planning Committee, especially minor amendments and condition discharges to Council applications. These waste extra time as the Executive have to leave and return. I also find it odd that councillors have to judge fellow councillor's applications. I think these should be done under delegated powers but perhaps be specially published to ensure transparency.
2 - Meeting Procedure Rules - Address by public	Addresses by members of the public - I believe there should be an overall time limit - say half an hour - for Addresses on any one agenda item at Council. Individuals would be limited, as now, to five minutes, first come first served. This should be enough to hear all points of view: the 16 speakers registered at the last Council could have taken an hour and a half, with the inevitable gaps and overruns, which is disproportionate and could potentially result in organised filibustering to "talk out" unpopular items.
2 - Meeting Procedure Rules - Rules of debate	If a seconder reserves their right to speak at the end of a debate no further speakers to be allowed
2 - Meeting Procedure Rules - Rules of debate	Secunder, reserved rights: the seconder may speak "later in the debate". It should be clarified if this means they have the right to speak last (before the proposer) or whether anyone can then indicate. I suggest the seconder should have the right to go last before the proposer.
2 - Meeting Procedure Rules - Rules of debate	- Indication to speak: at the end of debate, when there are no further indications and the Chairman has asked if anyone else wishes to speak, no further speakers should be allowed. This prevents the "...and another thing" tendency prolonging matters unduly.
2 - Meeting Procedure Rules - Rules of debate	Reduce speaking time - 5 minutes for proposer and seconder and 3 minutes for all other speakers
2 - Meeting Procedure Rules - Rules of debate	Speeches on motions and recommendations to be limited to 5 minutes for proposer and seconder, 3 minutes for the other speakers including the summing up. As usual the budget debate usually suspends standing orders if requested.
2 - Meeting Procedure Rules - Rules	Speeches time limit to apply to full council and all committees and sub committees except planning (ward member addresses)

of debate	
2 - Meeting Procedure Rules - Address by public	Limit public participation - number of speakers and length of speeches
2 - Meeting Procedure Rules - Rules of debate	Cut speaking times
2 - Meeting Procedure Rules - Rules of debate	Speaking order - confirm that when the seconder reserves their right to speak, they are the final speaker before the proposer sums up
2 - Meeting Procedure Rules - Rules of debate (Motions without Notice)	When a procedural motion is proposed a vote is taken immediately
2 - Meeting Procedure Rules	The word limit for motions with amendments should be increased in order to allow additions to motions by amendments. The word limit for original motions can remain the same
2 - Meeting Procedure Rules - Rules of debate	Motions and amendments from the floor should be permitted in full council. This would allow for debate to actually influence outcomes and positions of motions to evolve as discussion occurs, creating better policy and resolutions.
2 - Meeting Procedure Rules - Recorded Vote	5 members needed for a named vote
2 - Meeting Procedure Rules, Quorum	Quorum: we have often come perilously close to inquorate where Executive members have to withdraw and others have conflicts, or there is another meeting that evening. I suggest that quoracy is established at the start of the meeting and that withdrawals due to conflicts of interest do not result in inquoracy.
2 - Meeting Procedure Rules - Rules of debate - Voting & 3.5 - Members' Planning Code of Conduct	Voting: there is a mistaken belief, which sometimes gets put in writing, that a member not present for an entire debate should not vote. In fact, the member must simply satisfy themselves that they have sufficient information to vote. This should not be changed (or else it potentially weaponises site visits, which could be used to disenfranchise members) and should be clarified.

2 - Meeting Procedure Rules & 2.7 - Roles and Appointments, The Chairman	There needs to be a mechanism to overrule the chair of council and committees (a threshold vote of members for example).
2.1 - Council Procedure Rules	Review the order of business so reports are before questions and motions
2.1 - Council Procedure Rules	Introduce a time limit for questions
2.1 - Council Procedure Rules	Introduce a cut off time for Full Council
2.6 - Planning Committee Procedure Rules	Planning. Speeches by Ward members should be limited to 10 minutes. Members should be allowed to ask questions in an agreed slot either after the officer has spoken or after the public speaking. No questions to the public to remain.
2.6 - Planning Committee Procedure Rules	Allow county councillors to speak on applications in their division
2 - Meeting Procedure Rules - Rules of debate & 2.6 - Planning Committee Procedure Rules	Planning 1: it has become the custom to invite the ward members, if present on the committee, for the application site to speak first. I would like to see this invitation (which does not have to be taken up, they can still speak later instead) codified as a right.
2 - Meeting Procedure Rules - Rules of debate & 2.6 - Planning Committee Procedure Rules	Planning 2: I suggest splitting the member section of each decision into two. Firstly, questions to the Officers. This would enable members to clarify points of fact or law. Then have the debate proper when members, in possession of all the facts, can try to convince the committee. It would make things easier for members and officers and, I think, make the debate more effective and easier to chair.
2.6 - Planning Committee Procedure Rules, Site Visits	Site visits: we had a very successful drone presentation in lieu of a site visit. This could be formalised.
2.6 - Planning Committee Procedure Rules - Call in (of planning	this area needs more work as it is not clear and needs discussion with councillors. I note that it changed between my 2010 Constitution, where call in was to be accepted "on the advice of the committee chairman" and 2015 where it was decided by an Officer "in consultation with" the Chairman. I prefer the former...

applications)	
General comment	some discretion to be allowed for Chairmen in the committees and sub committees.
Not currently in Constitution	All council meetings should end at a given time i.e. 10.30 or 11.00 pm
N/A - virtual meetings	given the Covid experience, it would be useful to incorporate the extra provisions for video meetings. The protocols for admitting outside speakers by video or telephone would be most useful. Also clarification of the role of Deputy Chairman in video meetings and taking (non-recorded) votes by roll call if disputed or negative indication if trivial. A new provision to allow Minutes to be signed remotely would prevent me getting RSI when I finally confront the backlog of Planning minutes! Guidance on muting mikes, blurring backgrounds, use of chat and raised hands etc is useful but more suitable to an appendix.
N/A - general re. dsitribution	the key sections of the constitution should be printed and given to every councillor. This has a cost but an invisible set of rules on a website is no use. We need to have them to hand in meetings.
N/A - hard copy agendas	Hard copy Agenda documents should be supplied to all who need them. This is both because they are easier to work with and can be used in remote meetings where the screen is in use. This is a necessity not a luxury.
N/A	get rid of 'southnorthants from the email address

Topic and suggested by	Update	Status / Proposed action
<p>Planning Policy for the District, including the Growth Deal.</p> <p>Raised by Councillors Ian Middleton, Mike Bishop, Chris Heath and Phil Chapman</p>	<p>As previously reported, officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject.</p>	<p>Attendance will be scheduled when appropriate.</p>
<p>Digital Infrastructure/5G</p> <p>Raised by Councillors Tom Wallis, Bryn Williams and Former Councillor Sandra Rhodes</p>	<p>The Assistant Director – Growth and Economy provided an update to the September 2020 meeting of the Committee, advising that a written update would be submitted in December 2020 or January 2021</p>	<p>Item currently listed for December 2020, subject to confirmation from officers.</p>
<p>Management companies managing new housing developments – is the use of management companies rather than adoption by the Council on the rise, if so, what is the cause of this?</p> <p>Raised by Councillor Lucinda Wing</p>	<p>All available information circulated to Committee members in late 2019.</p> <p>No information has yet been received from members who suggested this topic.</p>	<p>Committee to decide next steps.</p>
<p>Coronavirus (Covid-19)</p> <p>Raised by the whole Committee</p>	<p>Chief Executive Yvonne Rees and Corporate Directors attended the September 2020 meeting and gave a comprehensive presentation that included arrangements for dealing with the pandemic in Oxfordshire, Local Outbreak Control Plan, support to local businesses and</p>	<p>Further update to be scheduled for January 2021 meeting.</p>

Appendix 1

	supporting economic recovery.	
Constitutional Working Group Raised by Councillor Ian Middleton	Cllr Middleton requested that a cross party Constitutional Working Group be set up, to discuss and scrutinise proposed changes to the Constitution before they are considered by full Council.	Subject covered by item on the agenda for the October 2020 meeting relating to Constitution Review.

Overview and Scrutiny Work Programme 2020/21

Item	Description	Contact Officer
1 December 2020		
Safeguarding Annual Report	Policy Review and Performance Monitoring: To consider the Safeguarding Annual Report	Nicola Riley, Assistant Director Wellbeing
Cherwell Industrial Strategy (may be deferred to January meeting)	Policy development: To consider and contribute to the development of the Cherwell Industrial Strategy	Robert Jolley – Assistant Director Growth and Economy
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
12 January 2021		
Review final Business Plan on a Page	Policy development: To review and comment on the Business Plan on a Page prior to Executive consideration	Louise Tustian, Head of Insight and Corporate Programmes
Climate Change Action Plan – Update	Policy Review: To receive update on progress against the Climate Change Action Plan which was agreed by Executive in October 2020	Ed Potter, Assistant Director Environmental Services
Covid-19 Update	Following a comprehensive presentation at the September meeting, to receive a further update.	Yvonne Rees, Chief Executive
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
Items to be allocated		
Local Plan Update	Following queries raised by the Committee – this will be scheduled at the appropriate time	David Peckford, Assistant Director Planning and Development
Management Companies Managing New Housing Developments	Query raised by the Committee about use of management companies rather than	Ed Potter – Assistant Director Environmental Services / Paul Almond,

	tow/parish councils taking on responsibility for green spaces. Presentation to be scheduled to advise the Committee of the council's policy	Street Scene and Landscape Manager
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Meeting Dates 2020/21 (All Tuesday, 6.30pm unless indicated)

1 December 2020; 12 January 2021; 16 March 2021

Work Programme Items:

Members are reminded of the five roles of scrutiny when considering items for the work programme:

- Performance Monitoring
- Policy Development
- Policy Review
- Holding the Executive to Account
- External Scrutiny