

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive
Date: Monday 2 November 2020
Time: 6.30 pm
Venue: Virtual meeting

Membership

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 5 October 2020.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Including Everyone. Equalities, Diversity and Inclusion Framework (Pages 13 - 70)

Report of Corporate Director for Customers and Organisational Development

Purpose of report

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

Recommendations

The meeting is recommended to:

- 1.1 Agree the Including Everyone, Equalities, Diversity and Inclusion Framework (Appendix 1).
- 1.2 Agree the initial Including Everyone, Action Plan (Appendix 2).

7. Car Parking Strategy (Pages 71 - 98)

Report of Assistant Director Environmental Services

Purpose of report

To present the revised car parking strategy with an action plan following Public Consultation and the impact of Coronavirus

Recommendations

The meeting is recommended:

- 1.1 To note the results of the Public Consultation.
- 1.2 To consider and approve the revised Car Parking Strategy and Car Parking Action Plan following feedback from public consultation and the impact of coronavirus.

8. Civil Parking Enforcement (Pages 99 - 106)

Report of Assistant Director Environmental Services

Purpose of report

To support a proposed application to the Department for Transport (DfT) for the introduction of a Special Enforcement Area (SEA) and bus lane enforcement powers across this district, South Oxfordshire and Vale of White Horse to provide Civil Parking Enforcement (CPE) managed by Oxfordshire County Council.

Recommendations

The meeting is recommended:

- 1.1 To support the application to the DfT for civil parking enforcement
- 1.2 To note the approval by the Oxfordshire County Council Cabinet to go forward with an application.

9. Amendments to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017 (Pages 107 - 130)

Report of Assistant Director Planning and Development

Purpose of report

The purpose of this report is twofold:

- a) To inform Executive of the proposed revisions to the adopted Graven Hill Phase 1 Local Development Order (Second Revision) 2017 and;
- b) To seek authorisation for the adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 subject to consideration of consultation responses with the Lead Member for Planning.

Recommendations

The meeting is recommended:

- 1.1 To note the proposed revisions to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017.
- 1.2 To note the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 (Appendix A).
- 1.3 To note the consultation process undertaken in respect of the draft LDO (Third Revision) 2020 and any comments raised to date.
- 1.4 To note the requirement to notify the Secretary of State of a decision to adopt a LDO as soon as practicable, and no later than 28 days after the Local Planning Authority has adopted the Order.
- 1.5 To authorise the Council's adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 subject to the Assistant Director – Planning and Development being satisfied that no substantive objections have been received in consultation with the Lead Member for Planning.

10. Monthly Performance, Risk and Finance Monitoring Report (Pages 131 - 184)

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 September 2020.

Recommendations

The meeting is recommended:

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

11. Urgent Business

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

12. Exclusion of the Press and Public

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

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

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

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

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

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

13. Park and Charge Update Report (Pages 185 - 190)

Exempt report of Assistant Director Environmental Services

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 22158934

Yvonne Rees
Chief Executive

Published on Friday 23 October 2020

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Virtual meeting, on 5 October 2020 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council
Councillor George Reynolds (Vice-Chairman), Deputy Leader and Lead Member for Leisure and Sport
Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group

Officers:

Yvonne Rees, Chief Executive
Stephen Chandler, Corporate Director Adults & Housing Services
Paul Feehily, Executive Director: Place and Growth (Interim)
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer
Lorna Baxter, Director of Finance & Section 151 Officer
Ed Potter, Assistant Director: Environmental Services
Louise Tustian, Head of Insight and Corporate Programmes
Sam Thomas, Sustainability Project Officer
Natasha Clark, Governance and Elections Manager

48 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

50 **Minutes**

The minutes of the meeting held on 7 September 2020 were agreed as a correct record and signed by the Chairman.

51 **Chairman's Announcements**

There were no Chairman's announcements.

52 **Budget and Business Planning Process 2021/22 - 2025/26**

The Director Of Finance submitted a report to inform the Executive of the proposed approach to the 2021/22 Budget and Business Planning Process. The report also provided context and background information on the existing Medium Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Resolved

- (1) That the Budget and Business Planning Process for 2021/22 be approved.
- (2) That a five-year period for the Medium-Term Financial Strategy to 2025/26 and three-year period for the Capital Programme to 2023/24 be approved.

Reasons

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

Alternative options

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

53 **Monthly Performance, Finance and Risk Monitoring Report**

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

Resolved

- (1) That the monthly performance, finance and risk monitoring report be noted.

Reasons

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

Alternative options

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

54

Cherwell District Council Climate Action Framework

The Executive Director Place and Growth submitted a report to note progress made and seek approval for the Climate Action Framework as a basis to frame action against our Climate Emergency motions.

Executive thanked and commended officers for their work in producing the action plan and commented on the importance of having a framework as meaningful change was needed. The council has great ambition and targets and would need to work with partners to bring to fruition.

Resolved

- (1) That the progress made be noted.
- (2) That the Climate Action Framework document (Annex to the Minutes as set out in the Minute Book) be approved.

Reasons

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

Alternative options

Option 1: Members advise officers to take a different approach to that outlined in the report.

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

this priority and subsequently increasing the risk of failing to meet the 2030 target.

Option 2: Members advise officers to undertake no further work on this agenda.

This approach has been identified as missing the councils 2030 targets by a considerable margin.

55 **Transfer of Delegated Power to New Post Holder**

The Monitoring Officer submitted a report to transfer a power delegated to the former post of Corporate Director: Communities to the post of Corporate Director: Place and Growth.

Resolved

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

Reasons

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

Alternative options

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

56 **Urgent Business - The Musketeer, Banbury - Emergency Accommodation Lease Agreement**

The Chairman advised the meeting that he had agreed to add one item of urgent business to the agenda relating to an emergency accommodation lease agreement with The Musketeer, Banbury. The matter had arisen after agenda publication and a decision was required before the next scheduled meeting due to the end date of the current agreement.

The Assistant Director Property Investment and Contract Management and Assistant Director Housing and Social Care Commissioning submitted an urgent report which set out that the Housing Team would like to enter into a private sector lease agreement with the Musketeer Motel in Banbury, a

property which had been used for emergency accommodation for vulnerable households for several years in the form of a licence agreement. The lease-in value (£124.1k pa) was outside the delegated powers (£100k pa) of the Assistant Director Property Investment and Contract Management, therefore the approval of Executive was required.

Resolved

- (1) That the entering into a lease agreement with the owners of The Musketeer in Banbury be approved.
- (2) That it be agreed to proceed and enter into the lease on the agreed terms.

Reasons

The Council has been occupying the facility in the form of a licence agreement for the purpose of emergency accommodation since 1 October 2016. It is now felt that legally the arrangement fits better as a lease arrangement, given that the renting of the accommodation units is the majority of the value. This will secure sole use of the property for the council in discharging statutory duties to homeless households and avoid any possibility that parts of the property could be let independently to individuals who would not be placed by CDC.

The negotiations for a new lease agreement with the owners of The Musketeer achieved similar terms to the existing license agreement.

Alternative options

The Housing Team could not identify similar style and quality potential emergency accommodation immediately available in Banbury.

The meeting ended at 7.10 pm

Chairman:

Date:

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Cherwell District Council

Executive

2 November 2020

Including Everyone. Equalities, Diversity and Inclusion Framework

Report of Corporate Director for Customers and Organisational Development

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended to:

- 1.1 Agree the Including Everyone, Equalities, Diversity and Inclusion Framework (Appendix 1).
- 1.2 Agree the initial Including Everyone, Action Plan (Appendix 2).

2.0 Introduction

- 2.1 Cherwell District Council takes its obligations and commitments to equalities, diversity and inclusion very seriously. We recognise the importance of this agenda; taking action to meet the statutory requirements contained within the Equality Act (2010) and now is the time to take our commitment to a new level. We need to identify and dismantle the structures that limit opportunities for many of our residents because of their race, disability, age, religion, sex, sexual orientation, rural location, caring responsibilities, armed forces background or deprivation, (or a combination of these characteristics).
- 2.2 This update of the Council's equality policy has taken an innovative partnership approach with Oxfordshire County Council. It has also sought to respond to the serious inequalities highlighted by the Oxfordshire 2019/20 Director of Public Health Report (see background documents), the unprecedented socio-economic crisis created by COVID-19, and the global calls for justice by the Black Lives Matter movement. These issues have starkly highlighted the extent to which injustice, inequality and discrimination persist within our society.

- 2.3 As a major local employer, we want to lead by example and as local leaders, to take action to shape inclusive communities. By putting communities and collaboration upfront, our work with our residents and partners will ensure everyone is championing inclusion. We also want to cultivate an increasingly inclusive workplace where diverse backgrounds and perspectives are valued. This will help drive inclusive services and the best outcomes for the communities we serve.
- 2.4 This report highlights the case for change, describes the process to update the Cherwell District Council (CDC) equalities, diversity and inclusion policy and sets out what will be different as a result of the work. It concludes by recommending that Executive approve the 'Including Everyone' framework and associated action plan.

3.0 Background and key issues

The case 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 Black, Asian and Minority Ethnic communities. Moreover, the 2019-2020 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 county, including Cherwell.
- 3.2 The events of recent months demonstrate the extent to which inequalities still exist, so despite our best efforts in the past, we now need to go much further. Some of the inequalities which we know that:
- 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. Our 2019 data shows that we had 13,254 unpaid carers in Cherwell; who we know are more likely to report feelings of stress and financial difficulties. The number of carers is reported to have risen by 30% through the COVID-19 pandemic.
 - 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 Cherwell currently has the same life opportunities. We want to see meaningful, real change in the figures outlined above. We know this change won't be easy and some of it will take a long and sustained focus to have impact, but we must re-double our efforts so that everyone can benefit. We will need to review how our council and other public services work, so that they enhance their focus on those experiencing inequalities.

Updating the policy

3.4 Our approach to equalities, diversity and inclusion needs to deliver immediate action as well as addressing systemic inequalities. We must change how we work so that we see the reality of every-day disparity; involving people in the design and delivery of our services and in the decisions that matter to them.

3.5 To deliver our renewed approach, we used this update as an opportunity to collaborate in line with our agreed partnership working commitment with Oxfordshire County Council (OCC). We have delivered a joint equality, diversity and inclusion framework that 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.

3.6 The framework was developed by reviewing the CDC and OCC equalities policies to align the objectives and approach within them. Engagement with approximately 50 staff across both councils was undertaken to as part of the first phase of developing the approach 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.
- **Inclusion is everyone's business:** Everyone needs to be part of the conversation, not just those with lived experience or an interest.
- **Learning Together:** Learning about inclusion issues, unlearning previous assumptions and training emerged as key themes from the discussion groups. There is also a key role for us as an organisation 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.
- **Language is important:** We need to adopt 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. Managers 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 to empathise with them. In addition, the council needs to promote equalities and inclusion across the organisation.

3.7 The themes that emerged from the discussion groups, together with a data pack (see Appendix 3) on equalities in our communities was used to inform the drafting of the joint framework, called 'Including Everyone'. This is attached as Appendix 1.

3.8 Throughout August, a second phase of 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 we need to be in a position to positively engage communities as we further develop our approach. The total number of staff responses to engagement over phases one and two was more than 160.

3.9 The feedback from this exercise told us that

- The joint approach is welcomed;
- There is broad agreement with the vision, which could be strengthened with 'leading by example' or 'continually learning';
- There is broad agreement with the principles, which need to be reflected in management in both organisations to ensure they are realised;
- There is 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 will help the framework be less 'top down' and more 'bottom up';
- HR data needs to be published with 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 causing concern for some staff by blocking participation or being discriminatory themselves;

- Actions need to include training and evaluation of staff (especially managers) on equalities, diversity and inclusion.

3.10 On 7 October, the Overview and Scrutiny Committee considered a draft of the Including Everyone Framework. The committee scrutinised the data which sits behind the framework and fed back the following points:

- The work on Including Everyone is welcome and supported.
- There is a need to cascade the work beyond the Council, to help ensure we are sector leaders on the agenda.
- We need to take specific action on ensuring the Polish community within Banbury can feel more included; this could include translation of information into Polish.
- Work to tackle deprivation is key to helping tackle inequalities.
- In exploring barriers for underrepresented groups in our workforces, we could explore anonymised job applications.
- That digital inclusivity and community integration of non-English speakers be included in the associated action plan.

Including Everyone

3.11 The document at Appendix 1 is the final product of the above engagement and feedback. We had detailed, frank and sobering engagement with staff members, who are equally members of our communities. We had more than 160 responses from people giving us their views on what we should be tackling, how we should be tackling it and what we need to learn as we do.

3.12 “Including Everyone” sets our vision to lead the field in equalities, diversity and inclusion. It spells out what our goals and commitments are around delivering inclusive communities, services and workplace. Including Everyone is built upon principles which we believe will guide us over the short, medium and long term.

3.13 On 20 July, the Council committed to consider an engagement exercise with Black Asian and Minority Ethnic communities and individuals to listen to their experience of life in our District and to bring back recommendations to Scrutiny and the Executive for consideration. This gives a clear public signal of how seriously we are taking our vision. The adoption of a new framework creates an opportunity for a ‘new normal’ in terms of how we progress our equality agenda and so we are organising our approach with communities upfront so we can make inclusion everyone’s business.

3.14 As a major service provider, how we understand our residents and customer needs is essential to meeting those needs. Listening and learning will help us remove the seen and unseen barriers and design inclusive services. We will be bold and open to having conversations to understand how our services can help address persistent inequalities.

3.15 We believe that Cherwell District Council should take a lead as an employer. Our workforce is our biggest asset; we need to protect, understand and treasure our staff as individuals who also help us reach those residents and communities we serve. While it may take time for us to ensure our organisation is as diverse as the

communities we serve, we will ensure every opportunity is taken to become a more diverse and inclusive organisation.

- 3.16 The goals and commitments we set out in Including Everyone help us in organising our work. The policy becomes 'live' through action plans; one for CDC and a separate one for OCC to take account of the unique circumstances and actions needed in each council.

Action planning

- 3.17 Turning our vision, goals and commitments into reality needed a robust approach to action planning. We listened to staff, learned from the Local Government Association Equalities Framework (see background documents) and learned from best practice examples around the country. The wealth of ideas and examples generated were then prioritised and focused to determine the key actions that fit most closely with our principles.
- 3.18 We have begun implementing an initial 'Including Everyone Action Plan' (Appendix 2). We will continue to refine and challenge this plan through our ongoing listening and learning as we move forward with actions that seek to make a shift in people's lived experiences. The nature of the work and the approach will mean the action plan will be a live document. We will engage across the organisation, and with partners and residents, as we continue to develop measures to monitor progress.
- 3.19 Progress on the policy and Action Plan will be measured and monitored through the internal Inclusion Steering Group, reported through the monthly Business Management Report and scrutinised accordingly to ensure we hold ourselves to account in achieving outcomes. We will produce an Annual Equalities report for Cabinet to be reviewed by Overview and Scrutiny, to provide assurance on progress.

What will be different

- 3.20 The updating of a policy will not deliver change in itself but the new framework sets the structure and the action plan that will be key to achieving change. The framework seeks to have a measurable impact, for example, on the following long-term outcomes:
- Narrowing the life expectancy gap between the most and least deprived wards in Oxfordshire and Cherwell
 - Fewer children living in poverty. Those children from deprived or diverse backgrounds have equal opportunities to achieve
 - Men and women, and those from diverse Black Asian and Minority Ethnic backgrounds, being paid the same for carrying out the same roles
 - Those with disabilities, learning difficulties, mental health issues or caring responsibilities being supported to have equal educational, health and economic opportunities

4.0 Next steps

- 4.1 Following CDC Executive, the joint policy and actions will continue to be implemented and further work will be undertaken to refine delivery. We will also launch public engagement through both Cherwell and County Council mechanisms. This will include engagement with a wide range of stakeholders, partners and residents.

5.0 Conclusion and Reasons for Recommendations

- 5.1 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'.
- 5.2 This 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.

6.0 Consultation

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

7.0 Alternative Options and Reasons for Rejection

- 7.1 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.

8.0 Implications

Financial and Resource Implications

- 8.1 There are no direct finance and resources implications of this report and the updated framework has been delivered within existing resources. However, as services consider their budget and business plans and how they will address the approach

set-out within the framework, they will need to fully consider and incorporate any finance and resource implications within approved budgets.

Comments checked by:

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

Legal Implications

- 8.2 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, richard.hawtin@cherwell-dc.gov.uk

Risk Implications

- 8.3 Ensuring that the Council has an up-to-date Equality, Diversity and Inclusion framework is a key step in minimising the risk of harm or disadvantage to individuals or groups and minimises the risk to the council of challenge to its decisions or ways of working. The framework will also be evidenced within service plans supporting the overarching corporate priorities of the business plan. These risks will be managed as part of the operational risk register within this service area and escalated as and when necessary to the leadership risk register.

Comments checked by:

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

Equality and Diversity

- 8.4 The revised framework revises and updates the council's approach to equality, diversity and inclusion, thereby strengthening the council's position with respect to equality and diversity. The associated action plan has identified where specific steps need to be taken to reduce the risk of differential impact on groups with protected characteristics. The report sets out the steps that will be taken to monitor delivery and impact.

Comments checked by:

Robin Rogers, Head of Strategy, robin.rogers@cherwell-dc.gov.uk

9.0 Decision Information

Key Decision

Financial Threshold Met: **No**

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

This underpins all of the CDC Business Plan 2020-21

Lead Councillor

Cllr Ian Corkin, Lead Member for Customers and Transformation

Document Information

Appendix number and title

- Appendix 1 Including Everyone. Equalities, Diversity and Inclusion Framework.
- Appendix 2 Initial Action Plan
- Appendix 3 Data Pack

Background papers

None

Reference papers

- 2019/2020 Director of Public Health Annual Report
<https://www.oxfordshire.gov.uk/sites/default/files/file/public-health/PublicHealthAnnualReportMay2020.pdf>
- Local Government Association Equality Framework:
<https://www.local.gov.uk/sites/default/files/documents/Equality%20Framework%20For%20Local%20Government%202020.pdf>

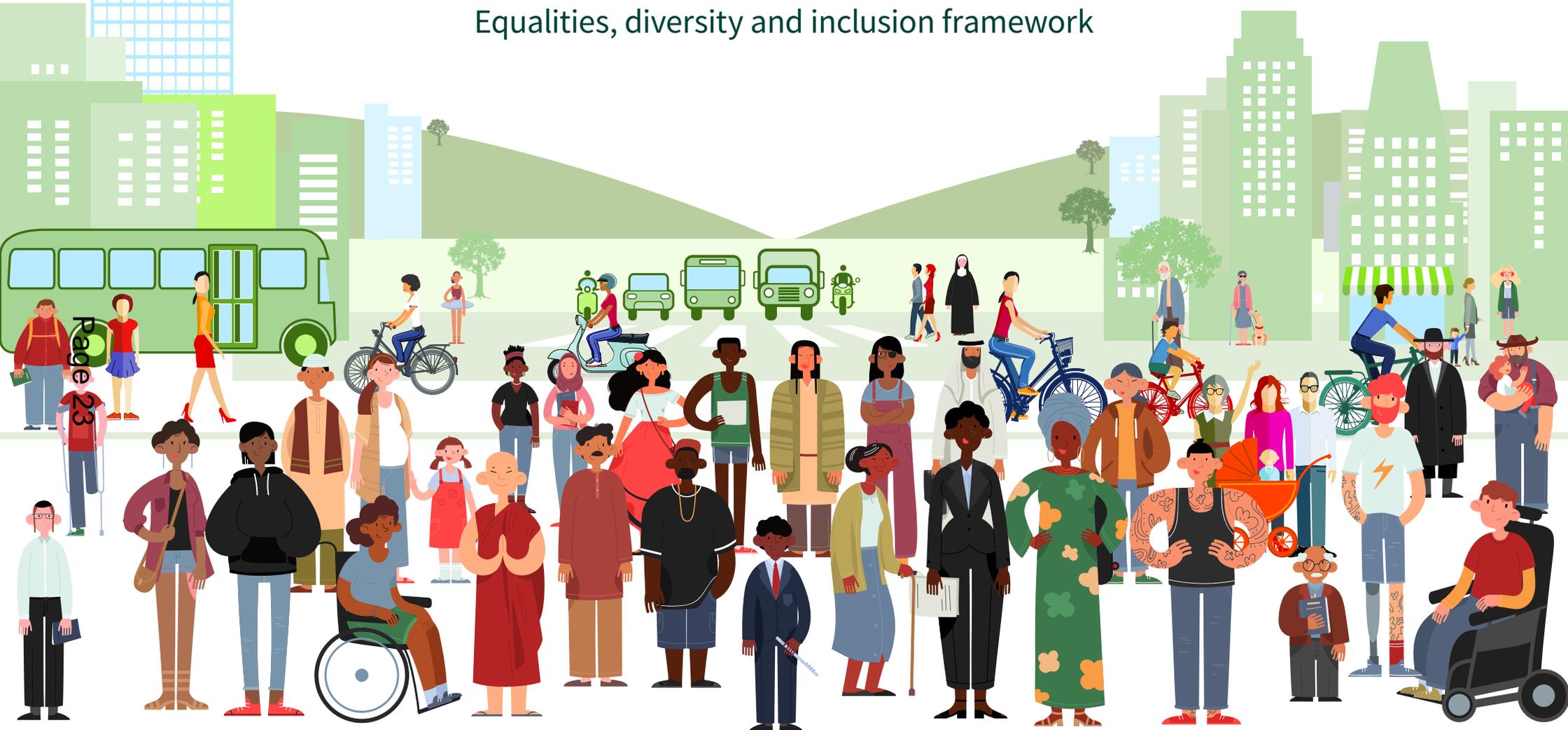
Report Author and contact details

Sam Shepherd, Policy Team Leader. Samantha.shepherd@oxfordshire.gov.uk

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Including Everyone

Equalities, diversity and inclusion framework



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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE



**OXFORDSHIRE
COUNTY COUNCIL**

Including Everyone

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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 this enables individuals to meet their potential.

Cherwell District Council and Oxfordshire County Council are a partnership of councils, sharing a Chief Executive, developing shared teams and are joining up where it makes sense. Our Including Everyone Framework outlines our joint approach to equalities, diversity and inclusion for both councils. 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 our 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 will 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 Ian Hudspeth
Leader of Oxfordshire
County Council



Cllr Barry Wood
Leader of Cherwell
District Council

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 on this page; organised around three strands of work, each with commitments and goals against them and a set of key principles that underpin all we do.

Our **Including** Everyone Framework

Leading the field in equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve



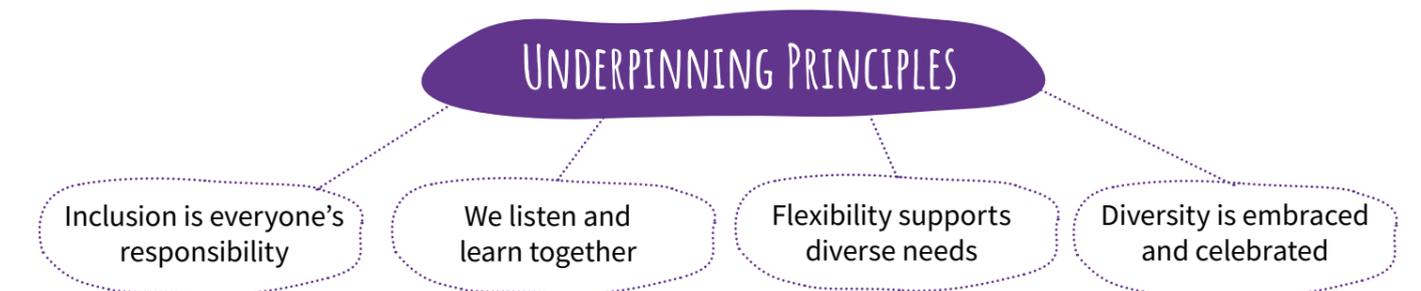
- We work with communities to help them thrive
- We work with partners to tackle disadvantage in our communities.



- Our information and buildings are accessible for all
- Our services use good data and engage with users to plan and meet their different needs.



- Our workforce is inclusive, reflecting the diversity of the communities we serve
- Our staff have the values, skills and knowledge to be inclusive.



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 (including invisible disabilities); 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 the protected characteristics in our decision-making process. To do this we consider the impact that our decisions have on people living with social deprivation, in rural communities, those leaving care, carers, and those in our armed forces community. 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 to support every community to be the best it can and we work to remove or reduce obstacles which get in the way; this includes tackling unconscious bias which occurs when people favour others who look like them, share their values or experiences.



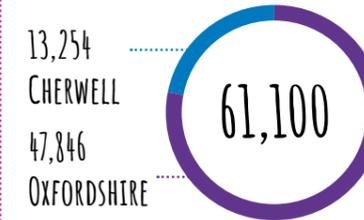
Not everyone is included

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:

People live with a long term illness or disability in Oxfordshire (2011)



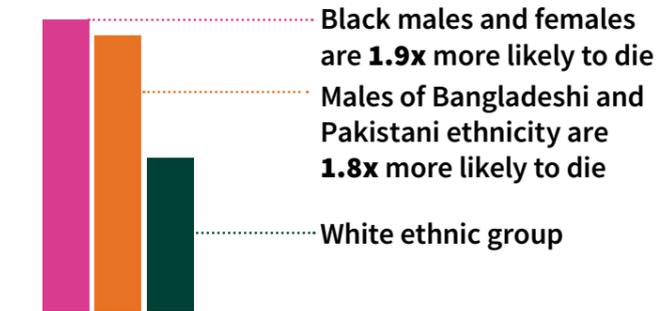
Unpaid carers in Oxfordshire (2011)



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

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

Ethnic groups risk of death from COVID-19



Average pay for men in Oxfordshire

Average pay for men in Cherwell

Average pay for women in Oxfordshire

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

In 2020, **10%** of children across the county live in low income families; thats almost

12,000

CHILDREN LIVING IN POVERTY

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

13.7 YEARS

In 2019, there were

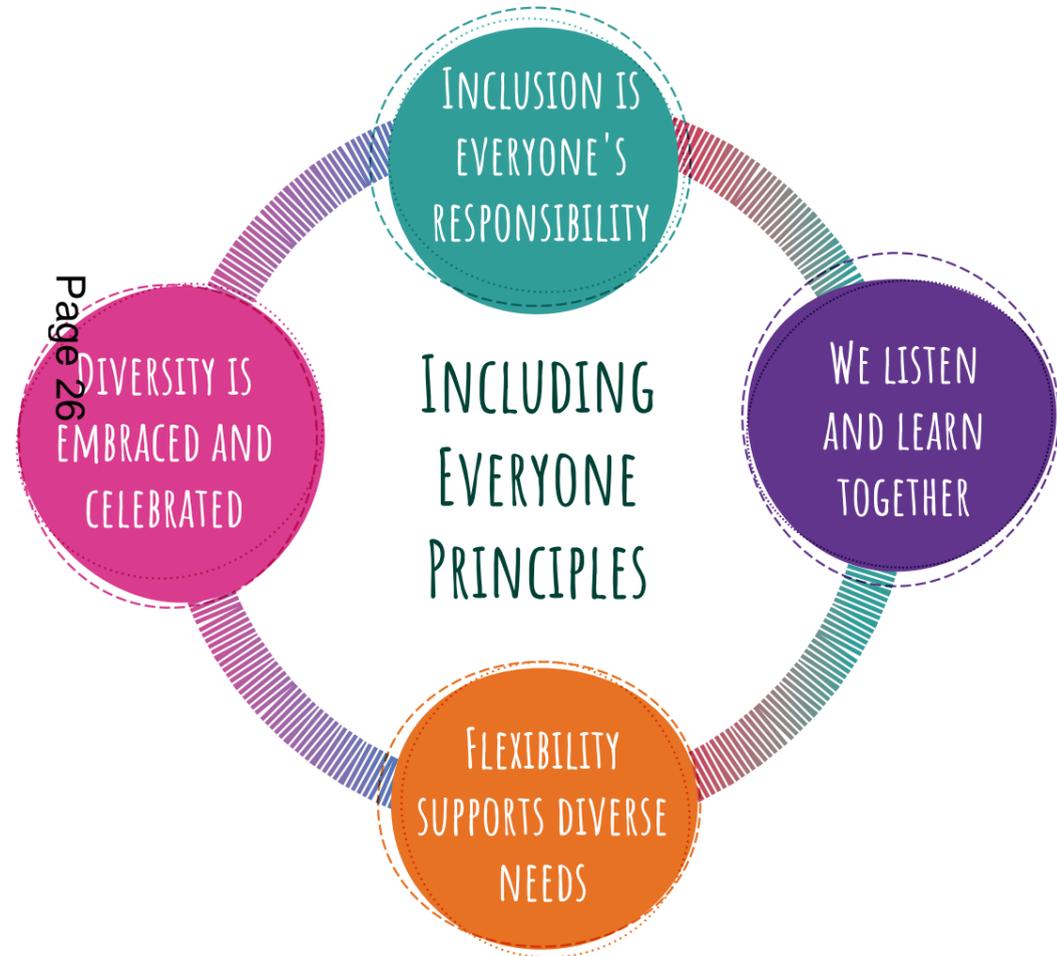
6,464

PUPILS

with learning difficulties in Oxfordshire schools

Principles

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



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.

We listen and learn together. People have unique experiences and perspectives which can enrich our collective understanding, so by creating a culture of curiosity we can learn how to best focus our efforts.

Flexibility supports diverse needs. Recognising and responding well to diverse needs, ensures we deliver an inclusive communities, services and workplaces.

Diversity is embraced and celebrated. 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 communities, inclusive service delivery and inclusive workplaces. 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 COMMUNITIES

GOAL 1
We work with communities to help them thrive

COMMITMENTS

- Engage with, and support, local community groups and organisations
- Promote inclusive behaviour with residents and those using services
- Work directly with communities to identify inequality and tackle disadvantage.

GOAL 2
We work with partners to tackle disadvantage in our communities

COMMITMENTS

- Promote equality, diversity and inclusion through our supply chain and strategic partnerships
- Promote and encourage inclusive behaviour for future generations
- Work with all partner organisations to understand diverse needs and create inclusive communities.



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; including those digitally excluded
- 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 those using services and their needs by collecting their information and feedback
- Engage residents, those using services users and community groups when planning and delivering services
- Plan and deliver services that promote inclusion.

INCLUSIVE WORKPLACE

GOAL 5

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

COMMITMENTS

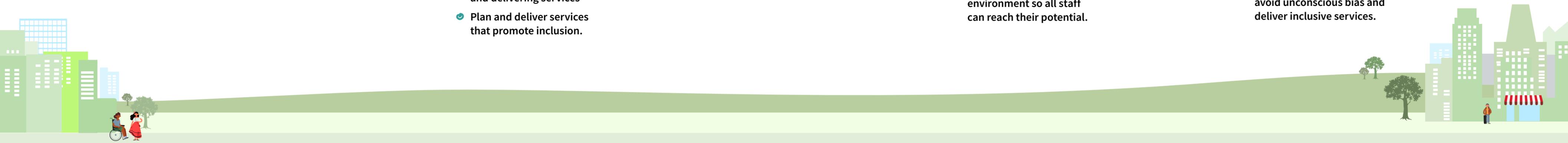
- Improve the diversity of our organisation at all levels to be representative of our communities
- Celebrate and promote diversity in our workforce
- Provide a supportive environment so all staff can reach their potential.

GOAL 6

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.



Responsibility for delivering **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:



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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



Alternative formats

If you require this document in an alternative format, ie easy read, large text, audio, Braille or a community language, please get in touch.

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Contact us

 [oxfordshire.gov.uk/contact-us](https://www.oxfordshire.gov.uk/contact-us)

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**‘Including Everyone’ – Equality, Diversity and Inclusion:
Cherwell District Council
Initial Action Plan**

This document sets out the initial action plans that support Cherwell District Council and Oxfordshire County Council’s ‘Including Everyone’ Framework. The Framework is divided into three sections.

- Section One – Inclusive Communities
- Section Two – Inclusive Service Delivery
- Section Three – Inclusive Workforce

Section One: Inclusive Communities

Goal	Work with communities to help them thrive			
Desired Outcome	We are working directly with local underrepresented community groups to tackle inequality, our Council is representative of the community it serves, and everyone understands our commitments to equality, diversity and inclusion			
Item	Commitment	Action	Lead	Timescale
1.1	Engage with, and support, local community groups and organisations	We will take the time to listen, learn and build strong relationships with community groups. We recognise that we don’t fully understand the barriers that underrepresented groups face in the local communities and we want to work together to fix this.	Director of Strategy, Insight and Communications	Planning during October 2020 for a November 2020 engagement launch date
1.2	Promote inclusive behaviour with service users	We will clearly explain on our website, social media platforms and in our buildings how important equality, diversity and inclusion is to our staff and customers by setting out how you can expect to be treated by us and how we expect customers to respect us in return.	Director of Strategy, Insight and Communications and Director of Digital and ICT	Start October 2020 with quarterly updates

Appendix 2

1.3	Work directly with communities to identify inequality and tackle disadvantage	Both Councils' recognise the disproportionate impact of COVID on certain marginalised communities. We will listen and work with local community groups to co-produce solutions aimed at tackling racism and discrimination in our society.	Director of Strategy, Insight and Communications	Planning during October 2020 for a November 2020 engagement launch date Starting October 2020 as part of engagement exercise in 1.1
1.4	Work directly with communities to identify inequality and tackle disadvantage	We will analyse the ways in which the public engage with local democracy such as speaking at Council meetings or standing as Councillors and will actively encourage underrepresented groups to consider standing for elections and participate in public meeting debates including those who may digitally excluded.	Corporate Director Commercial Development, Assets and Investment/Principal Governance Officer	Planning during October 2020 for a November 2020 engagement launch date Starting October 2020 as part of engagement exercise in 1.1
1.5	Work directly with communities to identify inequality and tackle disadvantage	Work with the Polish community in Banbury to identify inequalities and take action to improve inclusion	Assistant Director, Wellbeing	#tbc#

Goal	Work with partners to tackle disadvantage in our communities			
Desired Outcome	Our suppliers and organisations working on our behalf understand that to work with us they need to share our commitment to equality, diversity and inclusion. We are working constructively with partner organisations to make sure that we reduce inequality and discrimination in our local communities.			
Item	Commitment	Action	Lead	Timescale
1.6	Promote equality, diversity and inclusion through our supply chain and strategic partnerships	<p>We will improve our commissioning and procurement procedures so that organisations working on our behalf or supplying us understand our equality, diversity and inclusion principles and that we expect them to act in the same way. We will also improve the way we monitor our contracts to make sure that EDI is part of the way we monitor progress.</p> <p>In our standard documentation we will present the Council's revised EDI policy and the expectation that contractors will share our aspirations.</p>	Corporate Director for Finance/Head of Procurement and Contract Management	Work currently underway, initial decision expected December 2020
1.7	Work with partner organisations to understand diverse needs and create inclusive communities	We will work collaboratively with our city/district and health colleagues to understand the barriers around the county in relation to housing/homelessness, employment and deprivation and how it disproportionately affects particular groups	Director for Public Health	Ongoing. Work to build ward profiles of the 10 most deprived areas currently underway
1.8	Work with partner organisations to understand diverse needs and create inclusive communities	We know that the effects of climate change are more likely to negatively impact on people in living in areas of higher deprivation and we will address this through our Climate Action Framework	Corporate Director Planning and Growth/Director for Planning and Place	Starting October 2020 and reporting at least annually

Section Two: Inclusive Service Delivery

Goal	Our information and buildings are accessible for all			
Desired Outcome	We will have improved the way we present information about our services so that it is accessible to everyone, including those who do not have access to the internet. We have worked with our communities to make sure our buildings are welcoming and accessible to all now and in the future.			
Item	Commitment	Action	Lead	Timescale
2.1	Ensure our information, website and digital services are accessible for all; including those digitally excluded	We will proudly promote our equality, diversity and inclusion principles on our websites with statements from our senior leaders and clearly set out the steps we are taking to create inclusive communities and services	Director of Digital and ICT	October 2020 onwards
2.2	Ensure our information, website and digital services are accessible for all; including those digitally excluded	We will ensure that customers know how to contact our services and we take an inclusive approach to designing the most suitable customer experience based on their feedback.	Director of Culture and Customer Experience	Initial work underway with additional activities planned during Q3 and Q4 2021
2.3	Ensure our information, website and digital services are accessible for all; including those digitally excluded	We will introduce a clear and consistent policy regarding the translation of our information	Director of Strategy, Insight and Communications	February 2021
2.4	Ensure our information, website and digital services are accessible for all; including those digitally excluded	We will make sure during the current website review that our websites are as accessible as possible for everyone. We recognise that we have a new legal requirement to make them better for everyone who uses them.	Director for Digital and ICT	Underway, updating quarterly

2.5	Take action to make our buildings accessible to all residents and staff	As we look to re-open our buildings and develop a new Property Strategy, we will take this opportunity to create more accessible spaces for services to be delivered.	Corporate Director Commercial Development, Assets and Investment /Director for Property, Investment and Commercial Facilities Management	Underway as part of a new Property Strategy
Goal	Our services use good data and engage with users to plan and meet their diverse needs			
Desired Outcome	We gather the right data about people who use our services and we do this consistently across the organisation. We work together with people who use our services so that we can improve them for everyone, particularly the most vulnerable.			
Item	Commitment	Action	Lead	Timescale
2.6	Better understand those using services and their needs by collecting their information and feedback	We will improve the ways we collect information about our residents, including the forms we have on our website, customer satisfaction surveys, complaints and equality monitoring information about our residents. We will do this by making our questions consistent across the Council and clearly explaining why we ask for this information. We will then be able to use this information to improve the services we provide to people.	Information Services Manager/Director for Culture and Customer Experience	Starting November 2020, additional activities from January 2020.
2.7	Better understand those using services and their needs by collecting their information and	With our improved ways of collecting data, we will be able to use this information to improve the services we provide for residents. This will include understanding how we can safely share	Information Services Manager/Director for Culture and Customer Experience	Starting November 2020, anticipated 9-12 month roll out.

	feedback	information with other organisations and partners and understand any trends or gaps in service provision for underrepresented groups.		
2.8	Engage residents, those using services, and community groups, when planning services	We will continue to improve the quality of our services by co-producing with our residents. We have an ambition for as many services as possible to be co-produced in the future.	Corporate Director for Adult Social Care and Housing/Co-Production Lead	Underway
2.9	Engage residents, businesses those using services, and community groups, when planning services	We will engage with businesses and key stakeholders to ensure that inclusive prosperity is a key factor in developing the Cherwell Industrial Strategy	Assistant Director Growth and Economy (CDC)	Cherwell Industrial Strategy is in development and is long-term so will be delivered over a 10-year timeframe. Multiple projects will result; with a cross-cutting theme of inclusive prosperity
2.10	Plan and deliver services that promote inclusion	The Council has a legal requirement to understand the impact that decisions will have on people with certain protected characteristics. To ensure that we take this approach from the start of the decision-making process, we will deliver a new holistic equalities impact assessment tool so that we can understand and mitigate against any negative impacts on the decisions we take	Director of Strategy, Insight and Communications	Underway

Section Three – Inclusive Workforce

Goal	Our workforce is inclusive, reflecting the diversity of the communities we serve			
Desired Outcome	We are seen in our community as an employer of choice in our local community. We have increased the diversity of our organisation by recruiting the most talented individuals who share our values and commitments to equality, diversity and inclusion.			
Item	Commitment	Action	Lead	Timescale
3.1	Improve the diversity of our organisation at all levels to be representative of our communities	We will closely monitor progress against our action plan and regularly communicate updates to staff and the public using a 'You Said, We Did' approach. We will review and add new actions at least once a year and we will make sure we involve staff networks and union representatives to constructively challenge the progress we think we have made.	Director of Strategy, Insight and Communications	To be undertaken as part of an annual review process
3.2	Improve the diversity of our organisation at all levels to be representative of our communities	We create more opportunities for staff, particularly those in underrepresented groups in our management, to have shadowing and mentoring opportunities so that everyone can reach their full potential.	Director for Human Resources	Start December 2020 and review April 2021
3.3	Improve the diversity of our organisation at all levels to be representative of our communities	We will introduce a mentoring for diversity scheme.	Director for Human Resources	Underway

3.4	Celebrate and promote diversity in our workforce	We will celebrate and raise awareness of different inclusion occasions across the year, working with our staff networks to celebrate role models and learn from each other.	Director of Strategy, Insight and Communications	Underway
3.5	Celebrate and promote diversity in our workforce	We are proud of the awards we hold that recognise our commitments to equality and inclusion. We will maintain our Armed Forces Silver Award and our current level in the Disability Confidence Scheme. We will agree how we can get external verification of our progress around race equality.	Director for Human Resources	Underway
3.6	Celebrate and promote diversity in our workforce	We will start to produce ethnicity pay gap reporting and work to understand and tackle the barriers to accessing career progression and more senior roles for those from diverse backgrounds, including those from a Black, Asian or Minority Ethnic background or those with a disability.	Director for Human Resources	12 months
3.7	Provide a supportive environment so all staff can reach their potential	We will provide clear and consistent communication to staff about why we collect equalities information and how we will appropriately use this data to improve our services so that they have confidence to disclose information. Our aim will be to increase the numbers of staff who provide this	Director for Human Resources	Underway, reported annually.

		information so we can respond to it.		
3.8	Provide a supportive environment so all staff can reach their potential	Develop a clear set of expectations for staff and managers that recognises the importance of staff networks, mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line managers to do so	Director for Human Resources/Director for Children's Services	Underway
3.9	Provide a supportive environment so all staff can reach their potential	We will ask an independent organisation to assess our Equality Diversity Inclusion approach, we will set out actions resulting from the assessment in our plans and report on them.	Director Communications, Insight and Strategy	Underway
Goal	Our staff have the values, skills and knowledge to be inclusive			
Desired Outcome	Staff at all levels of the organisation have received training about equality, diversity and inclusion and the impact of unconscious bias. We have embedded equality, diversity and inclusion into our organisational values, policy development and staff clearly understand and are delivering work that promotes inclusive services.			
Item	Commitment	Action	Lead	Timescale
3.10	Identify and tackle discrimination in all its forms	We will provide clear and consistent communication to staff about our approach to tackle bullying and harassment through our Dignity at Work policy. This will include how staff can report any instances and how these will be investigated	Director for Human Resources	Underway
3.11	Provide managers with the skills to support employees with different	We know that some staff do not currently feel comfortable to have conversations about equality inclusion issues or completing impact	Director of Strategy, Insight and Communication	May 2021

Appendix 2

	needs and plan inclusive services	assessments so we will write guidance, create tools and deliver training to help address this and make it part of our everyday working life		
3.12	Train our staff to identify and avoid unconscious bias and deliver inclusive services	We will deliver unconscious bias training to CEDR, ELT and Councillors in the first instance and then deliver the messages from this training across the Councils	Director for Human Resources	Underway, training has been delivered to CEDR, ELT and Councillors.

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.



**OXFORDSHIRE
COUNTY COUNCIL**

Cherwell Data – Age

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- 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

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- 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

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White: 90.85%

English/Welsh/Scottish/Northern
Irish/ British: 83.63%

Irish: 0.96%

Gypsy or Irish Traveller: 0.10%

Other White: 6.16%

Asian/Asian British: 4.84%

Indian: 1.25%

Pakistani: 1.20%

Bangladeshi: 0.38%

Chinese: 0.86%

Other Asian: 1.16%

**Mixed/ Multiple ethnic group:
2.02%**

White and Black Caribbean: 0.57%

White and Black African: 0.24%

White and Asian: 0.69%

Other Mixed: 0.52%

**Black/ African/ Caribbean/
Black British: 1.75%**

African: 1.08%

Caribbean: 0.47%

Other Black: 0.20%

Other ethnic group: 0.53%

Arab: 0.21%

Any other ethnic group: 0.32%



Cherwell – Race and Ethnicity

- Page 51
- 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 Appendix 3

- 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

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- 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

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

Cherwell District Council

Executive

2 November 2020

Car Parking Strategy

Report of Assistant Director Environmental Services

This report is public

Purpose of report

To present the revised car parking strategy with an action plan following Public Consultation and the impact of Coronavirus

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the results of the Public Consultation
- 1.2 To consider and approve the revised Car Parking Strategy and Car Parking Action Plan following feedback from public consultation and the impact of coronavirus

2.0 Introduction

- 2.1 Members of the Overview & Scrutiny Committee set up a Task and Finish Group to examine car parking. The car parking management contract with Apcoa had commenced in June 2017 and the performance of the new arrangements could be reviewed to help set the future strategy of car parking.
- 2.2 A number of Task and Finish meetings were held with the first meeting being 4 September 2018. Further meetings followed 9 October 2018 & 5 December 2018. A final meeting took place on 6 March 2019.
- 2.3 A wide range of issues were presented by officers including income, costs, the Apcoa contract, car parking usage, benchmarking charges against nearby towns and the issues which arise around civil parking enforcement.
- 2.4 From Member suggestions and following consultations meetings with Banbury BID, Bicester Vision and Kidlington Parish Clerk a draft Car Parking Strategy with Action Plan was produced. This has been further developed following the public

consultation. In addition the impacts of coronavirus have been considered both for the short term and the medium term.

- 2.5 The proposed latest Car Parking Strategy with Action Plan are in the Appendices 1 & 2.
- 2.6 A key part of this new strategy was to explore Civil Parking Enforcement (CPE) with Oxfordshire County Council, South Oxfordshire District Council and Vale of White Horse Council. A joint project team with representatives from each authority was set up and a consultant with extensive experience of CPE was appointed to advise on the full range of implications, costs and risks. The report from the consultant has helped to formulate a proposal for Civil Parking Enforcement (CPE) which will be considered by all partner authorities' Executive/Cabinet.
- 2.7 Since late March car parking has been severely impacted by changes in footfall in the three urban centres due to coronavirus. Income virtually disappeared in April as key workers were allowed to park for free. Since April usage as measured by income has increased each month but levels are still substantially lower than 2019 levels.

3.0 Report Details

- 3.1 This Council operates a large number of car parks in Banbury, Bicester and in Kidlington, these are identified in Appendix 3. They generate a substantial source of income, around £1.8 million per annum but there are also significant operating costs to ensure the car parks are operated safely and meet the needs of all the different users.
- 3.2 In June 2017 the operation of the car parks was outsourced to Apcoa for an initial five year period. The implementation of this new contract has meant some significant changes such as new car parking machines which not only allow card & contactless payment but also provide much more data on car parking usage.
- 3.3 These changes allowed elected members to review the successes of the new arrangements and to help set out a new car parking strategy for the future.
- 3.4 Following four meetings of the Task and Finish group consultations meeting were set up with Banbury BID and Bicester Vision.
- 3.5 The Car Parking Strategy was brought before members in September 2019 and a public consultation carried out. The consultation was delayed due to the purdah period prior to the general election in December, so didn't commence until January 2020.
- 3.6 The public consultation ran for six weeks from 6 January 2020 and produced 1104 responses which is an excellent response.
- 3.7 The key responses and actions that have resulted are as follows
 - 79% of users agree that our car parks are safe places to park

- 62% of users agree that our car parks are maintained to a high standard
- 71% of users agree our car parks are designed to support use by those with additional physical needs
- 55% of users believe we should offer electric charging points in our car parks
- 60% of users do not believe that on street parking and parking restrictions (e.g. double yellow lines) are managed effectively

3.8 These responses and others have been considered. Other questions asked include signage to car parks and how people pay for car parks.

3.9 There were 200 free text responses out of the 1100 responses requesting free or reduced pricing for car parking.

3.10 The feedback from the public consultation, from consultation from businesses through Banbury BID & Bicester Vision and feedback from the Overview & Strategy committee has helped shape the strategy & the action plan.

3.11 Key points in the action plan include improved signage to & from the car parks, the move towards increasing the number of pay on exit car parks, looking at changing the lighting to LEDs.

3.12 The coronavirus pandemic has had a significant impact on car parking. From the start of the lockdown usage fell dramatically. Car Parking was free for key workers and income fell to a very low level in April. Usage & hence income has increased each month, but September 2020 is still over 20% below income levels in September 2019.

3.13 During April–July enforcement was largely ceased with enforcement officers regularly cleaning the ticket machines. The pandemic has highlighted the need to move more quickly away from cash to card payment either by contactless or card using a PIN and via phone payment through Apcoa Connect.

3.14 Contactless payment on some machines is taking too long for authorisation of payment and work is taking place to substantially improve times. This delay is a barrier to increasing the use of contactless payments and reducing the need for coin collection from the car parking machines. The improvements in the time for authorisation of payments should be in place before December 2020.

3.15 The table below sets out the impact of coronavirus on car parking as measured by income levels in 2020 compared to 2019

	2019	2020	Change	% reduction
April	£159,968	£21,090	£138,878	-87%
May	£170,791	£27,809	£142,982	-84%
June	£145,976	£54,472	£91,504	-63%
July	£169,120	£112,560	£56,560	-33%

August	£152,439	£125,064	£27,375	-18%
September	£172,264	£126,680	£45,584	-26%
Total	£970,558	£ 467,675	£502,883	-52%

- 3.16 The overall usage in the first six months is considerably down. Although usage has recovered in August & September usage is still significantly down on the same period in 2019.
- 3.17 A number of issues are being pursued which are included in the revised action plan, These include increasing the number of pay on exit car parks, hopefully to total three before March 2021. Other areas of change include increasing capacity with a new long stay car park with approximately 35 spaces in Compton Road
- 3.18 An equalities & climate impact assessment has been carried out. There are no negative impacts from the implementation of this strategy. Some elements of the strategy will have a positive impact including installing car parking charging (climate change), ensuring car parks have sufficient disabled spaces (disability) and ensuring our car parks remain safe for all in the community.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Car Parking Strategy and the associated action plan has been developed with the input of elected members and other key stakeholders.
- 4.2 The proposed strategy has now been brought back to Executive following public consultation. An equalities impact assessment has also been carried out which has not identified any areas of concern. In addition, the impact of coronavirus has been considered. The Action Plan will be reviewed on a regular basis and as a minimum updated on an annual basis as part of the business planning process

5.0 Consultation

Banbury BID
 Bicester Vision
 Overview & Scrutiny Committee
 Public Consultation

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To adopt the Car Parking Strategy & Action Plan as the strategy & action plan provides a framework for the development of car parking.

Option 2: To reject the Strategy and ask officers to reconsider

7.0 Implications

7.1 Financial and Resource Implications

Car Parking is a significant source of income to the Council. The proposed strategy has no immediate impact on this income but any changes will be considered in future business planning cycles.

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

Legal Implications

- 7.2 With outsourcing of the council's parking management service outsourced to Apcoa, officers have rightly liaised with that company in formulating the parking strategy it wishes to present to the Executive, which is the appropriate forum for approval.

Officers will also need to be conscious of the need to calibrate the council's parking orders with this strategy.

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

Risk Implications

- 7.3 Car Parking can be an area of significant comment from users and businesses. It is important a balance exists between the different stakeholders and this strategy gives more visibility to the medium term car parking goals. These risks are managed as part of the services operational risk register and escalated to the leadership risk register as and when necessary.

Comments checked by: Louise Tustian, Head of Insight and Corporate Programmes, Louise.Tustian@cherwell-dc.gov.uk

Equalities Implications

- 7.4 An equalities and climate impact assessment has been carried out on the new strategy. The assessment identifies no negative impact of the strategy but positively supports car parking for those with mobility challenges or a particular need to drive. This will help to ensure that those with several protected characteristics are able to access local facilities the strategy intends to prioritise safety for all those in the community. We know that several of the protected characteristics are disproportionality affected by crime and anti-social behaviour and prioritising safety therefore has the potential to ensure that places in Cherwell are more accessible for all.

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

Climate Implications

- 7.5 Through the introduction of charging facilities it will help in the move from the Internal Combustion Engine (ICE) to electric vehicles, and provide facilities to local residents who could otherwise be locked out of low carbon vehicle future.

The Equalities and Climate Impact Assessment is in Appendix 4.

Comments checked by: Sam Thomas, Sustainability Project Officer,
sam.thomas@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An enterprising economy with strong & vibrant local centres

Lead Councillor

Councillor Dan Sames Lead Member for Clean & Green

Document Information

Appendix number and title

- Appendix 1 Car Parking Strategy
- Appendix 2 Car Parking Action Plan
- Appendix 3 District Car Park Locations and Number of Bays
- Appendix 4 Equalities and Climate Impact Assessment

Background papers

None

Report Author and contact details

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CHERWELL DISTRICT COUNCIL

CAR PARKING STRATEGY 2019-2023

INTRODUCTION

This strategy sets out the Council's approach to the provision and development of car parking in the District. The Strategy is supported by an Action Plan which sets out improvements that will be delivered in the short to medium term, and aspirations and principles for the longer term.

CURRENT PROVISION

Council's car parks

The Council holds a large portfolio of car parks. The purpose of each differs depending on its location and size. Some are intended to encourage short stays in central locations, others are aimed towards supporting commuters who need to park for the duration of a working day.

The full listing of car parks for each of the urban centres is set out in Appendix 3

Whilst the Council provides a range of car parks to support the vitality of our town centres, there are also a significant number of car parks owned or managed by private operators for which the Council has no direct influence.

Thames Valley Police are responsible for the enforcement of all on street parking restrictions. To assist in this process Cherwell District has funded a full-time equivalent Police Community Support Officer (PCSO) to ensure parking enforcement across the district is carried out.

PRINCIPLES

We have identified a number of principles which will determine the way in which we make decisions about how to manage car parking in the district.

- Listen to residents and our communities and use their views to inform the council's approach to car park provision
- Protect the environment and character of our towns through the appropriate provision and design of car parks and management of on-street car parking
- Deliver value for money to all local taxpayers from the council's car park assets
- Use our portfolio of car parks to provide for a range of parking needs

Car parks are used to enable a variety of different activities such as shopping trips, commuting to work and accessing town centre services and facilities. The factors influencing why drivers use certain car parks are complex and include: location; perception of safety and security; cost of parking; and, layout and accessibility. The length of time that drivers choose to park also varies depending on the nature of their trip. Therefore, we will consider carefully the purpose of each of our car parks and consider which type of activity they are intended to support and how we can best manage them to provide that purpose.

STRATEGIC OBJECTIVES

The strategic objectives, set out below, have been developed to ensure that the council's provision of car parking support the council's four priorities as identified in our Business Plan:

Leading on environmental sustainability (ES)

By providing car parks that are safe and accessible we will support local businesses and residents. Our aim is to not only ensure our car parks are safe & easily accessible but also are clean & they consider the environment.

ES 1: Maintain our car parks so they provide a safe place to park and discourage anti-social behaviour.

ES2 2: Maintain our car parks to a high standard which contributes positively to the character of our town centres and provides a high quality experience for our customers.

ES3 3: Play our part in responding to the increasing demand for electric charging points.

Healthy, resilient and engaged communities (HRE)

We will use our car parks to enable and encourage residents and visitors to access the leisure, community and recreational activities in our town centres. We will ensure our car parks support those with additional physical needs. We will seek to address irresponsible and inconsiderate parking which disrupts the flow of traffic and use of pavements in our towns and villages.

HRE 1: Design the lighting, layout and surfaces of our car parks so they support users with additional physical needs.

HRE 2: Work with Oxfordshire County Council and other districts to improve the management of on-street parking and parking restrictions.

HRE 3: Seek ways in which our car parks can promote and support the leisure, community and recreational activities in our town centres.

HRE 4: Ensure our car parks return to normal following weather events such as heavy snowfall

An enterprising economy with strong and vibrant local centres (EE)

Our car parks play a fundamental role for people choosing to use the services and shops in our town centres. They also support the economy of our town centres by providing places for people to park while at their place of work. We will manage our car parks so they play a part in supporting the vitality of our towns.

EE 1: Improve awareness of our car parks, and the valuable role they play in supporting our town centres, through improved promotion and marketing activities.

EE 2: Review our car parking charges on an annual basis benchmarking charges against other nearby towns. Ensuring a balance is achieved between encouraging maximum use of our car parks in a way

that supports the needs of businesses, workers, shoppers and commuters whilst ensuring value for money for all taxpayers is also obtained.

EE 3: Ensure car parking capacity and the use of land for car parking is considered with our Planning & Economic Development teams as our urban centres grow & change

EE 4: Ensure car parking services utilises new technologies where appropriate including in the areas of information & payment

Development & Review of the Car Parking Strategy

The development of this car parking strategy has involved a variety of different stakeholders. A task and finish panel of District Councillors and other key stakeholders with particular interests in the three urban centres such as Banbury Bid & Bicester Vision.

The Strategy has been taken through the usual democratic process covering Overview & Scrutiny, Executive and public consultation in early 2020

The accompanying action plan (appendix 2) to deliver this strategy will be reviewed on an annual basis with a full review of the Strategy before the end of this current strategy

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Cherwell District Council Car Parking Action Plan

July 2020

ES 1 Maintain our car parking so they provide a safe place to park and discourage anti-social behaviour

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Maintain our car parks so users feel safe	Ensure lighting standards are good and car parks are well lit	Survey during Winter 20/21	1. Carry out survey on lighting 2 Action failed on poor lighting	Lead Member Clean & Green	Landscape & Street scene manager

ES 2: Maintain our car parks to a high standard which contributes positively to the character of our town centres and provides a high quality experience for our customers

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Maintain our car parks so visually and functionally they are easy to use	Ensure car parks are inspected regularly for potholes, poor line marking, damaged street furniture. Produce a maintenance work programme	Implementation in 20/21	Lining work in car parks where lines have faded took place Summer 20/21	Lead Member Clean & Green	Landscape & Street scene manager

ES 3: Play our part in responding to the increasing demand for electric charging points

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Understand the demand for electric charging points	Work with providers and partners in Park & Charge project for provision to meet anticipated need Continue to monitor provision of charge points	Park Investigation and implementation in 20/21 Ongoing	Electric charging points installed in late 20/21 Review annually	Lead Member Clean & Green Lead Member Clean & Green	Landscape & Street scene manager Landscape & Street scene manager

HRE 1: Design the lighting, layout and surfaces of our car parks so they support users with additional physical needs

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Ensure lighting, layout and surfaces are fit for purpose	1 Survey car parks especially disabled spaces	Annually	Implementation of improvements	Lead Member Clean & Green	Landscape & Street scene manager

Appendix 2

HRE 2: Work with Oxfordshire County Council and other districts to improve the management of on-street parking and parking restrictions

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Work with Oxfordshire County Council & other partners on exploring Civil Parking Enforcement options	Active membership of Join Support financially the	Project commenced 19/20 Move forward with partners during 20/21	Production of feasibility report in 20/21 Submit application in late 20/21 with our partners if all are supportive	Lead Member Clean & Green Lead Member Clean & Green	Landscape & Street scene manager Landscape & Street scene manager

HRE 3: Seek ways in which our car parks can promote and support the leisure, community and recreational activities in our town centres

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Support events in our urban centres	Raise the awareness of Events taking place in our urban centres, whether run by CDC, Banbury or Bicester Town Councils, Kidlington Parish Council or other partners, this can be delivered by providing space for banners to support such events.	On going	Identify possible locations Likely to be a delay due to coronavirus as Events are not encouraged	Lead Member Clean & Green	Landscape & Street scene manager

HRE 4: Ensure our car parks return to normal following weather events such as heavy snowfall

Appendix 2

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Review adverse weather plans	Review gritting policy Identify priority for restoring capacity following events	Annually	Develop and implement revised policy for winter 2020/21	Lead Member Clean & Green Lead Member Clean & Green	Landscape & Street scene manager Landscape & Street scene manager

EE 1: Improve awareness of our car parks, and the valuable role they play in supporting our town centres, through improved promotion and marketing activities

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Improve the awareness of our car parks	Review signage to the car parks so our car parks are easy to find Review signage in Bicester	During 2019/20 2020/21	Signage improved in Banbury in 19/20 Install additional signage if required	Lead Member Clean & Green Lead Member Clean & Green	Landscape & Street scene manager Landscape & Street scene manager

EE 2: Review our car parking charges so they encourage maximum use of our car parks in a way that supports the needs of businesses, workers, shoppers and commuters whilst ensuring value for money for all taxpayers

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Ensure our car parking charges are competitive	Benchmark annually our charges against surrounding towns and other local providers	Annually	Review for each business planning cycle	Lead Member Clean & Green	Landscape & Street scene manager
2	Ensure a good balance of ultra short, short and long stay spaces exist	Review balance of spaces across urban centres	Last quarter 20/21	Review before end of 20/21 following Pay on exit work at Bolton Road changing to short stay when a new long stay at Compton Road opens	Lead Member Clean & Green	Landscape & Street scene manager

EE 3: Ensure car parking capacity is considered as our urban centres grow

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Monitor usage of car parks to understand capacity at all car parks	Identify areas of capacity shortfall	On going	Annually	Lead Member Clean & Green	Landscape & Street scene manager
		Explore options to increase capacity in Banbury along side the opening of Castle Quay 2	During 2020/21	Additional new capacity planned for Compton Road 2020/2021	Lead Member Clean & Green	Landscape & Street scene manager
		Protect existing capacity	Ongoing		Lead Member Clean & Green	Landscape & Street scene manager

EE 4: Ensure car parking services utilises new technologies where appropriate including in the areas of information & payment

	Initiative	Action	Timescale	Milestones	Lead Member	Lead Officer
1	Utilise technology where customer service benefits can be delivered	Keep up to date with developing technology	Ongoing		Lead Member Clean & Green	Landscape & Street scene manager
		Encourage the use of card & Apcoa Connect	Q2 2020	Reduce cash payments while increasing card & phone usage	Lead Member Clean & Green	Landscape & Street scene manager
		Increase number of pay on exit car parks	Q3 2020	Bolton Road Banbury.	Lead Member Clean & Green	Landscape & Street scene manager
			Q4	New car park at Compton Road		

Banbury		Bicester		Kidlington	
	No. Bays		No. Bays		No. Bays
Market Place	41	Market Square	30	Watts Way Long Stay	60
Market Place (disabled)	7	Market Square (Disabled)	4	Watts Way Short Stay	85
Windsor Street	115	Chapel Brook	38	Watts Way (Disabled)	7
Bridge Street	4	Chapel Brook (Disabled)	1	Total	152
Bridge Street (disabled)	3	Claremont	159		
The Mill	32	Claremont (Disabled)	12		
The Mill (disabled)	3	Cattle Market	270		
Chamberlain Court (3 bays reserved for Drs)	50	Cattle Market (Disabled)	8		
Spiceball North (Closed for CQ2)	0	Victoria Road	28		
Riverside	44	Victoria Road (Disabled)	1		
Riverside (disabled)	2	Total	551		
Compton Road	80				
Calthorpe Street East	17				
Calthorpe Street East (disabled)	3				
Calthorpe Street West Long Stay	79				
Calthorpe Street West Short Stay	31				
Calthorpe Street West Short Stay (disabled)	3				
South Bar Long Stay	90				
South Bar Short Stay	27				
Horsefair	45				
Horsefair (disabled)	2				
North Bar Street West Long Stay	31				
North Bar Street East Short Stay	32				
North Bar Street Short Stay (disabled)	7				
Bolton Road	141				
Bolton Road (Disabled)	8				
Total	897			Total District Bays	1600

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DISTRICT COUNCIL
NORTH OXFORDSHIRE



OXFORDSHIRE
COUNTY COUNCIL

Cherwell District Council and Oxfordshire County Council

Equality and Climate Impact Assessment

District Council Car Parks

September 2020

****Please see the guidance note for support with completing this assessment****

Section 1: Summary details

Directorate and Service Area	Communities – Environmental Services
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Car Parking Strategy
Is this a new or existing function or policy?	New Strategy for an existing function
<p>Summary of assessment</p> <p>Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community?</p> <p>(following completion of the assessment).</p>	<p>The Strategy sets out the manner in which the Council’s car parks will be managed and how they will link with other corporate priorities.</p> <p>The Strategy does not have a negative impact on any individuals or groups</p>
Completed By	Colum Nooney

Authorised By	Ed Potter
Date of Assessment	May 2020 but revisited October 2020

Section 2: Detail of proposal:

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The aim is to have a framework on how car parks will be operated , considering different stakeholders and ensuring the action plan fits in with corporate priorities</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>See Car Parking Strategy document</p>

<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>Consultations have taken place with a variety of stakeholders including a public consultation</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	

Section 3: Impact Assessment

Please indicate for each of the Public Sector Equality Duty 'protected characteristics' whether there may be no impact, a positive or negative impact, or a mixture of both. If there is no impact, you do not need to complete the rest of that row.

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Strategy ensures those with mobility issues are catered for with the allocation of specific larger bays		Street scene & Landscape Manager	
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape	

Appendix 4

						Manager	
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	

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Additional impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Additional community impacts							
Rural communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Armed Forces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Carers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape	

Appendix 4

						Manager	
Areas of deprivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Wider impacts							
Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Other Council Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None		Street scene & Landscape Manager	
Social Value ¹	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive		Street scene & Landscape Manager	

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Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
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¹ If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

OCC and CDC aim to be carbon neutral by 2030. How will your proposal affect our ability to reduce carbon emissions related to:							
Energy use in our buildings or highways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	Assistant Director Environmental Services	
Our fleet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	Assistant Director Environmental Services	
Staff travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	Assistant Director Environmental Services	
Purchased services and products (including construction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	Assistant Director Environmental Services	
Maintained schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	N/A	
We are also committed to enable Cherwell to become carbon neutral by 2030 and Oxfordshire by 2050. How will your proposal affect our ability to:							
Enable carbon emissions reduction at	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No significant impact although the implementation of car parking charging facility will		Assistant Director Environmental	

district/county level?				play a part in encouraging the switch from ICE to electric vehicles		Services	
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Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	April 2022
Person Responsible for Review	Street scene & Landscape Manager
Authorised By	Assistant Director Environmental Services

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Cherwell District Council

Executive

2 November 2020

Civil Parking Enforcement

Report of Assistant Director Environmental Services

This report is public

Purpose of report

To support a proposed application to the Department for Transport (DfT) for the introduction of a Special Enforcement Area (SEA) and bus lane enforcement powers across this district, South Oxfordshire and Vale of White Horse to provide Civil Parking Enforcement (CPE) managed by Oxfordshire County Council.

1.0 Recommendations

The meeting is recommended:

- 1.1 To support the application to the DfT for civil parking enforcement
- 1.2 To note the approval by the Oxfordshire County Council Cabinet to go forward with an application.

2.0 Introduction

- 2.1 This council has an action plan as part of the Car Parking Strategy which includes exploring the possibility of introducing Civil Parking Enforcement (CPE). Hence along with Oxfordshire County Council, South Oxfordshire and Vale of White Horse the four councils have worked jointly to investigate the feasibility of implementing CPE within their districts. CPE is already in place in Oxford City and West Oxfordshire.
- 2.2 The above councils are the only districts in the Thames Valley Police area where CPE is not in operation. Across the country there are only twelve districts which have not implemented CPE.
- 2.3 Oxfordshire County Council must apply to the DfT as the Highways Authority for each district area if the districts wish to proceed
- 2.4 An Officer working group led by OCC commissioned an independent feasibility study from a highly experienced consultant to determine the most suitable approach

to take in each District. Outline costs have been developed, including undertaking condition surveys of the lines and signs on the highway

- 2.5 The study undertaken has confirmed that subject to on-street charging being implemented within market towns that CPE can operate on a cost neutral basis
- 2.6 CPE can be managed by either via a CEA (Civil Enforcement Area) or a SEA (Special Enforcement Area). A SEA is considered the most appropriate option for Oxfordshire as it will provide flexibility to react to a wider range of parking offences. Oxford City and West Oxfordshire CPE is currently managed via SEAs. It is also recommended the County Council applies for bus lane enforcement powers across the county
- 2.7 An application to the DfT can be made by early 2021 with implementation expected to be possible in November 2021

3.0 Report Details

- 3.1 When making an application for CPE, authorities can either apply to be a CEA or a SEA. A CEA covers civil parking enforcement of waiting and loading restrictions whilst a SEA includes additional powers to also enforce dropped kerb obstruction and double parking offences.
- 3.2 It is intended that Oxfordshire County Council applies to become a SEA as this will enable the Authority to enforce a wider range of parking offences and better meet our duties under the Traffic Management Act 2004 of keeping traffic moving on the road network. This would also ensure continuity across the County as Oxford City and West Oxfordshire are both currently managed via SEA's. By being able to enforce dropped kerb and double parking offences it will be possible to deal with issues directly without the need to pass residents to other agencies.
- 3.3 The powers to carry out Civil Bus Lane Enforcement under the Transport Act 2000, requires a separate designation order and it is recommended by the Department for Transport that applications for a new CEA/SEA specify whether powers for Bus Lane Enforcement are also required so they can be included. Hence, it is intended that the County Council apply for these powers to give scope for future enforcement activity if required
- 3.4 Ensuring parking restrictions are adhered to is important to help ensure that congestion and road safety are being managed, and that the economies of town centres and high streets are supported. This is not a high priority for the police, who will generally only enforce where there is a danger or obstruction being caused. As a consequence, this Council has paid £37k/annum for the time equivalent of a PCSO FTE to carry out enforcement activities. This ensures some enforcement is carried out at a cost to the Council. This arrangement is a short term arrangement and is unlikely to be sustainable for the long term.
- 3.5 CPE for on-street parking is already in place for West Oxfordshire (managed by the District Council as agents to the County Council) and Oxford City (managed by the County Council). This has been in place for 10 and 23 years respectively.

- 3.6 This Council, the County Council, Vale, and South Oxfordshire District Councils have been working in partnership to explore options and potential business cases for implementing CPE, with support from a specialist consultant. This work has now been completed and demonstrates that there is business case for CPE that is financially viable.
- 3.7 Each District currently has their own external provider for off street parking enforcement. The County recently entered into 5-year contracts with Conduent to manage on-street restrictions in Oxford. In the short term, utilisation of these existing contracts to provide a service is preferable, with a possible longer-term ambition of a single parking contract across Oxfordshire. This is subject to legal and procurement review and with full agreement from all partners.
- 3.8 Each of the councils are now seeking approval to continue to progress and implement on street CPE through their own democratic processes. The County Council gave approval at Cabinet in October. Vale of White Horse & South Oxfordshire District Councils will look to gain approval over the next few weeks.
- 3.9 This project is considered to support later stages of the Covid-19 'recovery' efforts, both in helping to ensure cycling and bus corridors are free from obstructions, but also to manage a potential increase in car travel and the associated issues that can arise. The introduction of CPE also supports the promotion of active travel through the ability to proactively manage parking restrictions which will help ensure the highway is safer and clear of obstructions.
- 3.10 In the longer term it is believed that a single parking service across Oxfordshire covering both on and off-street parking could be an effective approach. However, there are a number of challenges involved in this, and it will not be feasible during the initial phases of this project. Discussions will continue with the other partners to explore potential options and timings.
- 3.11 There will be costs associated with undertaking of CPE for this Council, one off costs associated with implementation. However, these off costs, £60k per district council are less in value than two years paying Thames Valley Police for PCSO time. For the County Council the ongoing costs, if the existing enforcement contract can be utilised, in particular the 'back office' systems, and some on-street P&D bays can be introduced, then it is believed an on-street enforcement service could be provided at a cost neutral position.
- 3.12 The anticipated income and expenditure in running the CPE service are set out in the table below. This assumes Oxfordshire County Council manage CPE on street and District Councils continue to manage off street responsibilities.
- 3.13 A growing deficit is reported as the cost of a penalty charge notice (i.e. income) is fixed by the DfT whilst the model used builds in a 3% inflationary factor for operating costs which is predominantly made up of staffing costs. Year 1 shows a greater deficit due to the inclusion of start-up expenditure

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Estimated Annual Income	£146,650	£168,045	£168,045	£168,045	£168,045	£818,830
Estimated Annual Operating Costs	£179,285	£166,275	£171,263	£176,401	£181,693	£874,917

Surplus (+) Deficit (-)	-£32,635	£1,770	-£3,218	-£8,356	-£13,648	-£56,087
Surplus (+) Deficit (-) after P&D income	£43,065	£77,470	£72,482	£67,344	£62,052	£322,413

- 3.14 To mitigate the estimated deficit of £56,087 over the initial 5 years of the scheme, Officers have identified locations which are suitable for the introduction of on-street pay and display parking. It is estimated that after covering operational costs and expenditure, the net revenue from this proposal would recover an average of £75,700 per annum over the 3 districts, which equates to £378,500 over 5 years.
- 3.15 To achieve this a commitment of implementing a total of 168 on-street parking charges at locations in Banbury, Bicester, Abingdon & Wallingford is required. Around 50% would fall in Banbury & Bicester. In addition to the finance aspects, CPE is expected to bring wider benefits to local businesses in managing the demand for parking. An agreement aligning on and off street parking between the county council and district council would be required to make this viable.
- 3.16 This is a joint project between the District and County Councils for the benefit of our residents, and as such it is proposed setup costs would be distributed between the District and County Councils. It is proposed that all the costs and income of operating the scheme reside with the managing authority, which is proposed to be Oxfordshire County Council. Whilst there is a risk, such an approach is deemed appropriate to reward and incentivise the enforcing authority. The proposed distribution of set up costs between authorities is proposed as below:

Item	Cost	Cost owner
Rectifying defects to signs and lines	£250,000	OCC
Updating appeals software for new areas	£20,000	DC's
Publicity and advertising costs	£60,000	DC's
Start up costs for new pay and display bays	£100,000	DC's

TOTAL £430,000

Allocation of setup costs:

Oxfordshire County Council – £250k

Cherwell District, Vale of White Horse and South Oxfordshire – £60k per district

- 3.17 It is anticipated this Council's £60,000 contribution will be a one-off contribution funded from ceasing paying TVP £37k/year for the time of one FTE PCSO. The new arrangements will increase the amount of resources on enforcement changing from 1 FTE to 3 FTE
- 3.18 It should be noted that the allocations would be based on actual costs, therefore the final contribution may be less than the estimates within this report. A commitment has been made that the District Councils would not be requested to contribute further should costs go over the estimates provided
- 3.19 The continuation of existing operations by this Council in enforcement of the Council's owned off-street car parks. The agreement in principle would be based on

an initial 5 year period from the commencement of CPE. Options to align on and off-street enforcement can be reviewed as existing enforcement contracts end

- 3.20 The overall joint business case makes a number of assumptions, and whilst a conservative approach has been taken, there is a risk that the number of penalty charge notices issued is less than predicted. This risk is mitigated via the use of on street P&D bays to supplement the income anticipated from CPE. The financial risk although low sits with the County Council
- 3.21 Parking does cause issues for this Council and its residents, and if action is not undertaken when there is the ability to do so, may cause reputational challenges. The recent public consultation on parking showed 60% agreed there was insufficient enforcement.
- 3.22 Limited communication has taken place while this joint team has investigated CPE. However, it is important that widespread engagement is going to be necessary to successfully implement CPE.
- 3.23 Should the request to proceed with an application to the DfT to implement CPE by our partners be approved, a full consultation of key stakeholders will be completed. If a successful application is made a formal comms strategy will then be developed to support the implementation of the scheme
- 3.24 An indicative timetable for implementation is as follows

MILESTONE	DATE
Completion of feasibility study & development of financial model	June 20
Early consultation with DfT regarding potential implementation dates.	July 20
CEDR approval sought for an application to be made	Aug 20
Oxfordshire Cabinet approval sought for an application to be made	Oct 20
CDC Executive approval sort for an application to be made	Nov 20
Draft application developed for the introduction of a SEA in districts.	Oct 20-Dec 21
Comms strategy agreed with all partners	Oct 20
Commencement of review of signs, lines and TROs	Jan 21-Aug 21
Commencement of the Statutory Consultation process	Feb 21-April 21
Application submitted to the DfT	April 21
DfT review & parliamentary process	April 21-Nov 21
Establishment of formal 'back office'	July 21-Nov 21
Formal comms roll out to wider stakeholders & community groups	July 21-Nov 21
Designation Order created and CPE brought into effect	Nov 21

4.0 Conclusion and Reasons for Recommendations

- 4.1 The plan for an application to be made for the introduction of CPE has been done with our partners Vale of White Horse, South Oxfordshire & the County Council. Agreement with officers at all four councils have been made to proceed to our respective Executive/Cabinet to approve an application being made to DfT.
- 4.2 If an application is successful CPE could be implemented from late 2021.

- 4.3 The new arrangements offer several benefits for this Council. More resources, up to 3 FTEs will be engaged in on street parking enforcement this is an increase from the current 1 FTE provided by PCSOs. Increase enforcement will address many of the issues related to car & other vehicles parking in prohibited locations in the three urban centres

5.0 Consultation

Oxfordshire County Council
South Oxfordshire District Council
Vale of White Horse

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To support the application to the DfT

Option 2: To reject the application to the DfT & continue with the current arrangements

7.0 Implications

Financial and Resource Implications

- 7.1 The proposal involves making a contribution of £60k with on going costs & risks being with Oxfordshire County Council. Currently the Council pays more than £37k/year to Thames Valley Police to fund time from PCSOs to carry out parking enforcement. The one off contribution is less than two years funding PCSO time

Comments checked by:

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

Legal Implications

- 7.2 Civil parking enforcement is a legal process, and enforcement authorities are expected to ensure that their employees and contractors who operate civil parking enforcement regimes have a clear and full understanding of what the law requires.

In this respect, s87 of the Traffic Management Act 2004 demands that the council must have regard to statutory guidance, which explains how to approach, carry out and review civil parking enforcement, which is regulated by Part 6 of the Traffic Management Act 2004. Here is a link to such guidance:

<https://www.gov.uk/government/publications/civil-enforcement-of-parking-contraventions/guidance-for-local-authorities-on-enforcing-parking-restrictions>

That guidance states, amongst other things, that a special enforcement area must be within a CEA or cover the same area as one. Authorities considering whether to apply for special enforcement area designation as part of their CEA application must do so under Schedule 10 paragraph 3 (1) – (4), asking the Secretary of State to designate the relevant part of their area as a special enforcement area.

Officers will also need to ensure traffic regulation orders, traffic signs and road markings comply with legal requirements, and that the traffic signs and road markings are compatible with the orders. Close liaison with the county council, as well as other districts that have progressed CPE/SEA in their areas, will therefore be essential.

Liaison will also be required with the council's contracted off-street car parking managers, who currently administer parking restrictions pursuant to the Road Traffic Regulation Act 1984, enforcement of which comprises convictions for non-payment in the magistrates courts rather than civil penalties through a CPE regime.

Comments checked by:

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

Risk Implications

- 7.3 Car Parking can be an area of significant comment from users and businesses. In the recent public consultation 60% of residents were dissatisfied with the levels of enforcement. The risks will largely managed be managed by Oxfordshire but any risks for this Council will be monitored as part of the services operational risk register and escalated to the leadership risk register as and when necessary

Comments checked by:

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

Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

An enterprising economy with strong & vibrant local centres

Lead Councillor

Councillor Dan Sames, Lead Member for Clean & Green

Document Information

Appendix number and title

- None

Background papers

None

Report Author and contact details

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Cherwell District Council

Executive

2 November 2020

Amendments to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017

Report of Assistant Director – Planning and Development

This report is public

Purpose of report

The purpose of this report is twofold:

- a) To inform Executive of the proposed revisions to the adopted Graven Hill Phase 1 Local Development Order (Second Revision) 2017 and;
- b) To seek authorisation for the adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 subject to consideration of consultation responses with the Lead Member for Planning.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the proposed revisions to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017.
- 1.2 To note the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 (Appendix A).
- 1.3 To note the consultation process undertaken in respect of the draft LDO (Third Revision) 2020 and any comments raised to date.
- 1.4 To note the requirement to notify the Secretary of State of a decision to adopt a LDO as soon as practicable, and no later than 28 days after the Local Planning Authority has adopted the Order.
- 1.5 To authorise the Council's adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 subject to the Assistant Director – Planning and Development being satisfied that no substantive objections have been received in consultation with the Lead Member for Planning.

2.0 Introduction

- 2.1 The Graven Hill Phase 1 Local Development Order 2015 was originally adopted on 15 December 2015. Following the LDOs initial adoption and a Lead Member report in December 2016, the LDO was formally revised. The Graven Hill Phase 1 Local Development Order (Revision) 2017 was adopted on 18 January 2017. The 2017 revision covers 198 plots. It provided further clarity and addressed some minor design and neighbour amenity changes identified as a result of applying the LDO to the first 10 plots.
- 2.2 Towards the end of 2017, further revisions were necessary. Following a report to the Executive in November 2017, the LDO was formally revised and The Graven Hill Phase 1 Local Development Order (Second Revision) 2017 was adopted on 19 December 2017. The second revision incorporated an amended plan (at Schedule 2) to extend the land to which the Order applies to cover 276 plots. A number of changes were included regarding a 'Confirmation of Compliance' process set out within Schedule 3 of the LDO.
- 2.3 The main reason for preparing an LDO was to facilitate the delivery of self-build dwellings on the site. It was envisaged that a LDO would achieve this by simplifying the planning process whilst providing certainty that individuality and variety in design would be supported within the parameters set by the Masterplan and Design Code approved under the outline planning permission (ref: 11/01494/OUT). The Masterplan and Design Code have since been amended under subsequent outline planning permissions (16/01802/OUT, 18/00325/OUT and 19/00937/OUT).
- 2.4 The current LDO is due to expire on 15 December 2020. A revised draft LDO has therefore been prepared and incorporates an extended expiry date, a new definition for 'principal elevation' and amendments relating to requirements for hard surfaces (Schedule 2, Class A – Condition A.2(g)).
- 2.5 The revised draft LDO does not make any substantive changes to the number of dwellings included, the scale of development or the design parameters for the site. The changes that have been made are detailed below and within the attached Statement of Reasons at Appendix B. The draft LDO 2017 is attached at Appendix A.
- 2.6 Under Article 38 of The Town and Country Planning (Development Management Procedure) Order 2015, where a Local Planning Authority has prepared a draft LDO it must consult on that draft giving a period of not less than 28 days for representations to be made. The draft LDO is being consulted on; the consultation period has been extended to include some additional consultees and expires on the 12th November 2020.
- 2.7 The draft LDO 2020 has been publicised in the Bicester Advertiser and by way of site notices displayed at the site. Notification letters have been sent to Ambrosden Parish Council and Bicester Town Council, all relevant consultees, and to those with an interest in the land that would be affected by the LDO.
- 2.8 When considering the proposed amendments set out in the draft Order or whether it should be adopted, the Local Planning Authority must take into account all representations made in relation to the draft Order.

3.0 Report Details

Consultation Responses

- 3.1 No consultation responses have been received so far during the consultation period. Members will be updated at the Executive's meeting.

Proposed Revisions

Extension of time period – Additional 3 years

- 3.2 It is proposed to extend the expiry date by three years to allow time for the remaining plots in phase 1 to benefit from the provisions of the Local Development Order.

Interpretation at 2. (1) – New definition for principal elevation

- 3.3 The following definition has been included:

“principal elevation” means the elevation containing the main architectural features such as main bay windows or a porch serving the main entrance. It is not required to contain the ‘front entrance’ but it should be the most architecturally dominant elevation and appear as the most important/interesting elevation.

- 3.4 There have been a small number of ‘Confirmation of Compliance’ applications which have been refused because the principal elevation of the dwelling was not considered to front the highway and therefore did not comply with the provisions of the LDO. This caused some disagreement with applicant as there was no definition of principal elevation. This definition has been included to provide clarity on expectations regarding Schedule 2, Class A, Condition A.2(c) of the LDO.

Drainage requirements for hard surfaces to the front of dwellings (Schedule 2, Class A – Condition A.2 (g))

- 3.5 The current requirements specify that any hard surface to be provided on land between a wall forming a principal elevation of the dwellinghouse and the highway must be either made of porous materials, or provision made to direct run-off water from the hard surface to a permeable or porous area or surface within the curtilage of the dwellinghouse.
- 3.6 Graven Hill Development Company (the developer for the site) has raised concerns that on some plots, this is not the appropriate solution due to the ground conditions/soil type and it is resulting in drainage issues with neighbouring plots especially where there are significant differences in ground levels.
- 3.7 A site wide sustainable urban drainage scheme (SUDS) was approved (Condition 57 of permission 19/00937/OUT) prior to the commencement of development on the site and it is considered appropriate that where porous/permeable surfacing is not practical, alternative provision could be made with conforms with the site wide sustainable drainage.
- 3.8 The proposed wording of condition A.2 (g) has been to allow greater scope in this regard. The proposed wording reflects wording set out in The Town and Country Planning (General Permitted Development) (England) Order 2015. (GPDO, 2015).

3.9 The proposed wording states:

'In so far as practicable, any hard surface to be provided on land between a wall forming the principal elevation of the dwellinghouse and the highway must either be made of porous materials, or provision made to direct run-off water from the hard surface to a permeable or porous area or surface within the curtilage of the dwellinghouse'.

3.10 It should also be noted, that once complete and occupied, dwellings on the Graven Hill site would benefit from the provisions of the GPDO 2015 (as amended) and any future areas of hard surfacing could be constructed by complying with these provisions. Therefore, it is reasonable for the LDO to offer the same provisions at the point of construction of the dwelling-house.

Environmental Impact Assessment (EIA) Regulations

3.11 There is a requirement for the Council to adopt a screening opinion prior to making a LDO under Regulation 6(6) of The Town and Country Planning (Environmental Impact Assessment) Regulations 2017 (EIA Regulations).

3.12 The Council adopted a screening opinion on 16 October 2020 to the effect that the Environmental Statement submitted to support the outline planning application 11/01494/OUT remains adequate to assess the environmental effects of the development that would be permitted by the LDO, and so a new Environment Impact Assessment is not required.

3.13 The development that would be permitted by the LDO is not considered to be materially different in scale or use to that which is permitted by the outline planning permission, and is not considered to give rise to materially different or significant greater impacts than the approved development.

3.14 The proposed modifications to the draft LDO cover plots within phase 1 of the development and relate to procedural matters and points of clarification, and do not alter or amend the nature, scale or type of development that would be permitted or the likely environmental impacts that will result.

3.15 Therefore, and having regard to the environmental information submitted with the outline planning application, the draft LDO as modified (Appendix A) is not considered to give rise to environmental effects above and beyond those which have already been assessed in the outline planning application.

Adoption

3.16 To enable continuation of the LDO, the proposed revision needs come into effect by 15 December 2020. The Executive is asked to authorise the adoption of the proposed LDO revision subject to there being no substantive objections received by the close of consultation on 12 November 2020 and in agreement with the Lead Member for Planning.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020, would continue to facilitate and encourage self-build and custom build housing at Graven Hill by simplifying the planning process whilst providing certainty that individuality and variety in design would be supported within the parameters set by the Masterplan and Design Code already approved under the outline planning permission. The draft LDO 2020 is considered to remain effective in facilitating the delivery of custom build and self- build development at Graven Hill.
- 4.2 The consultation period is yet to expire, and Executive will be provided with an update of the consultation responses received to date at the meeting on 2 November. It is therefore recommended that providing that no substantive objections are received to the revision set out in this report and within the draft LDO 2020, that the proposed revision is adopted. The Secretary of State would be notified of the Executive's decision to adopt the LDO revision in accordance with Article 38(11) of the Town and Country Planning (Development Management Procedure) Order 2015.

5.0 Consultation

- 5.1 Councillor Colin Clarke - Lead Member for Planning
- 5.2 Statutory consultation as detailed in paragraphs 2.6, 2.7 and 3.1 of this report.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to adopt the revised LDO

This option would mean that the existing LDO remains in place until 15th December 2020 when it expires. After this date the development would no longer benefit from an LDO and all future plots in Phase 1 would require a reserved matters application or individual planning permissions. This could impact on the rate of delivery of custom build and self-build units at Graven Hill.

Option 2: Further revisions to the LDO

Officers consider that the proposed revisions address the changes required (subject to consideration of any substantive objections received by 12 November 2020).

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications identified. The work on the LDO is being completed using existing budget.

Comments checked by:
Karen Dickson, Strategic Business Partner, karen.dickson@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council has followed the required process for amending the LDO.
- 7.3 There is a requirement under Article 38(11) of the Town and Country Planning (Development Management Procedure) Order 2015 to notify the Secretary of State of a decision to adopt an LDO no later than 28 days after the Local Planning Authority has adopted the Order.

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

Risk Implications

- 7.4 Failure to adopt a revised LDO would result in future development plots (after 15 December 2020) in Phase 1 requiring a reserved matters application or individual planning permission. This could impact on the rate of delivery of custom build and self-build units at Graven Hill.

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

Equality & Diversity Implications

- 7.5 As set out in the report, the revision to the LDO does not make any substantive changes to the number of dwellings included, the scale of development or the design parameters for the site. Therefore, the recommendations of this report, including the proposed change to drainage requirements for hard surfaces, will not have adverse impact on any individuals or protected groups. Access to buildings would be unaffected by the change.

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

Bicester South and Ambrosden
Launton and Otmoor

Fringford and Heyford

Links to Corporate Plan and Policy Framework

Business Plan 2020-21

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

Lead Councillor

Councillor Colin Clarke – Lead Member for Planning

Document Information

Appendix number and title

- Appendix A: Draft Graven Hill Phase 1 LDO (Third Revision) 2020
- Appendix B: Statement of Reasons

Background papers

None

Reference papers

- Report to Executive 2 November 2015: Graven Hill: MOD Bicester Sites D & E, Ambrosden Road Upper Arcott
<http://modgov.cherwell.gov.uk/documents/s30436/Report%20to%20Executive%20NOV%20FINAL.pdf>
- Lead Member Report 16 December 2016 – Amendments to Graven Hill Phase 1 Local Development Order
<http://modgov.cherwell.gov.uk/mglIssueHistoryHome.aspx?IId=16668&Opt=0>
- Report to Executive 6 November 2017: Amendments to Graven Hill Phase 1 Local Development Order (Revision) 2017
<http://modgov.cherwell.gov.uk/mgConvert2PDF.aspx?ID=36416>
- Graven Hill Local Development Order (Second Revision) 2017
<https://www.cherwell.gov.uk/info/115/planning/309/graven-hill-local-development-order-second-revision-2017>

Report Author and contact details

Rebekah Morgan - Principal Planning Officer

01295 227937, rebekah.morgan@cherwell-dc.gov.uk

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DISTRICT COUNCIL
NORTH OXFORDSHIRE

Graven Hill Phase 1

Local Development Order (Third Revision) 2020

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Cherwell District Council, in exercise of the powers conferred on the Council as local planning authority by sections 61A-61D and Schedule 4A of The Town and Country Planning Act 1990 (as amended), and pursuant to Article 38 of The Town and Country Planning (Development Management Procedure) Order 2015 (the Procedure Order), makes the following revision of the Graven Hill Phase 1 Local Development Order (Second Revision) 2017:

Citation, commencement and application

1. (1) This Order may be cited as the Graven Hill Phase 1 Local Development Order (Third Revision) 2020 and comes into force on <<*dated to be inserted*>>;
 - (2) From the date this Order comes into force, the Graven Hill Phase 1 Local Development Order (Third Revision) 2020 shall be treated as revised in accordance with the provisions of this Order.
 - (3) This Order applies to the land at Graven Hill Bicester shaded Yellow and annotated as “Residential land covered by LDO” on the plan included as Schedule 1 to the Order.
 - (4) Subject to the Council’s power to revoke this Order under section 61A(6) of the Act, this Order will remain in force until 15 December 2023.
 - (5) If the Order is revoked or revised such that it ceases to grant planning permission in respect of a development that has commenced and has received confirmation of compliance under this Order, that development may be completed.
 - (6) Nothing in this Order removes, cancels, or otherwise makes void the national permissions granted by The Town and Country Planning (General Permitted Development) (England) Order 2015 (the General Order).

Interpretation

2. (1) In this Order –

“access” has the same meaning as in the Procedure Order

“the Act” means The Town and Country Planning Act 1990 (as amended)

“appearance” has the same meaning as in the Procedure Order

“construction” means the carrying out of building or engineering operations in, on, over or under land and “construct” and “constructed” shall be construed accordingly

“completion” means that to all intents and purposes the dwellinghouse has been completed and is either occupied or capable of being occupied as a dwellinghouse, and “complete” and “completed” shall be construed accordingly

“the Council” means Cherwell District Council

“confirmation of compliance” means a formal written notification of the local planning authority confirming that a proposed development complies with the Masterplan and Design Code approved under the outline planning permission

“confirmation of compliance guidance note” means a document prepared; and if required, updated by the Local Planning Authority providing advice on the procedure for confirmation of compliance and information needed to support a confirmation of compliance application.

“custom build” and “self build” means the erection or construction by (a) individuals, (b) associations of individuals, or (c) persons or companies working with or for individuals or associations of individuals, of houses to be occupied as homes by those individuals, and “custom built” and “custom builder” and “self built” and “self builder” shall be construed accordingly

“developer” means a custom builder or self builder

“development” has the same meaning as in section 55 of the Act

“dwellinghouse” does not include a building containing one or more flats, or a flat contained within such a building

“erection” means the carrying out of operations to erect a structure or building on or over land

“General Order” means The Town and Country Planning (General Permitted Development) (England) Order 2015 and any subsequent amendment to that Order

“highway” has the same meaning as in the Highways Act 1980 (as amended)

“landscaping” has the same meaning as in the Procedure Order

“layout” has the same meaning as in the Procedure Order

“Masterplan and Design Code” means the master plan and design code originally approved under condition 26 of the outline planning permission, and any subsequent amendment of the masterplan and design code approved pursuant to an application under section 73 of the Act relating to that outline planning permission

“outline planning permission” means the planning permission dated 08 August 2014 granted by the Council pursuant to the application for outline planning permission dated 29 September 2011 and allocated reference number 11/01494/OUT, and any subsequent planning permission granted pursuant to

an application under section 73 of the Act relating to that outline planning permission

“the Procedure Order” means The Town and Country Planning (Development Management Procedure) (England) Order 2015 and any subsequent amendment to that Order

“principal elevation” means the elevation containing the main architectural features such as main bay windows or a porch serving the main entrance. It is not required to contain the ‘front entrance’ but it should be the most architecturally dominant elevation and appear as the most important/interesting elevation’.

“scale” has the same meaning as in the Procedure Order

- (2) For the purposes of determining whether development complies with the Masterplan and Design Code -

“front boundary” means any boundary which is or would be forward of the principal elevation of a dwelling

“Gross Internal Area (GIA)” means the total enclosed internal floor area, above ground level, of a building measured within the external walls taking each floor into account and excluding the thickness of the external walls. The Gross Internal Area includes any integral garages and conservatories”

“maximum building height” means the height of the building when measured from the approved ground level (approved under the Masterplan and Design Code or other relevant condition of the outline permission) of the plot to the top of the highest part of the roof, excluding any external chimneys, flues, soil or vent pipes or other structures for renewable energy generation

“vehicle bay” means a vehicle bay for the parking of a single car, which measures a minimum of 2.5 metres by 5.5 metres.

Permitted development

3. (1) Reserved matters approval pursuant to the outline planning permission is hereby granted for the classes of development described as permitted development in Schedule 2.

(2) Any permission granted by paragraph (1) is subject to any relevant exception, limitation or condition specified in Schedule 2.

(3) Nothing in this Order permits development contrary to or without compliance with any condition imposed by the outline planning permission.

(4) The permission granted by Schedule 2 does not apply if—

(a) in the case of permission granted in connection with an existing building, the building operations involved in the construction of that building are unlawful;

(b) in the case of permission granted in connection with an existing use, that use is unlawful.

(5) The permission granted by Schedule 2 does not authorise any development which creates an obstruction to the view of persons using any highway used by vehicular traffic, so as to be likely to cause danger to such persons.

(6) Where a person uses electronic communications for making any application required to be made under any Class of Schedule 2, that person is taken to have agreed—

(a) to the use of electronic communications for all purposes relating to that person's application which are capable of being affected using such communications;

(b) that the address for the purpose of such communications is the address incorporated into, or otherwise logically associated with, that person's application; and

(c) that the deemed agreement under this paragraph subsists until that person gives notice in writing revoking the agreement (and such revocation is final and takes effect on a date specified by the person but not less than 7 days after the date on which the notice is given).

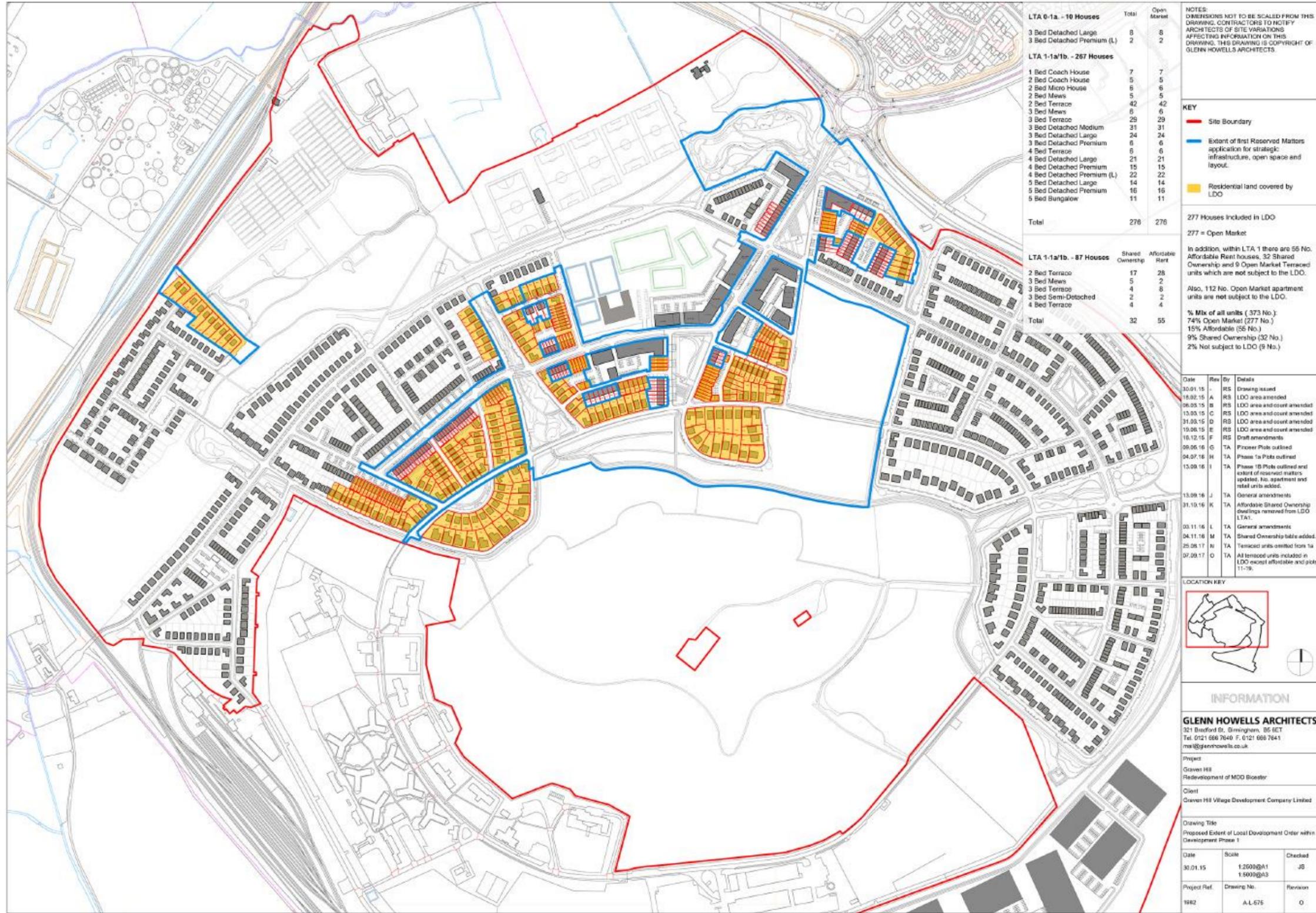
Adopted by Cherwell District Council on

The Common Seal of
Cherwell District Council
was affixed hereunto in
the presence of:

Authorised Signatory

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Schedule 1 – Land to which this Order applies



Schedule 2 – Permitted Development

Class A – the erection or construction of a dwellinghouse

Development Permitted

A. The erection or construction of a dwellinghouse, including access and landscaping, pursuant to the outline planning permission

Development Not Permitted

A.1 Development is not permitted by Class A if –

- (a) In the case of a detached or semi-detached dwellinghouse, the dwellinghouse is not a custom build or self build dwellinghouse;
- (b) the dwellinghouse is to be erected or constructed on land that is not identified for development as a dwellinghouse in the Masterplan and Design Code approved under the outline planning permission; or
- (c) the dwellinghouse does not comply with the Masterplan and Design Code approved under the outline planning permission;
- (d) the dwellinghouse would include the construction or provision of a balcony or raised platform above ground floor level which would extend beyond a wall forming any side elevation or any rear elevation of the dwellinghouse

Conditions

A.2 Development is permitted by Class A subject to the following conditions –

- (a) Prior to development commencing, the developer must apply to the Local Planning Authority for a determination as to whether the development complies with the Masterplan and Design Code approved under the outline planning permission and the provisions of Schedule 3 of this Order apply in relation to that application
- (b) In the case of a dwellinghouse forming part of a terrace and that is not a custom build or self build dwellinghouse:
 - i) evidence that the whole of the terrace has been subject to a robust and realistic marketing exercise for custom build and self build development for a minimum period of 6 months shall be submitted to and approved by the Local Planning Authority as part of its determination under paragraph A.2(a); and
 - ii) at least one dwellinghouse within the terrace must be a custom build or self build dwellinghouse.
- (c) The principal elevation of the dwellinghouse must front a highway

- (d) Any upper-floor window located in a wall or roof slope forming a side elevation of the dwellinghouse and facing a boundary with a neighbouring dwellinghouse that has received either confirmation of compliance or planning permission must be —
- (i) obscure-glazed unless the window is more than 1.7 metres above the floor of the room in which the window is installed; and
 - (ii) non-opening unless the parts of the window which can be opened are more than 1.7 metres above the floor of the room in which the window is installed
- (e) Any part of the dwellinghouse that would —
- (i) have more than a single storey; and
 - (ii) would be within 2 metres of the boundary with a neighbouring dwellinghouse that has received either confirmation of compliance or planning permission
- must not extend beyond the rear wall of the neighbouring dwellinghouse by more than 3 metres, or such other limit as is approved as part of the Design Code and Masterplan.
- (f) the height of any external chimney, flue, soil or vent pipe, or other structure for renewable energy generation, must not exceed the highest part of the roof of the dwellinghouse by 1 metre or more.
- (g) In so far as practicable, any hard surface to be provided on land between a wall forming the principal elevation of the dwellinghouse and the highway must either be made of porous materials, or provision made to direct run-off water from the hard surface to a permeable or porous area or surface within the curtilage of the dwellinghouse
- (h) Development under Class A must be completed within a period of 3 years starting with the confirmation of compliance date

Class B – the enlargement, extension or alteration of a dwellinghouse

Development Permitted

B. The enlargement, extension or alteration of a dwellinghouse erected or constructed under Class A of this Order

Development Not Permitted

B.1 Development is not permitted by Class B if —

- (a) the enlargement, extension or alteration does not comply with the Masterplan and Design Code approved under the outline planning permission; or

- (b) the enlargement, extension or alteration would consist of or include the construction or provision of a balcony or raised platform, above ground floor level, which would extend beyond a wall forming a side elevation or rear elevation of a dwellinghouse

Conditions

B.2 Development is permitted by Class B subject to the following conditions –

- (a) Prior to development commencing, the developer must apply to the Local Planning Authority for a determination as to whether the development complies with the Masterplan and Design Code approved under the outline planning permission and the provisions of Schedule 3 of this Order apply in relation to that application
- (b) Any upper-floor window located in a wall or roof slope forming a side elevation of the dwellinghouse and facing a boundary with a neighbouring dwellinghouse that has received either confirmation of compliance or planning permission must be —
 - (i) obscure-glazed unless the window is more than 1.7 metres above the floor of the room in which the window is installed; and
 - (ii) non-opening unless the parts of the window which can be opened are more than 1.7 metres above the floor of the room in which the window is installed
- (c) Any part of the enlargement, extension or alteration that would –
 - (i) have more than a single storey; and
 - (ii) would be within 2 metres of the boundary with a neighbouring dwellinghouse that has received either confirmation of compliance or planning permission

must not extend beyond the rear wall of the neighbouring dwellinghouse by more than 3 metres, or such other limit as is approved as part of the Design Code and Masterplan.
- (d) the height of any external chimney, flue, soil or vent pipe, or other structure for renewable energy generation, must not exceed the highest part of the roof of the dwellinghouse by 1 metre or more.

Class C – buildings etc incidental to the enjoyment of a dwellinghouse

Development Permitted

C. The provision within the curtilage of a dwellinghouse that is being erected or constructed under Class A of this Order of –

(a) any building or enclosure, swimming or other pool required for a purpose incidental to the enjoyment of the dwellinghouse as such; or

(b) a container used for domestic heating purposes for the storage of oil or liquid petroleum gas

Development Not Permitted

C.1 Development is not permitted by Class C if –

- (a) the dwellinghouse has been completed;
- (b) any of the following criteria would apply:
 - (i) the total area of ground covered by buildings, enclosures and containers within the curtilage (other than the dwellinghouse that is being erected or constructed) would exceed 50% of the total area of the curtilage (excluding the ground area of the dwellinghouse that is being erected or constructed);
 - (ii) any part of the building, enclosure, pool or container would be situated on land forward of a wall forming, or proposed to form, the principal elevation of the dwellinghouse that is being erected or constructed;
 - (iii) the building would have more than a single storey;
 - (iv) the height of the building, enclosure or container would exceed –
 - (i) 4 metres in the case of a building with a dual-pitched roof
 - (ii) 2.5 metres in the case of a building, enclosure or container within 2 metres of the boundary of the curtilage of the dwellinghouse, or
 - (iii) 3 metres in any other case;
 - (v) the height of the eaves of the building would exceed 2.5 metres;
 - (vi) it would include the construction or provision of a veranda, balcony or raised platform;
 - (vii) it relates to a dwellinghouse or a microwave antenna; or
 - (viii) the capacity of the container would exceed 3, 500 litres

Interpretation of Class C

C.3 For the purposes of Class C, “purpose incidental to the enjoyment of the dwellinghouse as such” includes the keeping of poultry, bees, pet animals, birds or other livestock for domestic needs or personal enjoyment of the occupants of the dwellinghouse

Schedule 3 – Procedure for Confirmation of Compliance under Schedule 2

(1) The following provisions apply where under this Order a developer is required to make an application to the Local Planning Authority for a determination as to whether the development complies with the Masterplan and Design Code approved under the outline planning permission.

(2) The application must be accompanied by—

- (a) a written description of the proposed development;
- (b) a plan indicating the location of the site in relation to neighbouring plots;
- (c) a plan or plans and documents showing the details of access, appearance, landscaping, layout, scale and Sustainable Construction Methods of the proposed development (advice on the details to be included on the proposed plans and documents can be found on the Confirmation of Compliance Guidance Note);
- (d) the developer's contact address, contact telephone number; and
- (e) the developer's email address if the developer is content to receive communications electronically

(3) The Local Planning Authority shall, as far as is practicable, determine an application submitted under sub-paragraph (2) within 28 days following the date on which the application was received by the Local Planning Authority.

(4) The local planning authority may refuse an application where, in the opinion of the Authority—

- (a) the proposed development does not comply with, or
- (b) the developer has provided insufficient information to enable the authority to establish whether the proposed development complies with,

any conditions, limitations or restrictions specified in this Order as being applicable to the development in question.

(5) Where the Local Planning Authority refuses an application under paragraph (3), for the purposes of section 78 (appeals) of the Act such a refusal is to be treated as a refusal of an application for approval.

(6) The development must not begin before the receipt by the applicant from the Local Planning Authority of a written notice of their determination that the development complies with the Masterplan and Design Code approved under the outline planning permission.

(7) The development must be carried out in accordance with the details provided in the application referred to in sub-paragraph (2) unless the Local Planning Authority and the developer agree a non-material amendment in writing. Advice on non-material amendments can be found within the Confirmation of Compliance Guidance Note.

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Statement of Reasons

Draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020

In accordance with paragraphs (1) and (2) of Article 38 of The Town and Country Planning (Development Management Procedure) Order 2015, the Council is required to prepare a statement of reasons for making the Order containing a description of the development which the Order would permit, and a plan or statement identifying the land to which the Order would relate.

Description of Development

The development which the Order would permit is:

- A) The erection or construction of a dwellinghouse that is either a custom build or self-build dwellinghouse, pursuant to the outline planning permission for the redevelopment of the site (ref: 19/00937/OUT)
- B) The enlargement, extension or alteration of a dwellinghouse that has been erected or constructed under the Order
- C) The provision of buildings etc. incidental to the enjoyment of a dwellinghouse that is being erected or constructed under the Order

The development which would be permitted by the Order would be subject to limitations and conditions as detailed under Schedule 2 of the draft Order, including a requirement to apply for confirmation as to whether the development complies with the Masterplan and Design Code approved under the outline permission.

Land to which the Order would relate

The land at Graven Hill, Bicester, shaded yellow and identified as “residential land covered by LDO” on the plan included as Schedule 1 to the draft Order.

Reasons for Making the Order

Graven Hill Phase 1 Local Development Order (Second Revision) 2017 (LDO 2017ii) was adopted on the 19 December 2017 to facilitate and encourage self-build and custom build housing at Graven Hill by simplifying the planning process whilst providing certainty that individuality and variety in design would be supported within the parameters set by the Masterplan and Design Code to be approved under the outline planning permission. Since the LDO 2017ii revision almost 3 years ago it has been applied to approximately 130 plots at Graven Hill, submitted for Confirmation of Compliance. In applying the document when processing applications for confirmation of compliance, some additional requirements and changes have been identified by the Local Planning Authority and Graven Hill Village Development Corporation to provide further clarity and address some minor issues. The proposed amendments are set out in detail below.

- Title of the Document: Graven Hill Phase 1 Local Development Order (Third Revision) 2020
- The existing LDO (LDOii) expires on 15 December 2020. It is proposed to extend this date by 3 years to allow the remaining plots in this phase to utilise the LDO and the compliance process.

Appendix B

- Interpretation 2. (1) – new definition for “principal elevation”. This is to provide clarity on expectations regarding Condition A.2(c) of Class A, Schedule 2.
- Schedule 2, Class A – Condition A.2 (g) has been amended to include ‘In so far as practicable’ prior to the requirement for hard surfaces (between the dwelling and the highway) to be made of porous material or provision made to direct run-off water to a permeable or porous area within the curtilage of the dwelling. This is to deal with issues relating to ground conditions.

Cherwell District Council

Executive

2 November 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 September 2020.

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during September 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 four appendices to this report:

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

3.0 Report Details

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

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

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

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

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

Priority: Housing that meets your needs

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

3.5 Overview of our performance against this strategic priority:

Number of Housing Standards interventions is reporting Red for September and Amber for Year to Date (49 against a target of 55). Although the team's ability to carry out visits in response to service requests from tenants and other parties is increasing, the ability to carry out proactive and unannounced visits to properties is still significantly restricted by COVID-19 which is limiting the number of enforcement interventions they can deliver. The situation is expected to improve if COVID-19 restrictions ease.

The number of residents placed into temporary accommodation has reduced during September due to the work of the Housing Team to move on clients accommodated during the pandemic as quickly as possible. Since March lockdown, advice and accommodation has been provided to all rough sleepers; over 40 people placed have also been offered move-on accommodation. The team has given priority to homeless households, where appropriate, to secure settled accommodation via the Housing Register or Private Rented homes through the Cherwell Bond Scheme. Some people, 8 currently, are still reported as rough sleeping in Cherwell, the Outreach Team is working together with the Housing Options Team to verify individual circumstances, offering assessment and support to make suitable offers of accommodation.

Maintain 5 Year Land Supply (Quarterly) is reporting Red for September 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.

Net Additional Housing Completions (Quarterly) is reporting Red for September and Year to Date (190 against a target of 285). Provisional quarterly net housing completions (Q2) are 190 (figures are verified at the end of the Financial Year). Year to date figure (Q1 & Q2) is 408. Delivery is lower than required due to the national working & economic conditions Housing projections are being reviewed for the December Annual Monitoring Report.

Homelessness prevention – The COVID-19 emergency has changed working practices and presentations seen by the Housing Options Team. More single people have approached the council in crisis, which has required a shift in the way we respond to emergency situations rather than upstream work to prevent homelessness. 85 clients have been assisted since the March lockdown started and the Government required local housing authorities to accommodate rough sleepers. Many clients have been helped to secure move-



on accommodation and the number of single clients in emergency accommodation has now reduced to 8 placements. The team has continued to provide advice and prevent homelessness wherever possible and the number of households with children approaching the council remains low. The stay on evictions until 21st September has helped with this.

Deliver Innovative and Effective Housing Schemes is reporting Amber for September and Year to Date. All 'Hope Close' completions were achieved in September. The handover of 14 units at Admiral Holland were achieved on 24th September, also, 7 rented houses were let by the end of September. The 'Bullmarsh Close' scheme started on site 28th September.

Priority: Leading in environmental sustainability

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

3.7 **Overview of our performance against this strategic priority:**



During September residents of north Oxfordshire, who are keen to keep their neighbourhood neat and tidy, were offered help to get involved in the **Keep Britain Tidy Great British September Clean** initiative. The event ran from 11th to 27th September and Cherwell District Council offered gloves, hi-viz jackets, litter pickers and rubbish

sacks to local people who wanted to be involved. Also, the council picked up the rubbish collected.

Reduction of fuel consumption used by fleet is reporting Red for September and Amber for Year to Date (39,878 against a target of 32,627). Tonnages collected are 13% higher than last year, with more vehicles being used. Extra rounds are being done due to the growth in the district, there are more commercial and bulky waste customers than last year meaning, more income for the Council, but also more fuel usage.

Reduce Environmental Crime - Interviews under caution are able to restart now at Bodicote House; a risk assessment has been put in place for this to be possible and the interview room is COVID-19 compliant.

Protect the Built Heritage is reporting Amber for September and Year to Date. The Team continues to Work on Conservation Area Appraisals (Bloxham and Grimsbury). A number of officer reports on completed Conservation Area Appraisals require finalisation. Heritage advice continues to be provided to inform Development Management decision making.

The percentage of Waste Recycled & Composted during September was 58.13% (against a target of 56%). During the first six months of the year 1,971 tonnes of



Recycling and 1,699 tonnes of Residual waste were collected. This is a 13.4% increase in waste and recycling collected. In a normal year we would expect to collect less than 1% extra in 12 months.

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 Green for September and Amber for Year to Date. The team have achieved a cumulative collection rate of 55.14% against a target of 57.00%. The shortfall equates to approximately £2m, which is lower than last month's shortfall, this is due to the commencement of reminder notices. The team has been issuing smaller batches of reminders, in accordance with guidance from the Magistrates Court; whilst the numbers issued are vastly reduced the reminders increased our in month collection by £300k. Summonses for these reminders will be issued in October.



% of Business Rates collected, increasing NNDR Base - Is reporting Green for September and Amber for Year to Date. We have achieved a collection rate of 56.44% as at end of September against a target of 58.50%. Whilst the collection rates are still slightly short of our cumulative target, the shortfall reduced from £2.4m last month to just under £1m this month. We issued summonses during September with court on early October. We will continue to monitor accounts with large overdue balances and will proactively chase debtors via email and telephone calls as well as issuing formal reminder notices, final notices and summonses to prompt payment.

Work continues to support the **Development Our Town Centres**, a review has been made on the impact of COVID-19 on the district's urban centres. Also, a study on Bicester Footfall has been undertaken to monitor the town centre vitality, and work continues with the Bicester Town Centre Task Force to develop projects which will help mitigate the impact of the pandemic.



The team continues to **Support Business Enterprise, Retention, Growth and to Promote Inward Investment**, providing support for the implementation of the COVID-19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) to local businesses, working in close liaison with colleagues at local authorities in Oxfordshire, with OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic.

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:

As part of our efforts to **Improve Leisure & Communities Facilities**, works had commenced in relation to the feasibility studies for Leisure provision within the District linked to our Active Communities Strategy. Consultation has commenced with some stakeholders and two workshops were held in September with the consultants supporting on the project and Council Officers.

Following the success of **StreetTag in Cherwell**, funding has been secured to launch it across Oxfordshire and to promote a competition between schools to promote active travel to school. Street Tag is a family friendly initiative that rewards families and individuals for their physical activities such as walking, running, cycling,



among a host of other fitness activities. Street Tag brings people together to participate in outdoor physical activities, by turning streets into a giant virtual playground, and increasing their outdoor experiences. Extra points are offered to families by signing up with their FAST (Families Active Sporting Together) card number.

The 'Community Hubs Emergency Relief Grant' was launched with a budget of £70k, By the end of September £15k of funding has been awarded.

During September **the Community Safety team continued to deliver core community safety work in the district**, including contributing with the Police led "Operation Stronghold week", seeking to disrupt organised crime, Cherwell officers supported this week through late night operations around the NightTime Economy. Also, Community Safety and Licensing teams' members carried out evening visits to licensed premises to monitor compliance with COVID-19 control measures and guidance.

Summary of Performance

- 3.12 The Council reports monthly on performance against 41 Business Plan Measures, with 22 Programme Measures and 19 Key Performance Indicators. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Programme Measures and Key Performance Indicators (41)

Status	Description	September	%	DoT	YTD
Green	On target	34	83%	↑	27
Amber	Slightly off target	2	5%	↓	8
Red	Off target	4	10%	↑	5
	No data	1	2%	NA	1

Please note that the KPI measure “High risk food businesses inspected” will no longer be relevant this year due to the Food Standards Agency changing the national food law enforcement programme as a consequence of COVID-19. Food safety will be assured through alternative, targeted measures.

Risk Update

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

Risk Scorecard – Residual Risks

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11 & L12	L01, L17, L19	
	3 - Moderate		L16	L02, L05, L14, L15, L18, & L21	L08 & 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 07/10 – Comments updated
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 07/10 – No changes
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 07/10 – Comments updated
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 08/10 – Comments updated
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 08/10 – Comments updated
L08 Health & Safety	12 Medium risk	↔	Risk Reviewed 08/10 – No changes
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 08/10 – Mitigating actions updated
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 08/10 – No changes
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 05/10 – Comments updated
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 01/10 – No changes
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 08/10 – Comments updated
L15 Oxfordshire Growth Deal	9 Low risk	↑	Risk Reviewed 05/10 – Score, mitigating actions and comments updated
L16 Joint Working	6 Low risk	↔	Risk Reviewed 06/10 – No changes
L17 Separation	16 High risk	↔	Risk Reviewed 06/10 – No changes.
L18 Workforce Strategy	9 Low risk	↔	Risk Reviewed 06/10 – Comments updated
L19 Covid19 Community and Customers	16 High risk	↔	Risk Reviewed 08/10 – Mitigating actions updated.
L20 Covid19 Business Continuity	12 Medium risk	↔	Risk Reviewed 06/10 – No changes
L21 Post Covid19 Recovery	9 Low Risk	↔	Risk Reviewed 06/10 – No changes.

During September the leadership risk had one score change L15 Oxfordshire Growth Deal (see Appendix 3 for details)

Finance Update

- 3.16 The Council's forecast financial position up to the end of September shows a forecast underspend of £0.3m. This is made up of a £3.4m overspend related to Covid-19 costs (para 3.19), offset by a £3.7m underspend on business as usual costs (para 3.17).
- 3.17 Before taking into account funding held for Covid costs, the directorate revised budgets have forecast a net overspend of £0.8m. This is mainly driven by a £1.2m forecast overspend in Leisure. There is £1.2m budget available within the Executive Matters Budget to offset costs when they are incurred. Taking this into account, there is an overall underspend of £0.4m across the services.
- 3.18 The following assumptions have been made in assessing the costs of Covid-19 to the Council:
- Phased reopening of businesses from June to August
 - All businesses able to reopen from September
 - Full economic recovery does not happen before the end of financial year
 - Contract support to some service providers will continue until the end of October in line with Government guidance.
- 3.19 Applying these assumptions gives a forecast cost of Covid-19 of £6.5m for 2020/21. This is a combination of additional costs and loss of income arising from the impact of the Covid-19 pandemic on Council services. This is partially met by Covid-19 support grant funding of £1.8m and an estimated grant of £1.3m to partially meet income losses. This reduces the in-year Covid-19 pressure to £3.4m.
- 3.20 For more detail on the movements across all budgets please see Table 1 showing the main reasons for the variances in 2020/21.
- 3.21 CDC has identified options for how it will meet any funding shortfall that may remain for 2020/21 which were considered by the Executive on 20 August 2020 and approved by the Council on 7 September 2020.
- 3.22 There are further risks to the forecasts for service delivery such as the possibility of a second period of lockdown, either nationally or locally, to respond to a second peak in Covid-19 cases. This scenario is difficult to model as this would impact different services to different degrees with some services forecasting higher costs in the recovery phase than the response phase.

3.23 Report Details

Table 1: Forecast Revenue Outturn

Revenue Monitoring	Revised Budget £m	BAU £m	Covid £m	Total Forecast Outturn £m	Variance to Budget £m	Prior Month Forecast £m	Forecast movement £m
Communities	7.937	6.666	1.319	7.985	0.048	7.954	0.031
Place and Growth	3.906	3.288	0.630	3.918	0.012	3.937	-0.019
Customers and Org. Dev.	3.808	3.610	0.126	3.736	-0.072	3.730	0.007
Adults and Housing Services	3.025	2.529	0.354	2.883	-0.142	2.962	-0.079
Public Health and Wellbeing	2.911	2.422	1.721	4.143	1.232	4.319	-0.177
Comm. Dev. Assets and Inv.	4.131	1.478	2.358	3.836	-0.295	4.054	-0.218
Total Directorates	25.718	19.993	6.508	26.501	0.783	26.955	-0.455
Executive Matters	3.061	1.885	0.000	1.885	-1.176	1.845	0.040

Total Cost of Services	28.779	21.878	6.508	28.386	-0.394	28.800	-0.415
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Total Income	-28.779	-25.604	-3.054	-28.658	0.121	-28.600	-0.058
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(Surplus)/Deficit	0.000	-3.727	3.454	-0.273	-0.273	0.200	-0.473
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Please note:

1. This assumes the Government will compensate partially for losses of sales, fees and charges income for the full year.
2. Some numbers may not agree to paragraphs 3.16 and 3.19 due to rounding.

Communities

Communities predicts an overspend of £0.048m against a revised budget of £7.937m (0.6%).

Environmental Services	The £0.039m overspend is mainly due to pressures in employment costs due to sickness and the requirement of agency staff cover and salary review (£0.266m). Offsetting this is £0.138m reduction in transport and contractor costs relating to gate and transfer fees not being as high as expected and a reduction in tonnage of waste recycling/disposal costs. In addition, car park, vehicle repairs and street scene income is expected to be £0.114m higher. There is an expected increase in premises costs of £0.025m
Variation £0.039m overspend	
Variance to last month's forecast £0.009m	

Regulatory Services	Regulatory services are reporting a small overspend this month to the revised budget. Some forecast increase in supplies and services costs have been mostly offset by a new vacant post which will not be recruited to in 2020/21
Variation £0.009m overspend	
Variance to last month's forecast £0.022m	

Place and Growth

Place and Growth predict an overspend of £0.012m against a revised budget of £3.906m (0.3%).

Planning & Development	The forecast £0.018m underspend against the revised budget is an improvement of £0.035m from the August forecast. This improvement relates to additional salary savings from not filling vacant posts and an improvement in Building Reg fee income.
Variation -£0.018m underspend	
Variance to last month's forecast -£0.035m	

Growth &	As of September, Build are currently forecasting
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Economy	£0.030m overspend on consultancy fees relating to the Build review taking place. All other departments within this service area are on budget.
Variation £0.030m overspend	
Variance to last month's forecast £0.016m	

Customers and Organisational Development

Customers & Organisational Development predict an underspend of £0.072m against a revised budget of £3.808m (-1.9%).

Customers & Organisational Dev.	On target with the exception of Land Charges which is showing a £0.072m underspend as income appears to be recovering faster than expected.
Variation -£0.072m underspend	
Variance to last month's forecast £0.007m	

Adults and Housing Services

Adults and Housing Services predict an underspend of £-0.142m against a revised budget of £3.025m, (-4.7%).

Housing & Social Care	September's underspend of £0.142m is due to the receipt of a £0.120m grant which partially offsets the previously reported £0.150m allocated by the council to help with move-on for rough sleepers accommodated during the pandemic. There is also a £0.030m saving on consultancy budget relating to the Growth Deal.
Variation -£0.142m underspend	
Variance to last month's forecast -£0.79m	

Public Health & Wellbeing

Public Health & Wellbeing predict an overspend of £1.232m against a budget of £2.911m (42.3%).

Wellbeing		The forecast overspend of £1.2m is a direct result of Covid-19. The main cost is the contractual relief payments made to support the survival of the leisure operator during the pandemic. Budget to cover this cost is held in Executive matters and will be transferred when costs are realised.
Variation £1.230m overspend		
Variance to last month's forecast -£0.172m		
Healthy Place Shaping	Place	Healthy Place Shaping are on budget
Variation £0.002m overspend		
Variance to last month's forecast -£0.005m		

Commercial Development, Assets and Investments

Comm. Dev. Assets and Invests. predicts an underspend of £0.295m against a revised budget of £4.131m (-7.1%).

Property		£0.170m underspend against the revised budget relates to Castle Quay Shopping Centre and the new Waterside Development. Since the revised budget was looked at in June the year end forecast position for CQ has improved. Also included are the apparent savings on the running costs of the Council Offices (including the Stables) as a result of lower occupancy as well as savings of approximately £0.175m relating to a reduction in utilities, security and repairs & maintenance. Finally, there are forecast savings of £0.035m attributed to salaries due to a vacancy, £0.054m of General Equipment and £4k on refreshments
Variation -£0.439m underspend		
Variance to last month's forecast -£0.386m		
		£261k of budget for 'cost of dilapidations work if cannot recharge to outgoing tenants' is proposed to be transferred to reserves at year end to offset anticipated pressures in 2021/22
Finance and		The forecast outturn for Finance and Procurement

Procurement	has improved by £0.011 since August. There is an overall forecast overspend against the revised budget of £0.104m. Finance's £0.056m overspend is primarily due to the requirement of agency staff required for completion of the accounts. Revs & Bens are now forecasting on budget. Procurement: £0.047m overspend relates to consultant costs.
Variation £0.104m overspend	
Variance to last month's forecast £0.081m	
Law and Governance	£0.040m overspend is due to use of agency staff covering vacant posts
Variation £0.040m overspend	
Variance to last month's forecast £0.040m	

Executive Matters

Executive Matters predicts an underspend of £1.176m against the budget of £3.061m (-38.4%).

Interest Costs	There is now an overall positive variance of £0.013m on interest payable/receivable against the revised budget.
Corporate	£1.163m budget is being held to cover Leisure Management and will be drawn upon when required to meet the costs surrounding Covid-19

3.24 Capital

There is a forecast in-year underspend of £25.321m, of which £22.043m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £3.278m. 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
Adult Housing Total	2,177	1,258	490	(429)	(429)
Comm Dev Assets total	62,665	49,962	12,111	(592)	(336)
Communities Total	1,864	1,201	662	(1)	(1)
Customers, Org Dev total	696	703	0	7	7
Finance Total	3,559	3,559	-	-	0
Place and Growth Total	34,344	23,657	8,440	(2,247)	(102)
Public Health Wellbeing Total	717	361	340	(16)	(16)
Total	106,022	80,701	22,043	(3,278)	(877)

Please note:

1. This table now reflects the current structure and prior period figures have been adjusted accordingly

3.25 Current Period Variances

Adult Housing:

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

Commercial Development and Assets:

Property: are forecasting (£0.592m) underspend. The largest savings are against the refurbishment of Banbury Health Centre (£0.153m) due to ongoing discussions with the tenant regarding the extension of the lease which may affect the scope of the project. And also, the refurbishment of the Mill (£0.250m) as similarly there are ongoing discussions around the purchase of this property. General savings of (£0.189m) across the remaining capital schemes.

Communities:

Environmental Services: are forecasting (£0.001m) underspend

Customers & Org Development:

Human Resources: are forecasting £0.007m overspend for the HR/Payroll system

Place and Growth:

Build Phase 1 is reporting unbudgeted spend of £0.109m. Build Phase 1b is forecasting to spend £1.361m in this financial year and reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 programme is forecasting to spend £0.674m in this financial year. However, as a result of certain schemes no longer progressing (Trades & Labour Club, Nizewell Head, Park Road and Wykham lane) a saving of £2.126m is now being forecast. The majority of the spend against the remaining programme will be reprofiled in to 2021/22. The agreed capital programme does overlap financial years. The Hill Community centre has a £0.229m underspend that is currently being investigated.

Public Health & Wellbeing:

Wellbeing are forecasting a small saving of £0.016m, (£0.008m) against Physical Activities programme and (£0.008m) against the Sunshine Centre programme for extension to the front of the site as the projects have reached completion.

Re-profile beyond 2020/21

Adult Housing

£0.490m Disabled Facilities Grant capital - Covid significantly reduced activity in the first 6 months of the year but activity has begun to increase. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 2021/22

Commercial Development and Assets

Castle Quay Shopping Centre (£2.771m) and Castle Quay Waterside (£9.240m). These are ongoing schemes that straddle several financial years

Communities

£0.100m Thorpe Lane Depot Capacity Enhancement - anticipating slippage in to 2021/22 as a result of awaiting approval of other capital schemes.

£0.055m Bicester Country Park - Covid delayed the purchasing and progression of the country park, remaining spend to reprofiled into 2021/22.

£0.275m Vehicle replacement Programme - currently under review, further investigation needed into larger electric vehicles before committing to diesel equivalents. Remaining spend to be reprofiled into 2021/22.

£0.045m Car Park Refurbishments - Covid significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 2021/22.

£0.012m On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation is anticipated in early 2021/22.

£0.125m Car Park Action Plan - there are no costs anticipated in this financial year but spend is anticipated in 2021/22.

£0.050m Depot Fuel System Renewal - commitments are expected in 2020/21 but installation is anticipated in early 2021/22.

Place & Growth:

£0.672m Phase 1b Bicester Library is in the early stages of development. Planning permission is being considered at Planning Committee on 5th November. Actual site work is due to commence in January 2021 with likely completion by the end of 2021. Admiral Holland works formally completed end of September 2020 but CDC will have to budget for retention payments due in September 2021 of £0.065m.

£7.768m Phase 2. We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning. Leys Close is also under discussion with the planners as they have issues relating to parking.

Public Health Wellbeing:

£0.183m North Oxfordshire Academy Astroturf capital scheme - currently under discussion with United learning Trust regarding the outstanding planning application and their contribution.

£0.043m Energy Efficiency schemes at leisure centres - there are no costs anticipated in this financial year but spend is anticipated in 2021/22 on Energy Efficiency schemes.

£0.084m Bicester Leisure Centre extension capital scheme - spend to date on a feasibility study but no other spend anticipated this year. Remaining spend will take place in 2021/22.

£0.030m Spiceball Leisure Centre bridge resurfacing capital scheme - No spend is expected this financial year but will take place in 2021/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

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

7.0 Implications

Financial Implications

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

Comments checked by:

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

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal, 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 September 2020. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Richard Mould – Lead Member for Performance

Councillor Tony Ilott – Lead Member for Financial Management 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

Appendix 1



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Strategic Priorities:



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

September 2020

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

Housing that meets your needs - KPIs

Housing that meets your needs - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Stephen Chandler	27.00	35.00	★	The number of clients placed into temporary accommodation reduced due to the work of the Housing Team to move on clients accommodated during the pandemic as quickly as possible. Since March lockdown, advice and accommodation has been provided to all rough sleepers; over 40 people placed have also been offered move-on accommodation. We have given priority to homeless households, where appropriate, to secure settled accommodation via the Housing Register or Private Rented homes through the Cherwell Bond Scheme. Some people, 8 currently, are still reported as rough sleeping in Cherwell and the Outreach Team with the Housing Options Team are verifying individual circumstances, offering assessment and support to make suitable offers of accommodation.	44.17	35.00	▲
BP1.2.02 Number of people helped to live independently through use of DSG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	48.00	45.00	★	We have provided help to 48 households this month; 12 by means of major adaptations and 36 by means of smaller works.	228.00	270.00	▲
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	9.00	9.00	★	Our interventions have resulted in 9 homes being improved through completed works this month, one of which involved energy- efficiency standards.	52.00	54.00	●
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	46.00	25.00	★	A total of 46 affordable homes were completed in September 2020, of which 25 were Affordable Rented and 21 Shared Ownership tenure; included in the total are 14 Oxfordshire Growth Deal units.	133.00	150.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	Gillian Douglas Stephen Chandler	49.00	55.00	▲	Although our ability to carry out visits in response to service requests from tenants and other parties is increasing, our ability to carry out proactive and unannounced visits to properties is still significantly restricted by COVID-19 which is limiting the number of enforcement interventions we can deliver. The situation is expected to improve if COVID-19 restrictions ease.	301.00	330.00	●
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	10.46	15.00	★	The average time taken to assess new claims during September was 10.46 days against a local target of 15 days and the national picture of 20 days. This is a big improvement on August's figures of 13 days.	13.76	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	4.75	8.00	★	The average time taken to assess change events in September is 4.75 days. This is against a local target of 8 days and continues to be a strong consistent level of performance.	4.33	8.00	★

Housing that meets your needs - KPIs

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	67%	60%	★	6 Major Planning Applications were determined during September 2020, 4 of them within National Indicator target or agreed timeframe.	92%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Paul Feehily	84%	70%	★	94 Non-Major Planning Applications were determined during September 2020, 79 of them within National Indicator target or agreed timeframe.	84%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	0.00%	10.00%	★	No Major Planning Application Appeals were overturned by the Planning Inspectorate during September 2020, therefore the % is 0.	0.25%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	David Peckford Paul Feehily	1.06%	10.00%	★	1 Non-Major Planning Application Appeal was overturned by the Planning Inspectorate during September 2020, therefore the % applications of this type overturned at appeal this month, set against the number of applications of this type determined is just over 1%.	1.06%	10.00%	★
BP1.2.12 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Paul Feehily	4.40	5.00	▲	The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced.	4.40	5.00	▲
BP1.2.13 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Paul Feehily	190	285	▲	Provisional quarterly net housing completions (Q2) are 190 (figures are verified at year end). Year to date figure (Q1 & Q2) is 408. Delivery is lower than required due to the national working & economic conditions Housing projections are being reviewed for the December Annual Monitoring Report.	408	570	▲

Housing that meets your needs - Programme Measures

Housing that meets your needs - Programme Measures							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Stephen Chandler	An Application for funding Next Steps Accommodation Programme has been submitted to MHCLG. The outcome will determine what additional options can be secured as a response to COVID-19 emergency. Plans submitted include delivering more support to assist move-on, from hotel and other emergency placements, to enable clients to secure settled housing, as well as, trying to provide additional units of affordable settled accommodation in our area for single clients who have experienced homelessness. The further delay in resuming court eviction proceedings allows time for the Housing Team to engage with those under notice in order to resolve issues with their tenancies and prevent homelessness once the courts do resume.	Funding of £120k via MHCLG Next Steps Planning has been secured to support move on from COVID-19 emergency accommodation. With this funding 8 further units of 'Housing First' will be secured to provide long term accommodation to clients. A dedicated post will also be funded to secure more accommodation in the private rented sector. Caseloads continue to be dominated by single clients. Work is ongoing to ensure families, potentially at risk of homelessness once courts resume eviction processes, are provided with advice and information to prevent eviction wherever possible.	★	The COVID-19 emergency has changed working practices and presentations seen by the Housing Options Team. More single people have approached the council in crisis, which has required a shift in the way we respond to emergency situations rather than upstream work to prevent homelessness. 85 clients have been assisted since the March lockdown started and the Government required local housing authorities to accommodate rough sleepers. Many clients have been helped to secure move-on accommodation and the number of single clients in emergency accommodation has now reduced to 8 placements. The team has continued to provide advice and prevent homelessness wherever possible and the number of households with children approaching the council remains low. The stay on evictions until 21st September has helped with this.	★

<p>BP1.1.2 Impact of Universal Credit on residents and Council</p>	<p>Cllr T Ilott</p>	<p>Belinda Green Claire Taylor</p>	<p>During September we have continued to work with partners in the DWP UC team to support residents as much as possible. This includes supporting with online applications and ensuring that the customer also claims CTRS if appropriate.</p>	<p>A meeting is planned during October with the DWP UC partnership Manager to discuss any emerging issues and any possible changes in legislation.</p>	<p>★</p>	<p>We continue to work proactively to support our residents who are on Universal Credit.</p>	<p>★</p>
<p>BP1.1.3 Deliver Innovative and Effective Housing Schemes</p>	<p>Cllr J Donaldson</p>	<p>Gillian Douglas Stephen Chandler</p>	<p>'Hope Close' completions achieved in September. Handover of Admiral Holland of 14 units achieved 24th September. 7 rented houses let by the end of September. 'Bullmarsh Close' scheme started on site 28th September.</p>	<p>Admiral Holland marketing of 7 one-bedroom flats and 1 three-bedroom house starts in early October.</p>	<p>●</p>	<p>Admiral Holland shared ownership units will be put on the Help to Buy website from 1st October. We already had significant interest in the 3-bedroom house and expect it to increase once units are advertised. All rented units are now occupied on this site with over 50 people expressing interest in each of the 7 homes.</p>	<p>●</p>
<p>BP1.1.4 Deliver the Local Plan</p>	<p>Cllr C Clarke</p>	<p>David Peckford Paul Feehily</p>	<p>The Partial Review of the Local Plan was adopted on 7 September 2020 and published following adoption. Completion of formal consultation on issues for the district-wide Local Plan Review on 14 September 2020</p>	<p>Preparatory work for the next stage of the district wide Local Plan Review (Options stage) Oxfordshire Plan consultation on spatial options (date to be confirmed by the central plan team)</p>	<p>★</p>	<p>Local Plan Partial Review was adopted on 7 September 2020. The issues consultation for a separate, district-wide review of the Local Plan ended on 14 September. Officers continue to provide input into the Oxfordshire Plan process. Officers are considering the implications of the Government's proposed changes to the planning system.</p>	<p>★</p>

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	58.13%	56.00%	★	<p>Recycling rate slightly up compared to last year.</p> <p>1971 tonnes of Recycling collected in the first six months compared to last year.</p> <p>1699 tonnes of Residual waste collected in first six months compared to last year.</p> <p>This is a 13.4% increase in waste and recycling collected. In a normal year we would expect to collect less than 1% extra in 12 months.</p>	58.59%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	CLlr D Sames	Ed Potter Jason Russell	39,878	32,627	▲	<p>Tonnages are higher than last year, with more vehicles being used than last year. Extra round due to growth in the district. More commercial and bulky waste customers than last year meaning more income for the Council, but also more fuel usage.</p>	37,684	35,607	●

Leading on environmental sustainability - Programme Measures

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.1 Delivery of a High Quality Waste & Collection Service to all Properties	Cllr D Sames	Ed Potter Jason Russell	Bulky waste collections managing to meet the high demand	Consideration of possible future changes delivering higher recycling rates being researched	★	Services still managed to meet the demands of higher tonnages following more home working.	★
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Jason Russell	The CDC September clean up initiative proved to be a success and was supported by several outside groups and parish councils.	The CDC Street Cleansing will be working together with OCC Highways thereby utilizing their traffic management in order to litter pick the A41 on the 11th October 2020.	★	Preparation for the demands of leaf fall over the next few months underway. The Street Cleansing department are working normally with no problems or issues to report.	★
BP2.1.3 Reduce Environmental Crime	Cllr D Sames	Jason Russell Richard Webb	Interviews under caution can restart at Bodicote House; there is a risk assessment in place for this and the interview room is COVID-19 compliant. 51 fly tips were investigated and a further case is going to court.	The Environmental Enforcement Team will continue to work with businesses and advise them how to dispose of their waste legally. Restarting interviews under caution should result in more enforcement action.	★	Environmental Enforcement operations are now fully restored.	★
BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Jason Russell Richard Webb	Discussions have taken place with other service areas and OCC on the options for applying for an air quality grant from the Department for Food and Rural Affairs (Defra).	The options for an air quality grant application will be reviewed and if a scheme is considered to be feasible an application will be submitted by the deadline of 14 October.	★	Air quality monitoring continues at 42 locations across the district.	★
BP2.1.5 Protect the Built Heritage	Cllr C Clarke	David Peckford Paul Feehily	Work on Conservation Area Appraisals has Continued. Draft reports have been prepared for those completed. Conservation advice continues to be provided for Development Management decision making.	Finalisation and submission of lead member reports for completed Conservation Area Appraisals (pending)	●	Work continues on Conservation Area Appraisals (Bloxham and Grimsbury) A number of officer reports on completed Conservation Area Appraisals require finalisation Heritage advice continues to be provided to inform Development Management decision making	●
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Cllr D Sames	Ed Potter Jason Russell	Land issues now largely addressed so that planning for the new parks developments can proceed.	Preparation for the installation of the footpath network.	★	Plans for both parks (Banbury Country Park and Bicester Country Park) proceeding, now that issues with land ownership have been addressed	★

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 % Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9.02%	8.50%	★	We have achieved a cumulative collection rate of 55.14% against a target of 57.00%. The shortfall equates to approx. £2m which is lower than last month's shortfall and this is due to the commencement of reminder notices. We are issuing smaller batches of reminders in accordance with guidance from the Magistrates Court and whilst the numbers issued are vastly reduced the reminders increased our in month collection by £300k. Summonses for these reminders will be issued on Thursday 7 October which will also boost in-month cash collection. We will continue to issue reminder notices to customers in arrears and will signpost customers to relevant organisations should they have been adversely affected by the pandemic.	55.14%	57.00%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	12.34%	9.50%	★	We have achieved a collection rate of 56.44% as at end of September against a target of 58.50%. Whilst the collection rates are still slightly short of our cumulative target, the shortfall reduced from £2.4m last month to just under £1m this month. We issued summonses during September with court on Friday 9 October which has meant that the amount of income received increased by more than a £1m in September from the previous month. We will continue to monitor accounts with large overdue balances and will proactively chase debtors via email and telephone calls as well as issuing formal reminder notices, final notices and summonses to prompt payment.	56.44%	58.50%	●

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

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.1 Promote the district as a visitor destination	Cllr L Pratt	Paul Feehily Robert Jolley	Reviewed impact of COVID-19 pandemic on this sector	Continue to monitor COVID-19 impact. Work with partners to promote the district as a visitor destination.	★	Hospitality venues and visitor attractions are both facing significant difficulties; these sectors were among the last to benefit from lockdown restrictions being lifted, and due to continuing social distancing regulations, visitor numbers are severely compromised. Businesses still face the challenge of winning back customer confidence. Multiple knock on effects are being felt throughout the supply chains serving the visitor economy. Officers are working closely with Experience Oxfordshire (EO) who are in turn working with VisitEngland and VisitBritain to help the local visitor economy sectors to meet the challenges involved.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Paul Feehily Robert Jolley	Continued to review the Cherwell Industrial Strategy timeline and focus to ensure post COVID-19 recovery is addressed.	Restart the development of the emerging Cherwell Industrial Strategy.	★	A draft ten year economic strategy for Cherwell Industrial Strategy or CIS was planned for consultation in Summer 2020, was paused because of the need for staff engagement with the business community in response to COVID-19. The pandemic has triggered the most severe recession in nearly a century and there will be significant consequences for the Cherwell and Oxfordshire economies. The review of the CIS focus and timeline will take account of the impact of COVID-19 on the Oxfordshire and Cherwell economies. CIS links to the OxLEP Local Industrial Strategy (LIS) which is a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	●
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	Cllr L Pratt	Paul Feehily Robert Jolley	Continued to support CDC's implementation of the COVID-19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) to local businesses. One-to-one advice and detailed support provided to Cherwell businesses during September 2020, plus guidance on grants given to other businesses. Provided additional support to potential inward investors and property developers.	Provide information and advice to local businesses during the COVID-19 pandemic and during the transition period of the UK leaving the EU. Continue to provide support to potential new business investors.	★	CDC is in close liaison with colleagues at local authorities in Oxfordshire, with OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic. CDC continues to work closely with Oxfordshire County Council and partners to enhance digital infrastructure throughout the district. 98% of premises in the district are now able to access Superfast Broadband services.	★
BP3.1.4 Develop Our Town Centres	Cllr L Pratt	Paul Feehily Robert Jolley	Reviewed the impact of COVID-19 on the district's urban centres. Bicester Footfall study undertaken to monitor town centre vitality.	Continue to review the impact of COVID-19 on the district's urban centres. Await decisions from HM Government as to which projects, submitted for the Reopening High Streets Safely funding scheme, are eligible for delivery.	★	Continued support provided to Banbury BID (Business Improvement District) in the delivery of projects to support businesses. Maintained close working with officer groups and external partners to ensure continued safety on the high streets within the district. Work continues with the Bicester Town Centre Task Force to develop projects which will help mitigate the impact of the pandemic. Information, advice and guidance provided to individual businesses, throughout the district.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.5 Deliver the Growth Deal	Cllr B Wood	Paul Feehily Robert Jolley	CDC Growth Deal Bulletin 7 issued confirming revised Infrastructure Programme and the projects to be delivered within the District.	Confirmation expected from Registered Providers and Developers regarding additional Affordable Housing units. These would replace existing high risks schemes in the Programme and increase overall numbers.	★	With the recent review of the Infrastructure Programme and the anticipated changes to the Affordable Housing schemes, the overall trajectory for the Growth Deal Programme deliverables is increasingly positive.	★

Healthy, resilient and engaged communities - KPIs

Healthy, resilient and engaged communities - KPIs									
Measure	Portfolio Holder	Director / Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	53,782.00	20,000.00	★	Compared to last year the usage figures are considerably reduced due to the impact of COVID-19 with a recorded total of 53,782 across all of the Leisure Centres/Joint Use facilities. As a guide Bicester Leisure Centre is down circa 28,000, Spiceball Leisure Centre 30,000 down and Kidlington Leisure Centre down 23,000 on the same period last year. Due to COVID-19 not all facilities are available for use with the Swimming Pools at Bicester Leisure Centre currently closed.	80,581.00	60,000.00	★
BP4.2.2 High risk food businesses inspected	Cllr A McHugh	Jason Russell Richard Webb	-	100.00%		The Food Inspection plan was suspended by the Food Standards Agency from April. Inspections will be recommencing but we are waiting on the details of what we will be required to do in respect of those premises that we would have inspected in the first half of the year and what the expectation is with those that remain for the rest of the reporting period (now until end of March 2021).	-	100.00%	

Healthy, resilient and engaged communities – Programme Measures

Healthy, resilient and engaged communities - Programme Measures							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP 4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Richard Webb Rob MacDougall	During September the Community Safety Team continued to delivery core community safety work in the District including- Engaging with School Children before and after School, offering support encouragement and advice. Supporting Operation Stronghold week. Visiting licensed premises to monitor COVID-19 related restrictions. Assisting the Police in locating a vulnerable 15 year old child who had gone missing from a School. The recommencement of joint Patrols with Thames Valley Police on the Public Spaces Protection Order in Bicester.	In October we are planning- Patrols around Bretch Hill to gather information for the Intensive Engagement Project in that area. A week of action relating to scrap metal and environmental crime. Continuing the enforcement of the Public Spaces Protection Order in Banbury.	★	Last month included the Police led Operation Stronghold week, seeking to disrupt organised crime, Cherwell officers supported this week through late night operations around the NightTime Economy. Community Safety and Licensing team members carried out evening visits to licensed premises to monitor compliance with COVID-19 control measures and guidance. The Community Safety Team assisting the Police to locate a vulnerable 15 year old child who had gone missing from a school. Once of the team members was locate a vulnerable 15 year old child who had gone missing from a school. Once of the team members was the member of the search party that located the child. Also, in September multi-agency joint tasking meetings recommenced with on-line meetings replacing the previous physical meetings.	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.2 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	7 community Organisations currently being assisted with community infrastructure schemes. Launch of 'Love to Ride' initiative delayed to January 2021 to enable joint CDC/OCC participation.	COVID-19 Winter Preparedness - Set up support mechanisms for individuals & families required to self-isolate. Prepare community support contingencies for the possible re-introduction of shielding.	★	£3.3 million of developer contributions has been ringfenced for community Infrastructure schemes delivered through parishes and community organisations. The Community Infrastructure Officer is currently assisting projects in Adderbury, Arcott, Ambrosden Bloxham, Hook Norton, Horley and Launton	★
BP4.1.3 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	As part of the last milestone it was noted that works had commenced in relation to the feasibility studies for Leisure provision within the District linked to the Active Communities Strategy. Consultation has commenced with some stakeholders and two workshops were held in September with the Consultants supporting on the project and Council Officers.	As identified at the last milestone, the next milestone will pick up the 3rd of the 3 workshops as part of the initial feasibility studies.	★	In addition to the progress being made to the Leisure Feasibility Studies, we are about to launch an online booking platform for hiring out of the Joint Use Leisure Facilities at Cooper School and North Oxfordshire Academy with a provisional 'go live' date of Monday 12th October.	★

BP4.1.4 Support the Voluntary Sector

Cllr A McHugh

Ansaf Azhar
Nicola Riley

'Community Hubs Emergency Relief Grant' launched with budget of £70k. £15k of funding awarded by 30 September. Virtual online voluntary organisations forum working in partnership with OCVA was delivered 7th - 11th September. North Banbury network meeting 24th September. Cherwell virtual volunteer fairs delivered in Sept in partnership with Citizens Advice Support given to all Cherwell community centre's with new guidance to reopen Brighter Futures community notice board installed in Bretch Hill to Promote opportunities & Events.

Launch Cherwell Lottery Good Cause Community Grant. Hold the quarterly (virtual) meeting of the Cherwell Local Strategic Partnership. International Older Persons celebration information pop up events - 1st & 2nd October
Launch of Age Friendly Banbury pledge for groups and businesses - 1st October Connect - Digital initiative to support older residents with technology, Banbury pilot launch Oct Cherwell Community link autumn edition to be circulated in October.



The Good Cause Community grant provides funding (up to £1k) to local groups signed up as Cherwell Lottery partners, to help them expand or improve their activities.

Connect – A new pilot initiative for Banbury to support older residents with technology and help connect them to opportunities, family and their community. This is a partnership initiative working with AgeUK Oxfordshire, The Royal Voluntary Service and Citizens Advice. The initiative will allow residents to book an appointment with a volunteer to address any issues and launches in October.

North Banbury network is the formal name given to the Ruscote and Neithrop partners working to build stronger communities in Brighter Future wards. The network has an action plan that has been created from consultation with local residents to address key issues.

International Older Persons celebration pop up events will take place in Banbury on the 1 of October and Bicester & Kidlington on the 2 of October. Information / goody bags will be given out to older residents to prepare them for winter with themes that include health & wellbeing, community safety and staying safe during the pandemic.



Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.5 Enhanced Community Resilience	Cllr A McHugh	Richard Webb Rob MacDougall	The focus in September continued to be on COVID-19 related matters. In particular the council is working with partners on a new role in local contact tracing. There is on-going liaison with partners relating to EU Exit preparations.	Planning for a potential EU Exit without a 'deal' will escalate in October in order to ensure readiness for January.	★	The council continues to monitor the situation in relation to EU Exit preparations in order to identify local implications. In conjunction with partners, planning arrangements for the end of the transition period with escalate in October. To support the local contact tracing system arrangements are being established to ensure anyone asked to self-isolate by local contact tracers is signposted to support services they may require.	★
BP4.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Ansaf Azhar Rosie Rowe	We continue to assess new claims and change events in a timely way so ensuring that our more vulnerable residents are receiving the correct support. We are also assessing claims as quickly as possible for Discretionary Housing Payments and help for Council Tax via the COVID-19 Hardship Fund.	During October we will continue to support our more vulnerable residents by assessing claims for support in a timely way. The team are also preparing to make the Test and Trace payments for those who are on qualifying benefits.	★	All delivering to plan	★
BP4.1.7 Promote Healthy Place Making	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Two community evaluators for Kidlington recruited - advertising again for a further two. Training plan for community evaluators finalised Communications campaign underway to promote active travel to children returning to school First online MECC training delivered. Survey of volunteers who volunteered during lockdown completely.	Delivery of "Make Every Contact Count" (MECC) training to community groups involved in Active Reach programme in Banbury. Delivery of 3 further Dr Bike sessions in Banbury Launch of school StreetTag competition. Finalise Health Impact Assessment Toolkit Launch heritage trail leaflet in Kidlington and surrounding villages.	★	Active Reach is a project being led by CDC's Sports and Leisure Team which aims to encourage residents in Grimsbury to be physically active. The Health Impact Assessment toolkit will be available for use in Cherwell but has been developed by a countywide group for the Growth Board. Following the success of StreetTag in Cherwell, funding has been secured to launch it across Oxfordshire and to promote a competition between schools to promote active travel to school.	★

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Appendix 3 – Leadership Risk Register as at 08/10/2020

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11 & L12	L01, L17 & L19	
	3 - Moderate		L16	L02, L05, L14, L15, L18 & L21	L08 & 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 Reduction in services to customers Increased volatility and inability to manage and respond to changes in funding levels Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand Lack of financial awareness and understanding throughout the council			16	Medium Term Revenue Plan reported regularly to members. Balanced medium term and dynamic ability to prioritise resources Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Review of best practice guidance from bodies such as CIPFA, LGA and NAO Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully effective Partially effective Not effective								Review of workload and capacity across the team. Beginning interim recruitment process of vacant capital post. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. 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. 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. Asset Management Strategy being reviewed and refreshed. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums. 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. New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity 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.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC Investment options considered as and when they arise, MTFs and budget setting being developed to enhance the scrutiny and quality of investments. Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement. Review underway Review in hand. Finance business partners involved with reflection locally on outcomes. Integrated reporting has been embedded 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. Regular training will be undertaken. Budget setting for 2020/21 underway. Budget and Business Planning Process Report considered by BPC on 29 September and Executive on 5 October. Review of borrowing approach being considered alongside our financial advisors Regular reporting of progress on internal audits considered by the committee Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. The ongoing impact of Covid on business rates and council tax income will be carefully monitored. When the Spending Review is announced this will be analysed to assess what implications this may have for the Council. The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms, requiring the use of/depletion of Council reserves. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Awaiting further economic update from the Chancellor via Spending Review in the autumn.	Risk reviewed - 07/10/2020 - 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																	
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.	Partially	Councillor Barry Wood	Steve Jordan	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes.	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2020-21 to be agreed.	Risk reviewed 07/10/20 - No changes
	Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully				Review Directorate/Service risk registers											
	National guidance interpreting legislation available and used	Fully				Ensure Committee forward plans are reviewed regularly by senior officers											
	Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly	Partially				Ensure Internal Audit plan focusses on key leadership risks											
	Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially				Develop stakeholder map, with Director responsibility allocated for managing key Standardise agendas for Director / PFH 1:1s											
	Robust Committee forward plans to allow member oversight of policy issues and risk management. including Scrutin and Audit Internal Audit Plan risk based to provide necessary assurances	Partially				New legislation and Government guidance in response to COVID19 will assist service adjustment											
	Strong networks established locally, regionally and nationally to ensure influence on policy issues	Fully				Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR											
	Senior Members aware and briefed regularly in 1:1s by Directors	Partially				Review of Leadership Risk Register and Risk Strategy for 2020-21 in progress.											
L03 -	CLOSED RISK Organisational Capacity - Ability to deliver Council priorities and impacted by workload and capacity/resilience following end of joint working with South Northamptonshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are 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.	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.	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
	Arrangements in place to source appropriate interim resource if needed	Fully				Learning and development opportunities identified and promoted by the Chief Executive.											
	Ongoing programme of internal communication	Fully				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.											
	Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Fully															
	CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Partially															
	Partnership Working Group established with OCC to oversee joint working opportunities.	Partially															
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 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	Poor planning decisions leading to inappropriate growth in inappropriate place.	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	Partially	Councillor Colin Clarke	Paul Feehily	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Partial Review of the Local Plan was adopted by Council on 7 Sept. An issues consultation for the Local Plan Review was completed on 14 Sept in accordance with the LDS timetable. Re-starting work on the Canalside SPD has been delayed and the timetable for the Oxon Plan process is outside the Council's direct control. Officers are considering the proposed national changes to the planning system which could affect how plans are prepared. This may also influence a decision on whether or not to proceed with work on CIL.	Risk reviewed 07/10/2020 - Comments updated
	Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	Partially				Regular Corporate Director and Lead Member briefings											
	Some additional resource budgeted for 20/21.	Partially				LDS updated as required with programme management approach adopted to ensure progress against plan											
	Delegations to Chief Exec agreed to ensure timely decisions	Fully				LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals											
	On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially				Authority Monitoring Reports continue to be prepared on a regular annual basis.											

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2020/21																	
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents				Business continuity strategy in place	Fully							Business Continuity Statement of Intent and Framework agreed by CEDR	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 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. EU Exit planning is recommencing in advance of the end of the transition period.	Risk Reviewed 08/10/2020 - Comments updated	
		Financial loss				Services prioritised and recovery plans reflect the requirements of critical services	Fully							Cross-council BC Steering Group meets regularly to identify BC improvements needed			
		Loss of important data				ICT disaster recovery arrangements in place	Fully							ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss			
		Inability to recover sufficiently to restore non-critical services before they become critical	4	4	16	Incident management team identified in Business Continuity Strategy	Partially	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	↔	Corporate ownership and governance sits at senior officer level		
		Loss of reputation				All services undertake annual business impact assessments and update plans	Fully							BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team			
						Business Continuity Plans tested	Partially							Progress report was provided to CEDR in March 2019 BC assurance framework under development			
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				Key contact lists updated monthly.	Fully							Emergency plan contacts list being updated monthly and reissued to all duty managers.	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic have now progressed to a recovery phase with close monitoring of the increasing rates of infection nationally and locally. 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. Contact arrangements of out of hours incidents are being reviewed following recent isolated flooding as a result of high levels of rainfall.	Risk Reviewed 08/10/2020 - Comments amended.	
		Unnecessary hardship to residents and/or communities				Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Partially							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			
		Risk to human welfare and the environment	4	4	16	Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Supporting officers for incident response identified in the emergency plan and wallet guide		
		Legal challenge				Senior management attend Civil Emergency training	Fully							Drop in training session now taking place monthly (from June) covering a range of topics.			
		Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness	Fully							Senior managers have attended multi-agency exercises and duty manager training with OCC senior			
		Ineffective Cat 1 partnership relationships				On-call rota established for Duty Emergency Response Co-ordinators	Fully							On-call rota being maintained			
						Active participation in Local Resilience Forum (LRF) activities	Fully							Authority represented at the Local Resilience Forum			

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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				Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the HSE's recommended Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety.	Partially							A Corporate Health, Safety and Wellbeing Policy was ratified by BPM meeting on 17th June 2019, it is due for review no later than June 2021. The Corporate Arrangements are subject to a continuing programme of updates to ensure they remain up to date and relevant to council business.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager.	Risk reviewed 08/10/2020 - No changes	
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Fully							Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks.	Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council. These two posts are established posts and budgeted accordingly to secure future funding for continuity.		
		Financial loss due to compensation claims				Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance to managers & employees.	Fully							As Health and Safety Officers are in place no further action is required and risk mitigated.	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.		
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Fully							A 2-year internal Health and Safety Audit programme is in place covering the period until May 2021. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. The full programme of audits is temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services have recommenced as of July 2020.			
		Increased agency costs	5	4	20	Effective induction and training regime in place for all staff	Partially	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔ Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. A central list of risk assessments is to be created to enable more proactive monitoring of risk assessment across the council. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services.	Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package		
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially							Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety	A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements.		
		Reputational Impact				Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially							Currently the Council has no formal committee structure in place for the consultation of health safety with staff.	A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT once stability has been achieved following COVID 19. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to		
						Corporate body & Member overview of Health & Safety performance	Fully							Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager	Reporting dates have been agreed and adhered to.		
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Fully							Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.		

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L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	<p>Service disruption</p> <p>Financial loss / fine</p> <p>Prosecution – penalties imposed</p> <p>Individuals could be placed at risk of harm</p> <p>Reduced capability to deliver customer facing services</p> <p>Unlawful disclosure of sensitive information</p> <p>Inability to share services or work with partners</p> <p>Loss of reputation</p>	4	5	20	<p>File and Data encryption on computer devices</p> <p>Managing access permissions and privileged users through AD and individual applications</p> <p>Consistent approach to information and data management and security across the councils</p> <p>Effective information management and security training and awareness programme for staff</p> <p>Password security controls in place</p> <p>Robust information and data related incident management procedures in place</p> <p>Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services</p> <p>Appropriate plans in place to ensure ongoing PSN compliance</p> <p>Adequate preventative measures in place to mitigate insider threat, including physical and system security</p> <p>Insider threat mitigated through recruitment and line management processes</p> <p>Cookie pop-ups on the website</p> <p>Increased threat to security during Covid-19 period in part due to most staff working from home.</p>	<p>Fully</p>	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	<p>The cyber-essentials plus certification has now been passed.</p> <p>The Microsoft Multi-Factor Authentication system has been introduced to provide a enhanced level of cyber security.</p> <p>Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019</p> <p>The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR</p> <p>Implemented an intrusion prevention and detection system.</p> <p>Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager.</p> <p>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 Cyber Awareness e-learning available and will be part of new starters induction training.</p> <p>Cyber Security issues regularly highlighted to all staff.</p> <p>External Health Check undertaken January 2020, no high risk security issues highlighted.</p> <p>Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place.</p> <p>Cookiebot live on website for users to confirm cookie preferences.</p> <p>Joint OCC/CDC Cyber Security Officer started work August 2020</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.</p>	<p>Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.</p>	<p>Risk Reviewed 08/10/20 - Mitigating actions updated.</p>
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	<p>Increased harm and distress caused to vulnerable individuals and</p> <p>Council could face criminal prosecution</p> <p>Criminal investigations potentially compromised</p> <p>Potential financial liability if council deemed to be negligent</p>	4	4	16	<p>Safeguarding lead in place and clear lines of responsibility established</p> <p>Safeguarding Policy and procedures in place</p> <p>Information on the intranet on how to escalate a concern</p> <p>Mandatory training and awareness raising sessions are now in place for all staff.</p> <p>Safer recruitment practices and DBS checks for staff with direct contact</p> <p>Action plan developed by CSE Prevention group as part of the Community Safety Partnership</p> <p>Data sharing agreement with other partners</p> <p>Attendance at Children and Young People Partnership Board (CYPPB)</p> <p>Annual Section 11 return compiled and submitted as required by legislation.</p> <p>Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding subgroup</p> <p>Engagement at an operational and tactical level with relevant external agencies and networks</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	<p>Ongoing internal awareness campaigns</p> <p>Ongoing external awareness campaigns</p> <p>Annual refresher and new training programmes including training for new members</p> <p>Attendance at safeguarding boards and participation in learning events</p> <p>Continue to attend groups focused on tackling child exploitation</p> <p>Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence</p> <p>Regular internal cross departmental meetings to discuss safeguarding practice</p>	<p>The new Safeguarding Officer is working closely with HR colleagues to ensure that training and recording are up to date and generally processes are understood and being applied. Higher levels of exploitation concerns have been recorded through the pandemic to date and multi-agency work continues in order to contain impacts.</p>	<p>Risk Reviewed 08/10/2020 - No changes</p>

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L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Steve Jordan	Jonathan MacWilliam	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including 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 and resulting operational environment impacting 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 operational issues. Review of governance arrangements, including roles and responsibilities on going and due to report back within the next month	Risk reviewed - 05/10/2020 No changes
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 managed. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	Council departments monitor suppliers financial stability as part of their contract management responsibilities. In addition, through collaboration with Oxfordshire CC, a joint Provision Hub will be established in FY20/21 that will put in place greater commercial skills and controls across the two authorities. This will result in improved monitoring and management of commercial contract risk across the council's supply chain.	Risk reviewed 01/10/20 - No changes
L13 -	CLOSED RISK 18/11/19 - 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	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 Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality	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 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 arrangements. 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	Risk reviewed 01/11/19 - Removed

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L14 -	<p>Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or implementation of major projects providing value to customers.</p>	<p>Threat to service delivery and performance if good management practices and controls are not adhered to.</p> <p>Risk of ultra vires activity or lack of legal compliance</p> <p>Risk of fraud or corruption</p> <p>Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.</p> <p>Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.</p> <p>Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). Elements of the COVID-19 response may be compromised, delayed or not taken forwards.</p>	4	4	16	<p>Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.</p> <p>Clear accountability and resource for corporate governance (including the shareholder role).</p> <p>Integrated budget, performance and risk reporting framework.</p> <p>Corporate programme office and project management framework. Includes project and programme governance.</p> <p>Internal audit programme aligned to leadership risk register.</p> <p>Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.</p> <p>HR policy framework.</p> <p>Annual governance statement process completed for 2019/20.</p> <p>Joint Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon is working up a revised and complementary Annual Governance Statement process for 2020/21, which also connects more fully and earlier with ELT and CEDR.</p> <p>CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate</p>	<p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Partially</p>	Councillor Barry Wood	Yvonne Rees	Steve Jordan	3	3	9	↔	<p>Standing item at senior officer meetings – regular review of risk and control measures</p> <p>Monitoring Officer to attend management team meetings</p> <p>Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify actions for 2020/21 are being produced for review</p> <p>Corporate Governance Assurance Group - on schedule.</p>	<p>In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement).</p> <p>Monitoring Officer undertaking a focused Constitution review during Autumn, closely with members, scrutiny involvement with any recommendations for change presented to Full Council.</p> <p>Review of Constitution underway through Scrutiny. Final recommendations to be presented to Full Council in Dec 2020</p> <p>Members Code of Conduct being reviewed in line with National proposed model</p>	<p>Risk reviewed 08/10/20 - Comments updated</p>
L15 -	<p>L15 Oxfordshire Growth Deal - (contract with HMG)</p>	<p>Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)</p> <p>Accelerated housing numbers delivered late, outside of the programme time scale</p> <p>Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Engage with developers to ascertain which sites would benefit most from infrastructure delivery</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review</p> <p>Develop Year 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.</p>	<p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	3	3	9	↑	<p>A CDC GD programme and programme board capability</p> <p>Work stream plans of work (work stream brief, schedule, RAID log)</p> <p>Structured engagement with developers to better understand their needs</p> <p>Appropriate escalation of issues to agree programme flexibilities where required</p> <p>Improved collaboration working with partners</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame</p>	<p>Overall and residual probability reduced to reflect both the Homes from Infrastructure and Affordable Housing workstreams actively addressing those sites with potential to slip either by identifying alternative sites as replacements or by re-prioritising the schemes to ensure those most likely are actioned earliest.</p>	<p>Risk reviewed 05/10/20 - Comments and probability scores updated</p>
L16 -	<p>Joint Working</p> <p>That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.</p> <p>Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities.</p> <p>Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.</p> <p>Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.</p>	<p>Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.</p> <p>Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities.</p> <p>Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.</p> <p>Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.</p>	3	3	9	<p>S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in Place</p> <p>Partnership Working Group established with OCC to oversee the development of joint working proposals.</p> <p>Robust programme and project management methodologies in place.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	<p>Regular reporting on joint working proposals to the senior management team.</p>	<p>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.</p> <p>The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The Joint MO and Director for Law and Governance has just been confirmed by both councils.</p>	<p>Risk reviewed - 08/09/20 - No changes.</p>

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	4	12	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice is being sort with regards to governance and technical advice is being sort regarding technology. Robust programme and project management frameworks in place.	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	4	4	16	↔	Regular reporting on joint working proposals to the senior management team. The majority of services have now separated or been moved into a service delivery arrangement. Although Customer Services has now been separated, there is a lack of clarity of CSN and IT in the transition into the unitary. Plans are being prepared to ensure both areas are ready to separate in line with unitary deadlines. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. A proposal to separate IT as SNC transitions into West Northants has been agreed by SNC but West Northants has not yet engaged. There is a risk that prolonged delay will prevent CDC working with OCC on future proposals. Work is ongoing to ensure the proposal is progressed.	Risk reviewed 06/10/2020 - 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 effective Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Training on workforce planning for the HR team planned to start across both CDC and OCC during Quarter 4.	Risk reviewed 06/10/2020 - Comments updated
L19 -	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID19 security on building are being put in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR An urgent review of business continuity plan is currently underway and will be completed by the end of October to adjust for COVID19 disruption and possible further outbreaks. Outbreak planning and Standard Operating Procedures completed and virtual table top review carried out at beginning of September	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Oxfordshire Health Protection Board is operating effectively to monitor and manage local outbreaks with a number of successful interventions already carried out	Risk reviewed 08/10/20 - Minor amendments to Mitigating Action comments.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L20 -	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact.	5	4	20	Business Continuity Plans have been reviewed and tested	Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	4	12	↔	Ongoing review and implementation of Council and partnership business continuity and emergency 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 06/10/20 - No changes
Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.	Guidance has been prepared for managers to support agile survey is taking place to ensure we are meeting remote working facilities management are working to create covid compliant work spaces.	Partially															
Requirement to reprioritise service delivery.	Remote working in place	Fully															
Requirement to offer mutual aid to partner organisations.	Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response	Fully															
Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	Regular updates from Director of Public Health, shared internally and externally.	Fully															
	Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).	Fully															
	Regular communication messages following Public Health advice	Fully															
	Sanitisers in washrooms	Partially															
	Agile working being tested further across services, ensuring equipment and access is in place.	Fully															
	Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully															
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	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.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Governance programme to be shared and implemented.	Action completed.	Risk reviewed 06/10/20 - No changes
Requirement to review service delivery	Working through a new corporate programme underpinned by policy research.	Partially				CEDR and ELT working towards new corporate programme liaising with Insight and policy support.											
Budget implications	In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially				In year budget on track.											

L04 - Local Plan Risk

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

Partial Review

The Partial Review of the Cherwell Local Plan was adopted by Council on 7 September 2020. It is now part of the statutory development plan.

Oxfordshire Plan 2050

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

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

Local Plan Review

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

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

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

Banbury Canalside Supplementary Planning Document

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

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

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

Community Infrastructure Levy (CIL)

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

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

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

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CHERWELL CAPITAL EXPENDITURE 2020-21

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's						OUTTURN NARRATIVE
			BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	
40062	Andrew Bowe	East West Railways	1,731	0	0	1,731	0	-	EW railways programme
40107	Jane Norman	The Hill Community Centre	229	(55)	55		0	(229)	emailed JK 01/1020
40093	Dean Fischer	Bicester Community Building	0	0	4	0		-	
40094	Joanne Kaye	Graven Hill - Loans and Equity	16,500	0	0	16,500	0	-	emailed JK 01/1020
40206	Dean Fischer	Garden Town Capital Funding	2,946	0	0	2,946		-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). Costings still to be finalised however forecast that all will be expended this FY.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	1	1	0	1	Old Place Yard: The external surveyor has confirmed that there is a final balance to be paid to Willmott Dixon of approximately £50k. Willmott Dixon are not yet entitled to this payment, but they will be entitled in this Financial Year. Spring Gardens: The project lead has confirmed that there is a final balance outstanding to the main contractor Engie (Keepmoat), which is approximately £60k. They are not yet entitled but are likely to be this financial year (this has been accrued)
40103	Jane Norman	Old Place Yard (Phase 1)	0	(77)	75	50	0	50	
40106	Jane Norman	Coach House Mews (Phase 1)	0	(82)	82	0	0	-	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)		0	6	6	0	6	
40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	49	2	52	0	52	
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	(1)	0	(1)		(1)	
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	(60)	60	0	0	-	
40121	Jane Norman	Bicester Library (phase 1b)	757	24	40	150	607	-	
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	1,103	503	136	1,038	65	-	With construction formally completed end of September 2020 there will be the need to budget for retention which CDC will have to pay in September 2021 – the retention will be approximately 65k.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	(17)	11	0	0	-	Project completed
40214	Jane Norman	Creampot Crescent Cropredy Repurchase co	350	0	0	350	0	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	6,958	0	0	18	6,940	(0)	The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. St Edith's Way needs approval to be included in the capital budget as it is part of a package of garage sites being purchased from Sanctuary HA(which includes Angus Close and Buchanan Road). We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning Leys Close is also under discussion with the planners as they have issues relating to parking.
40173	Jane Norman	Trades & Labour Club (Phase 2)	1,542	0	0	0	0	(1,542)	
40174	Jane Norman	Angus Close (Phase 2)	344	0	0	12	332	(0)	
40175	Jane Norman	Nizewell Head (Phase 2)	198	0	0	0	0	(198)	
40176	Jane Norman	Leys Close (Phase 2)	261	0	0	12	249	(0)	
40177	Jane Norman	Bullmarsh Close (Phase 2)	592	14	686	620	0	28	
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163	0	0	12	151	0	
40179	Jane Norman	Park Road (Phase 2)	196	0	0	0	0	(196)	
40180	Jane Norman	Wykham Lane (Phase 2)	189	0	0	0	0	(189)	
40155	Jane Norman	Build Programme (Phase 2)	124	0	0	0	96	(28)	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	160	0	-	We should know the situation by the end of September- just waiting for a loss adjustor to assess our claim (delayed due to covid) so please include the whole amount for the rest of the year.
Growth & Economy Total			34,344	298	1,159	23,657	8,440	(2,247)	
Place and Growth total			34,344	298	1,159	23,657	8,440	(2,247)	
40142	Belinda Green	Academy Harmonisation	79	25	0	79	0	-	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
40204	Michael Furness	Finance Replacement System	980	219	29	980	0	-	
40223		Bespoke/Custom Build Bridge Loan Scheme	2,500	0	0	2,500		-	
Finance Total			3,559	244	29	3,559	-	-	
Finance total			3,559	244	29	3,559	-	-	
40067	Stuart Parkhurst	Bradley Arcade Roof Repairs	8	0	0	8	0	-	Works partially completed in prior years, further site investigation to be carried out in order to spend the full £8k

CHERWELL CAPITAL EXPENDITURE 2020-21

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's						Current Month Variances £000	OUTTURN NARRATIVE
			BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21			
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	26	3	29	0	29	This amount is continuously growing. This is not a direct rechargeable cost but it forms part of the financial claim against Sainsbury's. So we expect recovery of these costs in principle dependent on the outcome of the court case. This will definitely not happen in 2020/21 and have a good potential to extend until 2021/22 or even beyond.	
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	50	0	0	50	0	-	The budget was prepared some time ago and got delayed due to the commencement of CQ2. The works are now part of the CQ2 and also includes the bridge too. It will than likely be absorbed into the main CQ2 budget cost and will be spent during	
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253	(10)	10	100	0	(153)	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved. The £100k outturn is for works on the roof. The remaining £153k has been offered up as a saving	
40141	Chris Hipkiss	Castle Quay 2	55,513	16,858	353	46,273	9,240	-	Forecast figures taken from latest AY variance analysis (see WK email 01/10/20)	
40144	Chris Hipkiss	Castle Quay 1	5,041	1,127	636	2,270	2,771	-	Forecast figures taken from latest AY variance analysis (see WK email 01/10/20)	
40159	Chris Hipkiss	Wildmere Industrial Estate	0	31	5	28	0	28	This relates to an investment purchase we backed out. We spent this money on DD work leading up to Mid March 2020. When Covid 19 hit, Yvonne / Steve together with Members decided to pull the purchase. See CH email 01/10/20	
40162	Stuart Parkhurst	Housing & IT Asset System joint CDC/SNC	50	0	0	0	0	(50)	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made. See RF email 01/10/20	
40163	Stuart Parkhurst	Orchard Way - external decorations	0	(9)	9	0	0	-	Project completed	
40183	Stuart Parkhurst	The Mill	250	0	0	0	0	(250)	Decision still ongoing as to whether we purchase the Mill from OCC - this budget has been offered up as an in year saving (see RF email 01/10/20)	
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55	0	-	Currently scoping ready for tender	
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	106	(3)	19	36	0	(70)	Works have been ordered and outturn of £36k expected. £70k is a saving against this particular scheme	
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	(6)	13	141	0	-	Order raised for design. Waiting on FRA then works will begin	
40192	Stuart Parkhurst	The Fairway Garage Demolition	49	77	13	70	0	21	Forecasting overspend of £21k - balances out with savings elsewhere in property. Scheme now complete awaiting retention	
40194	Stuart Parkhurst	Compliance Works with Energy Performance	39	6	2	39	0	-	In the final phase of compliance works that have been instructed over the past 2 years. Full spend anticipated	
40195	Stuart Parkhurst	Ferriston Roof Covering	93	3	0	45	0	(48)	Works approaching completion. £48k saving anticipated	
40196	Stuart Parkhurst	Pioneer Square Fire Panel	17	(3)	3	3	0	(14)	Project on hold. The £3k commitment is for design work. £14k savings anticipated	
40197	Stuart Parkhurst	Corporate Asbestos Surveys	210	15	51	160	0	(50)	Works are progressing and outturn of £160k anticipated leaving £50k as saving	
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	20	25	80	0	-	Full spend anticipated in this financial year	
40199	Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35	0	0	0	0	(35)	Works have been charged to revenue therefore this is a saving of £35k	
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	15	12	0	-	Full spend anticipated in this financial year	
40201	Stuart Parkhurst	Works From Compliance Surveys	260	83	40	260	0	-	Full spend anticipated in this financial year	
40202	Stuart Parkhurst	Thorpe Place 18_19	38	37	1	38	0	-	Works completed no further costs expected	
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper	100	0	0	0	100	-	project slipped until 21/22 (see RF email 01/10/20)	
40205	Stuart Parkhurst	Orchard Way Fire Safety Works	25	7	0	25	0	-	Full spend anticipated in this financial year	
40207	Stuart Parkhurst	Bridge Street Toilets Demolition	45	40	0	45	0	-	Works completed no further costs expected	
40219	Stuart Parkhurst	Community Centre - Works	195	0	10	195	0	-	2 year scheme - £195k in yr1 and £190k in yr 2.	
Property Investment Total			62,665	18,280	1,207	49,962	12,111	(592)		
Comm Dev Assets total			62,665	18,280	1,207	49,962	12,111	(592)		
40060	Karen Edwards	HR / Payroll System replacement	43	44	157	44	0	1	Commitment relates to old PO - need to cancel	
40208	Karen Edwards	Project Manager for HR/Payroll system	50	25	15	57	0	7	Recharge to SNC for Q1 now in	
HR Total			93	69	171	101	0	8		
40054	Rakesh Kumar	Land & Property Harmonisation	146	91	21	192	0	46	Potentially 20K coming in from OCC	
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	71	0	0	51	0	(20)	offsetting 46K above	
40057	Tim Spiers	Business Systems Harmonisation Programme	52	0	0	25	0	(27)	offsetting 46K above	
40059		Website Redevelopment	0	0	0	0	0	-		
40148	Tim Spiers	IT Strategy Review	0	(0)	47	0	0	-	Old commitment to cancel?	
40170	Tim Spiers	Customer Excellence & Digital Transfer	59	12	13	59	0	-	Spacecraft and Jadu	
40171	Hedd Vaughan-Evans	Unified Communications	0	0	0	0	0	-	Close cc	
40209	Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	10	0	-		
40210	Tim Spiers	CDC & OCC Technology Alignment	100	0	18	100	0	-		
40211	Tim Spiers	Legacy Iworld System Migration	100	0	0	100	0	-		
40212	Tim Spiers	Procurement of Joint Performance system	65	0	0	65	0	-		
42010	Hedd Vaughan-Evans	WIFI Replacement	0	0	0	0	0	-	close cc - WIFI now to be coded to 21773	
ICT and Digital Total			603	103	99	602	0	(1)		
Customers, Org Dev total			696	171	270	703	0	7		

CHERWELL CAPITAL EXPENDITURE 2020-21

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40015	Ed Potter	Car Park Refurbishments	145	0	35	100	45	-	This project is concentrating on installing pay on exit barriers at the car park at Compton Road. Due to covid the works have been delayed and now require £45k to be slipped in to 21/22 to complete works.	
40021	Ed Potter	Energy Efficiency Projects	4	0	3	3	0	(1)		
40025	Ed Potter	Public Conveniences	0	0	0	0	0	-	This project was completed in 19/20.	
40026	Ed Potter	Off Road Parking	18	0	0	18	0	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and is expecting to be fully spent in 20/21.	
40028	Ed Potter	Vehicle Replacement Programme	1,175	28	654	900	275	-	2 x sweepers and 1 x electric vehicle still to be ordered, commitment expected by end of November 2020 and received by March 2021. Slippage required of £275k in to 21/22 as further investigation wanted on larger electric vehicles before committing to diesel equivalents.	
40031	Ed Potter	Urban City Electricity Installations	15	0	0	15	0	-	This project is for the refurbishment of electric sockets in Bicester centre, awaiting quotes but expecting full spend in 20/21.	
40156	Ed Potter	Container Bin Replacement	5	13	0	5	0	-	Fully committed in 20/21. Overspend to be journalled to revenue CC 25802.	
40186	Ed Potter	Commercial Waste Containers	26	18	1	26	0	-	Fully committed in 20/21.	
40187	Ed Potter	On Street Recycling Bins	34	12	0	22	12	-	£10k to be utilised/committed for urban centre recycling bins in 20/21, the remainder £12k to slip in to 21/22 to replenish on street recycling bins stock.	
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	175	6	10	75	100	-	Anticipating commitments in quarter 3. £100k to be slipped in to 21/22 for preparation if separate food and garden waste implemented.	
40216	Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	12	0	-	This project is for metal steps at Kirtlington Quarry. The lease runs out in March 2021. Awaiting to hear if lease extended by Christmas 2020 to whether purchases are required. Confirmation in period 10.	
40217	Ed Potter	Car Parking Action Plan Delivery	125	0	0	0	125	-	Member sign off on action plan is now not due until 2nd November, delays due to covid now require slippage in to 21/22.	
40218	Ed Potter	Depot Fuel System Renewal	50	0	0	0	50	-	Awaiting specification and liasing with procurement requirement, installation unlikely before April 2021 but commitments expected in 20/21.	
40222	Ed Potter	Bicester Country Park	80	0	0	25	55	-	£25k outturn is for bridges, signage, bins etc - this will be received by March 2021, delays due to covid now require slippage of £55k in to 21/22.	
Environment and Waste Total			1,864	78	704	1,201	662	(1)		
Communities Total			1,864	78	704	1,201	662	(1)		
40083	Tim Mills	Disabled Facilities Grants	1,965	299	10	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.	
40158	Frances Evans	Abritas Upgrade	12	4	0	8	0	(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.	
40084	Tim Mills	Discretionary Grants Domestic Properties	200	53	0	150	0	(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.	
Housing Services Total			2,177	356	10	1,258	490	(429)		
Adult Housing Total			2,177	356	10	1,258	490	(429)		
40005	Tom Darlington	Whitelands Farm Sports ground	0	2	0	0	0	-	funded from S106	
40006	Nicola Riley	Community Centre Refurbishments	11	0	0	11	0	-		
40007	Liam Didcock	Solar Photovoltaics at Sports Centres	43	0	0	0	43	-	No spend anticipated in 20/21 but budget to be utilised on energy efficiency scheme in 21/22	
40009	Tom Gubbins	Physical Activity and Inequalities Insight	20	4	0	12	0	(8)	£12k spend on Story Map insight work	
40010	Liam Didcock	North Oxfordshire Academy Astroturf	183	0	0	0	183	-	Currently in discussions with United Learning Trust regarding outstanding planning application and their contribution. Spend likely to be delayed until 21/22	

CHERWELL CAPITAL EXPENDITURE 2020-21

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							OUTTURN NARRATIVE
			BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000		
40019	Liam Didcock	Bicester Leisure Centre Extension	122	11	38	38	84	-	FMG Consulting fee of £37,750 for leisure centre feasibility works. Remaining spend likely to take place in 21/22	
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	11	0	0	30	-	Spend will not take place until 21/22 when Castle Quay Waterside is completed and bridge reinstated	
40035	Rebecca Dyson	Corporate Booking System	60	2	0	60	0	-	Delay due to corporate pressure on IT service.	
40131	Tom Darlington	S106 Capital Costs	0	137	127	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).	
40152	Kevin Larnar	Community Capital Grants	128	42	61	128	0	-	£126,461.17 committed on Civica, £42,304 spent with balance of £85,157.37 and leaving a non-committed underspend of £806.03	
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	60	0	0	60	0	-	Forward funded by S106 as TrackMark was required before this financial year.	
40221	Liam Didcock	Cooper School Re-Development/Refurb work	40	37	5	40	0	-	Majority of works now completed, some potential spend in Oct. Full spend is anticipated in this financial year.	
Leisure and Sport Total			697	247	231	349	340	(8)		
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	20	(12)	12	12	0	(8)	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. G/2 Stuart to chase final invoice	
Wellbeing Total			20	(12)	12	12	0	(8)		
Public Health Wellbeing Total			717	235	243	361	340	(16)		
Capital Total			106,022	19,662	3,622	80,701	#VALUE!	#VALUE!	52858.53439 - Under Spend	

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

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