

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 19 October 2021  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

## Membership

### **Councillor Tom Wallis (Chairman)**

Councillor Mike Bishop  
Councillor Matt Hodgson  
Councillor David Hughes  
Councillor Perran Moon  
Councillor Les Sibley

### **Councillor Douglas Webb (Vice-Chairman)**

Councillor Sandy Dallimore  
Councillor Simon Holland  
Councillor Ian Middleton  
Councillor Adam Nell  
Councillor Bryn Williams

**Substitutes** Any member of the relevant political group, excluding Executive members

## AGENDA

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

### 1. **Apologies for Absence and Notification of Substitute Members**

### 2. **Declarations of Interest**

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

### 3. **Minutes** (Pages 5 - 12)

To confirm as a correct record the minutes of the meeting held on 7 September 2021.

**4. Chairman's Announcements**

To receive communications from the Chairman.

**5. Urgent Business**

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

**6. Teenage Mental Health Services within Cherwell**

The Sport and Physical Activity Manager will give a presentation regarding the Mental Health Programme delivered by Cherwell District Council Youth Activators, in partnership with Oxfordshire Mind and Resilient Young Minds.

**7. Monthly Performance, Risk and Finance Monitoring Report (Pages 13 - 46)**

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 positions as at the end of July 2021.

**Recommendations**

The meeting is recommended:

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

**8. Work Programme 2021-22 (Pages 47 - 62)**

Democratic and Elections Officers will go through the list of subjects raised at previous meetings and at the informal session held on 30 June 2021 (appendix 1), and provide updates.

Committee are asked to consider the draft scoping document (appendix 2) relating to the Members Education and Training Work Group, established at the last meeting. If approved, this document will form the Terms of Reference for the review.

To receive an update on items previously considered by the Committee (appendix 3).

The Committee to consider the work programme for 2021-2022 (appendix 4).

**Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.**

## **Information about this Meeting**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221953 / 01295 221591 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

### **Evacuation Procedure**

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

### **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.

### **Watching Meetings**

Please note that Council meetings are currently taking place in person (not virtually) with social distancing at the meeting. Meetings will continue to be webcast and individuals who wish to view meetings are strongly encouraged to watch the webcast to minimise the risk of COVID-19 infection.

Places to watch meetings in person are very limited due to social distancing requirements. If you wish to attend the meeting in person, you must contact the Democratic and Elections Team [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) who will advise if your request can be accommodated and of the detailed COVID-19 safety requirements for all attendees.

Please note that in line with Government guidance, all meeting attendees are strongly encouraged to take a lateral flow test in advance of the meeting.

### **Mobile Phones**

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

### **Queries Regarding this Agenda**

Please contact Emma Faulkner / Lesley Farrell, Democratic and Elections  
[democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221953 / 01295 221591

**Yvonne Rees**  
**Chief Executive**

Published on Monday 11 October 2021



## **Cherwell District Council**

### **Overview and Scrutiny Committee**

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 7 September 2021 at 6.30 pm

#### Present:

Councillor Tom Wallis (Chairman)  
Councillor Douglas Webb (Vice-Chairman)  
Councillor Mike Bishop  
Councillor Sandy Dallimore  
Councillor Matt Hodgson  
Councillor David Hughes  
Councillor Perran Moon  
Councillor Adam Nell

#### Substitute Members:

Councillor John Broad (In place of Councillor Ian Middleton)

#### Also Present:

Councillor Lucinda Wing, Lead Member for Housing (for Items 6 and 7)  
Councillor Barry Wood, Leader of the Council

#### Apologies for absence:

Councillor Simon Holland  
Councillor Ian Middleton  
Councillor Les Sibley  
Councillor Bryn Williams

#### Officers:

Anita Bradley, Director Law and Governance & Monitoring Officer  
Vicki Jessop, Interim Assistant Director Housing and Social Care Commissioning (for Items 6 and 7)  
Paul France, Senior Housing Officer (for Item 6)  
Frances Evans, Housing Strategy and Development Team Leader (for Item 7)  
Emma Faulkner, Democratic and Elections Officer  
Lesley Farrell, Democratic and Elections Officer  
Natasha Clark, Governance and Elections Manager

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### **Declarations of Interest**

There were no declarations of interest.

13 **Minutes**

The Minutes of the meeting of the Committee held on 14 July 2021 were confirmed as a correct record and signed by the Chairman.

14 **Chairman's Announcements**

There were no Chairman's announcements.

15 **Urgent Business**

There were no items of urgent business.

16 **Changes to Cherwell District Council's Housing Allocation Scheme**

The Committee considered a report from the Interim Assistant Director, Housing and Social Care Commissioning relating to proposed changes to the Council's Housing Allocation Scheme prior to approval being sought from Executive at their 1 November 2021 meeting.

The Interim Assistant Director, Housing and Social Care Commissioning explained that the scheme set out how the Council processes and prioritises applications for social housing, including the criteria for determining priority based on housing need. The allocation of social rented housing is the responsibility of Cherwell District Council (CDC) as the housing authority, with alternative options such as shared ownership going through help to buy agents.

The CDC Housing Allocation Scheme had last been reviewed and amended in November 2018. The Interim Assistant Director, Housing and Social Care Commissioning explained that it was important to review the scheme regularly, to ensure it reflected housing needs in the district as well as taking account of updated statutory guidance and regulatory changes.

The proposed changes offered clarity to wording and definitions in a number of sections of the scheme, as well as adding a new section that dealt with the potential implications of Oxford's unmet housing need.

In response to questions from the Committee the Interim Assistant Director, Housing and Social Care Commissioning clarified that housing applicants with a disability were assessed in terms of how their specific housing needs were affected by their particular disability.

**Resolved**

- (1) That the proposed changes to the Housing Allocation Scheme be supported

## **Draft Tenancy Strategy and Affordability Statement 2021 (Cherwell District Council)**

The Committee considered a report from the Interim Assistant Director, Housing and Social Care Commissioning which outlined changes to the Tenancy Strategy and Affordability Statement and sought comments from the Committee as part of the consultation process.

The Housing Strategy and Development Team Leader gave a presentation detailing the proposed changes, which included reflecting changes to legislation that had occurred since the statement was initially adopted in 2017 and reflecting the council's ambition to deliver more social rented housing.

The Housing Strategy and Development Team Leader explained that the Localism Act 2011 required the Council to promote the consultation to all Registered Providers (RPs) in the district. Two consultation workshops had been held with RPs, in addition the Housing Team had promoted the consultation to stakeholders, voluntary and community groups.

In response to questions from the Committee, the Housing Strategy and Development Team Leader explained that current residents had not directly been encouraged to respond to the consultation, but the consultation was a full public consultation and advertised in line with the council's Consultation and Engagement Strategy.

The Housing Strategy and Development Team Leader then asked the Committee to respond to three questions via the Slido online polling app. The questions were:

- To what extent do you agree/disagree that more social rented homes should be provided?
- To what extent do you agree/disagree that the vision and aims of the new draft strategy are the right one for Cherwell District?
- What challenges might be we in delivering this new strategy for Cherwell District?

Once the consultation period had finished the strategy would be amended to take into account consultation responses, including the comments from the Committee members who had answered the Slido poll questions. The updated strategy would be presented to Executive for approval at their 1 November 2021 meeting.

The Committee were invited to make comments which would be included in the consultation feedback to the Executive.

Further to the earlier question regarding current residents being invited to take part in the consultation, the Committee requested that for future consultations, consideration be given to a mechanism for ensuring residents directly affected by a consultation are contacted and encouraged to respond.

The Committee also requested that a continuous effort be made to improve the quality and standard of housing in the district.

In response to queries from the Committee regarding the type of housing available, the Housing Strategy and Development Team Leader encouraged the Committee to advise parish councils in their wards that a 'parish needs survey' could be undertaken to determine future housing requirements in each area.

### **Resolved**

- (1) That the draft Tenancy Strategy and Affordability Statement be noted
- (2) That the following comments be submitted to the Executive:
  - a. For all future consultations, a mechanism for ensuring residents directly affected by a consultation are contacted and encouraged to respond
  - b. A continuous effort is required to improve quality and standard of housing in the district

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### **Constitution Review 2021**

The Committee considered a report from the Director of Law and Governance and Monitoring Officer regarding the process for the 2021 annual review of the Constitution.

The Constitution was last reviewed in 2020, and one of the conclusions agreed by Full Council at its meeting on 14 December 2020 was that an annual review should be undertaken in autumn each year, with the Overview and Scrutiny Committee making recommendations to Council on any proposed changes.

The report as set out proposed an approach to the 2021 review, including the establishment of an informal cross-party working group, comprising 5 Conservative members, 2 Labour members, 1 Progressive Oxfordshire and 1 Independent Group member.

Councillor Perran Moon advised the Committee that following careful consideration and discussion within the Group, the Labour Group would not participate in the 2021 review if the working group was established as proposed. The reason for the Labour Group's decision was because the 2020 review process had resulted in some recommendations that had cross-party agreement at the working group stage, when considered by the Overview and Scrutiny Committee resulting in different recommendations going forward to Full Council.

Councillor John Broad echoed the comments of Councillor Moon with regards to the changes made by the Overview & Scrutiny Committee to recommendations of the working group, and advised that the Progressive Oxfordshire Group would also not take part in the 2021 review if the working group was constituted in the same way.

Noting the comments put forward on behalf of the two Groups the Director of Law and Governance and Monitoring Officer advised the Committee that there was a legal responsibility for the Constitution to be kept under review to ensure it remains fit for purpose. The preferred way of doing so would be via discussions with a cross party working group. If the Committee did not resolve to establish a working group as set out in the report, it would still be possible for the legal requirement to be met via an officer led process, but this was not the preferred approach. The Director of Law and Governance and Monitoring Officer reminded the Committee that Full Council was the body responsible for adopting and changing the Council's Constitution and any changes would therefore need to be agreed by Full Council.

The Chairman of the Committee explained that he would like to move forward with a consensus view from Committee and establish the working group as set out.

The Director of Law and Governance and Monitoring Officer advised the Committee that as well as establishing the working group, she would be willing to liaise with Political Group Leaders to agree the practical steps and process for the review to allay their concerns arising from the 2020 review.

It was proposed by Councillor Tom Wallis and seconded by Councillor Sandy Dallimore that the recommendations as set out in the report be approved, with an additional recommendation reflecting the suggestion from the Director of Law and Governance and Monitoring Officer regarding liaising with Political Group Leaders about the 2021 review process.

In the course of debate it was proposed by Councillor Perran Moon and seconded by Councillor Matt Hodgson that a recorded vote be taken. Having been proposed and seconded, a recorded vote was duly taken and Members voted as follows:

Councillor John Broad	For
Councillor Matt Hodgson	Against
Councillor Perran Moon	Against
Councillor Douglas Webb	For
Councillor Mike Bishop	For
Councillor Sandy Dallimore	For
Councillor Adam Nell	For
Councillor David Hughes	For
Councillor Tom Wallis	For

**Resolved**

- (1) That the process for the 2021 annual review of the Constitution be endorsed.
- (2) That the establishment of a cross-party Constitution Review working group be agreed.
- (3) That the Director Law and Governance be requested to liaise with Political Group Leaders to agree the practical steps and process for the review.

## 19 **Work Programme 2021-22**

The Committee considered its work programme for 2021-22, and received an update from officers on potential topics for review that had been raised at the informal work programme planning session held on 30 June.

With regard to the subject of teenage mental health raised by Councillor Perran Moon, the Wellbeing Team had provided information regarding the Oxfordshire mental health prevention concordat, and the Mental Health Prevention Framework which was in place for the period 2020 to 2023.

In addition to the concordat and framework, the Wellbeing Team had advised that the Youth Activators, in partnership with Oxfordshire Mind and Resilient Young Minds, had been delivering a mental health programme in schools. Work so far had been in primary schools but would be expanded to older age groups shortly.

In response to the information provided, Councillor Moon advised that he would still like more information to be provided, particularly in relation to the work of the Youth Activators and the mental health programme. His particular concern was the 13-19 age group due to the increased case load that had been reported nationally.

With regard to the subject of homelessness within the LGBT community raised by Councillor Sandy Dallimore, officers had gone back to the Housing Options and Allocations Manager and asked if it would be possible to record additional information when processing homelessness applications. The Housing Options and Allocations Manager had advised that it was not possible, as the questions asked related to information that had to be recorded annually for statistical returns to the Ministry for Housing, Communities and Local Government.

In response to the further information provided, Councillor Dallimore agreed that the subject should be removed from the topic list for the moment as no further work could be undertaken at this stage.

With regard to the subject of the relationship between the District Council and the parishes, Councillor Dallimore advised that he had now spoken to the Healthy Communities Manager and gathered some more information on what

was proving to be a complex subject. Councillor Dallimore therefore requested agreement of the Committee to set-up a working group of approximately five or six members, to investigate how the district council and parish councils interact and what might be possible in terms of improving the relationship, the flow of information and communication.

The Committee agreed that this was a good subject to investigate, and agreed that a working group should be established. Democratic and Elections Officers advised they would work with Councillor Dallimore and the working group to draft a scoping document for the review, which would be brought back to the October meeting of the Committee for consideration and approval.

Regarding potential new subjects for discussion, Councillor Dallimore proposed that a separate working group be established to look at the subject of member training and education.

Councillor Dallimore proposed that the working group should include the five new Members elected in May 2021, with one or two longer serving Members. The working group would gather views and feedback on the induction process and the ongoing process of member training, to identify any areas for development or improvement in the future.

The Committee supported the suggested topic and agreed to establish a working group. Democratic and Elections Officers advised they would work with Councillor Dallimore and the working group to draft a scoping document for the review, which would be brought back to the October meeting of the Committee for consideration and approval.

### **Resolved**

- (1) That the verbal updates regarding suggested topics for scrutiny be noted.
- (2) That further information be sought and circulated to all Members regarding the Mental Health programme being delivered by CDC Youth Activators and an update and presentation be scheduled for a future Committee meeting.
- (3) That the homelessness in the LGBT Community subject be removed from the topic sheet.
- (4) That a working group be established to consider the subject of the relationship between Cherwell District Council and the Cherwell parishes.
- (5) That a working group be established to look at the subject of Member Training and Education.
- (6) That the update on items previously submitted to Overview and Scrutiny be noted.

- (7) That subject to the inclusion of scoping documents from the working groups being considered at the 19 October meeting, the indicative work programme for 2021-2022 be noted.

The meeting ended at 8.17 pm

Chairman:

Date:

## **Cherwell District Council**

### **Overview and Scrutiny Committee**

**19 October 2021**

### **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 positions as at the end of July 2021.

#### **1.0 Recommendations**

The meeting is recommended:

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

#### **2.0 Introduction**

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during July 2021, 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 monitored 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 (appendix 1).

2.6 The report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.1 There are two appendixes to this report:

- Appendix 1 - 2020/21 Business Plan
- Appendix 2 - Monthly Performance Report

### 3.0 Report Details

3.1 The Council’s performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2021-22 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2021-22 business plan sets out four strategic priorities:

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

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

Colour	Symbol	Tolerances for Business Plan Measures	Tolerances for Key Performance Measures (KPIs)
<b>Red</b>		Significantly behind schedule	Worse than target by more than 10%.
<b>Amber</b>		Slightly behind schedule	Worse than target by up to 10%.
<b>Green</b>		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:**

**Homeless Prevention** is recording Amber for July and for year to date. Due to the courts resuming eviction hearings the council has seen an increase in the number of families requiring emergency accommodation. As per the countywide Homelessness and Rough Sleeping Strategy, approved by Executive on 05<sup>th</sup> July, the team continues to be focused on early intervention to prevent homelessness.



**Average time taken to process Housing Benefit change events** is reporting Amber for July and Green for year to date (running slightly above target of 8.06 against target of 8.00 days). Due to one claim having a high number of days when assessed (over 1000 days). However, the target should be back to below target figures next month.

**% of major planning applications determined to National Indicator** is reporting Green for July and year to date. Another improvement from recorded Red, for both, month and year to date, last month. Whereas last month one major appeal was overturned, no major planning appeals were determined by the Planning Inspectorate, during July 2021.



## **Priority: Leading in environmental sustainability**

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

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

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

**Develop the Country Parks to support good lifestyle choices** is reporting Amber for July and year to date. Project Manager recruitment process is in place. The team is unable to quantify progress at this stage. Social media will be used to promote progress of the country park.

**Reduction of fuel consumption used by fleet** is reporting Green for July and Amber for year to date (40,257 against a target of 40,422 tonnes). An incredible recovery from last month's Red and Amber reported, thanks to a slight decrease in fuel usage, against the same time last year.

**High Quality Waste and recycling service to residents support a sustainable lifestyle** is recording residual waste and dry recycling at the same levels as last year, continuing to show the team's commitment to providing a consistently high quality service delivery throughout the pandemic. As people continue working from home, the percentage of household waste recycled continues to be high, delivering at 57.5% against a national average of 46.2% (UK figure for 2019 published in July 2021 by DEFRA).



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### **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:**

**Develop a Recovery and Prosperity Strategy (RPS)** is reporting Green for July and year to date. Running slightly behind as the emerging ten-year Economic Strategy, for Cherwell, which has been reframed and refocused, as a ten-year post-COVID-19 Recovery and Prosperity strategy. A draft is being reviewed and prepared for consultation.



**% of Council Tax collected, and Council Tax Base** is reporting Amber for July and year to date (9.04% against target of 9.50%), slightly behind from last month's recorded target. The amount of Council Tax collected (2021/22) has risen to just over £116.3m, with recorded figure of 38.66% against a target of 39% collection, for the year. Whilst the in-month collection and year to date figures are both slightly short target, recovery action remains ongoing. Reminder notices continued to be issued and customers who have remained in arrears are being pursued through court action.



**% of Business Rates collected, increasing NNDR Base** is reporting Green for July and Red for year to date (9.78% against a target of 9.00%), a considerable recovery from last month's recorded target. The amount of business rates due in 2021/22, now, stands at £82.9m. The amount due has decreased from last month following contact from businesses either applying or requesting the removal of the expanded retail relief. These late notifications have impacted the collection rates, as changes to instalment-plans require 14 days-notice, therefore, businesses didn't pay July instalment, waiting for their account to be adjusted. We continue to formally

recover arrears by issuing reminder notices and taking court action where appropriate.

### **Priority: Healthy, resilient and engaged communities**

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

#### **3.11 Overview of our performance against this strategic priority:**

**Report points the way to a zero carbon Oxfordshire.** We are one of the organisations involved in commissioning the report committed to playing its role in delivering a zero carbon Cherwell and using its influence on cut emissions. The report acknowledges that Oxfordshire made rapid progress reducing carbon emissions, over the last decade, but with this momentum, is committed to facing challenges and building the work on zero carbon initiatives by reviewing report’s findings with other Oxfordshire partner organisations.

**Spiceball Leisure Centre footbridge reopens for summer.** The footbridge over the River Cherwell linking Spiceball Leisure Centre to Spiceball Road has reopened after its closure during the development of Castle Quay Waterfront and it is the latest milestone achieved in the regeneration of this canal side destination, in Banbury, and will greatly improve public access to Spiceball Leisure Centre.



### **Summary of Performance**

3.12 The Council reports monthly on performance against 28 Business Plan Measures, with 13 Programme Measures and 15 Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

#### **Programme Measures and Key Performance Indicators (28)**

<b>Status</b>	<b>Description</b>	<b>July</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	24	86%	23	82%
Amber	Slightly off target	4	14%	4	14%
Red	Off target	0	0%	1	4%

### **Service in Focus - Housing & Social Care Commissioning**

At Cherwell DC Executive on 5 July 2021 a countywide Homelessness and Rough Sleeping Strategy for 2021-26 was approved. It sets out early intervention to prevent homelessness and, also, commits to engage with people who have lived experience of homelessness to design and deliver homelessness prevention and support services in future, with:

- Vulnerable single adults - 9 additional units of accommodation provided for people that were homeless or at risk of rough sleeping. Using RSI 4, we continued the enhance outreach service and commissioned 16 'Housing First'<sup>1</sup> homes, extending the cold weather service until March 22, to provide emergency accommodation.
- Families and resettlement - 14 families supported to settle in the Cherwell, under the Vulnerable Persons Resettlement Scheme, with a further 4, by the end of March 2022. Feedback has been very positive about the Cherwell vulnerable persons resettlement service.
- Providing more affordable homes - Maximised Oxfordshire growth deal affordable housing programme funding 125 additional affordable homes to be delivered and launched a new draft Tenancy Strategy and Affordability Statement 2021, for public consultation, which sets out our expectations of Registered Providers to deliver more social rent and lifetime tenancies.
- Improving housing conditions and standards - Lunched a new Housing Standards Enforcement Policy to set out powers for the Council to regulate and improve housing and its approach to enforcement<sup>2</sup>. Working cross authority with OCC trading standards on a new regulatory data management system Idox Cloud. Concluding two significant work-in-default jobs totalling £15k. Finally, we continue to advise landlord and tenants on responsibilities and tenancy relations through targeted emails and landlords' newsletter, with 1 illegal eviction case nearing completion.
- Helping people to stay independent at home - A new Disabled Adaptations Policy was approved, in March, resulting in 119 major disabled adaptations and 93 minor adaptations completed, such as, fitting 114 key-safes and 129 homes and repairs through the small repairs service.

<sup>1</sup><https://www.gov.uk/government/publications/housing-first-pilot-national-evaluation-reports/mobilising-housing-first-toolkit-from-planning-to-early-implementation>

<sup>2</sup>[\(Public Pack\) Agenda Document for Executive, 05/07/2021 18:30 \(cherwell.gov.uk\)](#)

## **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.

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 – Highly Probable
Impact	5 - Catastrophic			L07		
	4 - Major		L08 - L15	L03 - L04 - L05 - L06 - L10	L01 - L16	
	3 - Moderate		L09	L02 - L11 - L13 - L17	L14 - L18	L12
	2 - Minor					
	1 - Insignificant					

3.15 The table below provides an overview of the Leadership Risk Register 21/22 This section of the report will update any significant changes on a monthly basis.

Leadership Risk	Score	Direction of travel	Latest Update
L01 Financial Resilience	16 High Risk	↔	Risk reviewed 30/07/21 - Potential impact and comments updated
L02 Statutory functions	9 Low Risk	↔	Risk reviewed 20/08/21 - Comments updated
L03 CDC Local Plan	12 Medium Risk	↔	Risk reviewed 10/08/21 - Comments updated
L04 Business Continuity	12 Medium Risk	↔	Risk Reviewed 09/08/21 – Comments updated
L05 Emergency Planning	12 Medium Risk	↔	Risk Reviewed 09/08/21 – No changes
L06 Health & Safety	12 Medium Risk	↔	Risk reviewed 30/07/21 – No changes
L07 Cyber Security	15 Medium Risk	↔	Risk Reviewed 30/07/21 - Mitigating actions updated
L08 Safeguarding the Vulnerable	8 Medium Risk	↔	Risk reviewed 11/08/21 - Risk owner updated
L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↔	Risk reviewed 11/08/21 - Risk Manager updated
L10 Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	Risk reviewed 11/08/21 - No changes
L11 Corporate Governance	9 Low Risk	↔	Risk reviewed 20/08/21- Mitigating actions and comments updated
L12 Oxfordshire Growth Deal	15 Medium Risk	↔	Risk reviewed 10/08/21 - Risk Manager and Comments updated
L13 Joint Working	9 Low Risk	↔	Risk reviewed 11/08/21 - No Update
L14 Legacy Shared Services Partnership – West Northamptonshire Council	12 Medium Risk	↔	Risk reviewed 11/08/21 - No Update
L15 Workforce Strategy	8 Medium Risk	↔	Risk reviewed 11/08/21- Comments updated
L16 Covid19 Community and Customers	16 High Risk	↔	Risk reviewed 24/08/21 – Comments updated
L17 Covid19 Business Continuity	9 Low Risk	↔	Risk reviewed 11/08/21 – No changes
L18 Post Covid19 Recovery	12 Medium Risk	↔	Risk reviewed 11/08/21 - No Update

During July the leadership risk register had no score changes. "L19 Elections May 2021" has been closed.

## Finance Update

3.16 The Council's forecast position for 2021/22 at the end of July shows a £1.191m overspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.566m and an overspend of £0.625m on business as usual costs as shown in Table 2.

### 3.17 Report Details

**Table 1: Forecast Year End Position**

Forecast overview - July 2021	Original Budget £m	Current Budget £m	Year End Position at July £m	July Variance (Under)/Over £m	% Variance to current budget %	July Forecast Over / (Under) £m	Change since July (better) / worse £m
Environment and Place	6.699	9.970	11.205	1.235	12.4%	1.103	0.132
Customers, Org. Dev. And	5.682	5.939	6.544	0.605	10.2%	0.429	0.176
Resources Adults and Housing	1.844	2.957	2.977	0.020	0.7%	0.020	0.000
Services Public Health and Wellbeing	1.816	2.969	3.169	0.200	6.7%	(0.040)	0.240
Comm. Dev. Assets and Inv.	0.076	0.290	1.273	0.983	339.0%	0.268	0.715
<b>Subtotal Directorates</b>	<b>16.117</b>	<b>22.125</b>	<b>25.168</b>	<b>3.043</b>	<b>13.8%</b>	<b>1.780</b>	<b>1.263</b>
Executive Matters	2.769	(3.467)	(3.927)	(0.460)	(13.3%)	(0.477)	0.017
Policy Contingency	3.487	3.715	2.323	(1.392)	(37.5%)	(0.450)	(0.942)
<b>Total</b>	<b>22.373</b>	<b>22.373</b>	<b>23.564</b>	<b>1.191</b>	<b>5.3%</b>	<b>0.853</b>	<b>0.338</b>
<b>FUNDING</b>	<b>(22.373)</b>	<b>(22.373)</b>	<b>(22.373)</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.000</b>
<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>0.000</b>	<b>1.191</b>	<b>1.191</b>		<b>0.853</b>	<b>0.338</b>

**Table 2: Analysis of Forecast Variance – July**

<b>Breakdown of current month forecast</b>	<b>Forecast Variance</b>	<b>Forecast Base Budget Over/ (Under)</b>	<b>Savings Non-Delivery</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Environment and Place	1.235	0.838	0.397
Customers, Org. Dev. And Resources	0.605	0.570	0.035
Adults and Housing Services	0.020	(0.020)	0.040
Public Health and Wellbeing	0.200	0.171	0.029
Comm. Dev. Assets and Inv.	0.983	0.918	0.065
<b>Subtotal Directorates</b>	<b>3.043</b>	<b>2.477</b>	<b>0.566</b>
Executive Matters	(0.460)	(0.460)	0.000
Policy Contingency	(1.392)	(1.392)	0.000
<b>Total</b>	<b>1.191</b>	<b>0.625</b>	<b>0.566</b>
<b>FUNDING</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>(Surplus)/(Deficit)</b>	<b>1.191</b>	<b>0.625</b>	<b>0.566</b>

- 3.18 Of the £0.566m savings not expected to be delivered in 2021/22, £0.497m of this is also not expected to be delivered in future years.
- 3.19 The Council is incurring costs and lost income during 2021/22 in relation to COVID-19 across all areas of the Council. The assumption is that costs/losses of income will be incurred generally until late July when COVID-19 restrictions will be lifted. However, there are some areas where there may be a prolonged change in behaviour. In particular lost income is forecast until the end of the financial year in car parking.
- 3.20 When the Council set its budget for 2021/22 the likely financial impact of COVID-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget of £3.715m includes funding for anticipated lost income and additional costs of COVID-19 in the 2021/22 financial year. In addition, the Council received £0.720m in COVID-19 grant and expects to claim £0.095m from the Sales, Fees and Charges compensation scheme which is open until the end of July. The forecast financial costs and loss of income associated with COVID-19 continue to be recorded and are shown in Table 3 as a memorandum item. These impacts are assumed within the overall forecast.

**Table 3: COVID-19 Impacts included in the 2021/22 Outturn Forecast**

COVID-19 Impacts 2021/22	£m
Environment and Place	0.425
Customers, Org. Dev. And Resources	0.004
Adults and Housing Services	0.000
Public Health and Wellbeing	0.230
Comm. Dev. Assets and Inv.	1.649
<b>Subtotal Directorates</b>	<b>2.308</b>
Executive Matters	(0.815)
Policy Contingency	0.000
<b>Total</b>	<b>1.493</b>

Note: Executive Matters holds the General COVID-19 funding received.

### 3.21 Report Details

#### Environment and Place

Environment and Place have forecast an overspend of £1.235m against a budget of £9.970m (12.4%). This forecast overspend includes £0.838m expected base budget costs and £0.397m in potential savings non-delivery

Environment and Waste	The forecast variance for Environmental Services for July is mostly due to continued pressure within Car Parks, £0.747m reduction in anticipated car parks income, (of which £0.353m is due to the impact of COVID-19). There is also a £0.107m increase in national non-domestic rates. Waste and recycling staffing cost due to the necessary use of agency staff is impacting outturn by £0.233m, there is a £0.049m reduction in expected income and fuel costs are expected to be £0.052m higher. This is offset in part by (£0.158m) savings on refuse disposal charges and a reduction in gate fees plus other small variances across the service of £0.032m.
Variation £1.062m overspend	
Variance to last month's forecast £0.107	
	The movement from July is due to an increase in staffing costs due to the required use of agency staff plus business waste and bulky collections and car park income levels are lower than expected.

<p>Planning &amp; Development</p> <p>Variation £0.088m overspend</p> <p>Variance to last month's forecast £0.00m</p>	<p>Planning and Development are forecasting a £0.083m overspend due to agency costs with other minor overspends of £0.005m across the service.</p>
<p>Growth &amp; Economy</p> <p>Variation £0.085m overspend</p> <p>Variance to last month's forecast £0.025m</p>	<p>Growth and Economy's forecast of £0.085m overspend is made up of £0.030m consultancy costs and £0.055m corporate costs in relation to Oxford to Cambridge ARC and the annual Growth board contribution</p>

## **Customers and Organisational Development**

Customers & Organisational Development have forecast an overspend of £0.605m against a budget of £5.939m (10.2%). This forecast overspend includes £0.570m base budget costs and savings of £0.152m at risk of delivery.

<p>HR/IT/Comms/Cultural Services</p> <p>Variation £0.185m overspend</p> <p>Variance to last month's forecast £(0.002m)</p>	<p>The forecast overspend of £0.121m in IT is due to a pressure on the delivery of savings required of £0.117m and small overspends across the service of £0.004m. A full review is underway to identify in-year mitigations including a review of joint working costs and potential savings through working with OCC, and the legacy costs associated with delivery of service to what was South Northants Council</p> <p>There is a pressure of £0.035m in the Comms Strategy and Insight savings proposal to deliver business administrative support to directors through a shared provision with OCC.</p> <p>HR and Cultural Services are largely on target with combined minor overspends totalling £0.029m</p>
<p>Finance</p> <p>Variation £0.420m overspend</p> <p>Variance to last</p>	<p>There is a forecast overspend for Revenue and Benefits due to £0.174m recovery of overpaid Housing Benefit subsidy by the Department of Works and Pensions. Project and recruitment costs relating to the establishment of the new Revenues and Benefits team has resulted in a forecast one-off</p>

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month's forecast  
£0.178m

overspend of £0.104m. In addition, a £0.048m overspend on insurance premiums, a £0.068m overspend on agency costs in Finance and £0.026m other small overspends across the service.

The movement of £0.178m from last month is due to the project and recruitment costs associated with the creation of the new Revenues and Benefits team.

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## **Adults and Housing Services**

Adults and Housing Services have forecast an overspend of £0.020m against a budget of £2.957m, (0.7%). This forecast overspend includes £0.020m base budget savings and £0.040m in potential savings non-delivery

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Housing &  
Social Care

The forecast outturn for Housing is expected to be largely on track with £0.020m overspends across the service

Variation  
£0.020m  
overspend

Variance to last  
month's  
forecast  
£0.00m

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## **Public Health & Wellbeing**

Public Health & Wellbeing forecast an overspend of £0.200m against a budget of £2.969m (6.7%) This forecast overspend includes £0.171m within the base budget and £0.029m in potential savings non-delivery

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Wellbeing

Wellbeing is forecasting an overspend of £0.200m. This is made up of £0.230m COVID-19 costs of which £0.180m relates to loss of benchmarking income in relation to the leisure contract. In addition, there are other savings of (£0.030m) across the service.

Variation  
£0.200m  
overspend

Variance to last  
month's forecast  
£0.240m

The Council has set aside a contingency for the COVID-19 costs, which will be brought into the accounts once the final outturn is known. The assumption within Policy Contingency is an underspend of £0.230m to offset this forecast overspend.

The movement this month is due to the recognition of COVID-19 costs and other minor variances.

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Healthy Place  
Shaping

Healthy Place Shaping are currently projecting to be on target.

Variation  
£0.000m

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Variance to last  
month's forecast  
£0.00m

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## **Commercial Development, Assets and Investments**

The Directorate is forecasting an overspend of £0.983m against a budget of £0.290m (339.0%). This forecast overspend includes £0.918m base budget costs and £0.065m in potential savings non-delivery

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Property	Castle Quay is anticipating a net overspend of £1.162m. £1.495m is due to loss of commercial income alongside additional void costs for empty units. Mitigating this slightly are potential savings of (£0.333m) on professional fees.
Variation £1.012m overspend	
Variance to last month's forecast £0.752m	The Council has set aside a contingency of up to £1.603m for these costs, which will be brought into the accounts once the final outturn is known. The assumption within Policy Contingency is an underspend of £1.162m to offset this forecast overspend which is an overall improved position of £0.441m.

The movement from last month of £0.712m is following a review of anticipated Castle Quay income, and the forecast has been adjusted to reflect that the projected income not as high as previously expected.

The rest of the Property service area is forecasting an underspend of (£0.150m). This is as a result of improved commercial income of (£0.085m) and staff savings of (£0.065m). This is a movement of £0.040m from July's forecast.

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Procurement	Procurement are forecasting on track with budget
Variation (£0.000m) underspend	

Variance to last  
month's forecast  
£0.00m

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Law and Governance	Law and Governance's forecast overspend is due to £0.077m salary and employee cost pressures.
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Variation  
£0.077m  
overspend

Variance to last  
month's forecast

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£0.001m	
Growth and Commercial	The underspend forecast is due to savings on a vacant post.
Variation (£0.051m) underspend	
Variance to last month's forecast (£0.038m)	
Regulatory Services	The Regulatory Services forecast underspend is due to (£0.115m) underspend on staff costs and vacant posts offset by £0.065m forecast loss of licensing income plus other minor savings across the service.
Variation (£0.055m) underspend	
Variance to last month's forecast £0.000m	

### **Executive Matters**

Executive Matters forecast is an underspend of (£0.460m) against the budget of (£3.467m) (-37.5%).

Interest	There is an underspend forecast against the budget of £0.435m for 2021/22 mostly as a result of lower interest rate on borrowings.
Variation (£0.435m) underspend	
Variance to last month's forecast £0.000m	
Corporate	The council is forecasting receipt of £0.095m COVID-19 funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30 <sup>th</sup> July 2021
Variation (£0.095m) underspend	
Variance to last month's forecast £0.017m	
External Audit Fees	External Audit fees are anticipated to be £0.070m more than budgeted due to higher than expected final 2019/20 audit fees and an increase in forecast for this year's audit.
Variation £0.070m	

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overspend

Variance to last  
month's forecast  
£0.000m

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### **Policy Contingency**

Policy contingency is planned to meet the reduction in commercial income in Commercial Development, Assets and Investments and is forecasting an underspend of (£0.1162m), in addition (£0.230m) is forecast for the Leisure Contract benchmarking payments. There remains £1.392m unallocated after these assumptions are taken into account.

### **3.22 Forecast Earmarked Reserves and General Balances at July 2021**

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

<b>Reserves</b>	<b>Balance 1 April 2021 £m</b>	<b>Original Budgeted use/ (contribution) £m</b>	<b>Changes agreed since budget setting £m</b>	<b>Changes Proposed July 2021 £m</b>	<b>Forecast Balance 31 March 2022 £m</b>
General Balance	(5.087)				(5.087)
Earmarked	(21.328)	(0.577)	1.276	0.048	(20.581)
Ringfenced Grant	(31.556)	22.073	4.934		(4.549)
<b>Subtotal Revenue</b>	<b>(57.971)</b>	<b>21.496</b>	<b>6.210</b>	<b>0.048</b>	<b>(30.217)</b>
Capital	(0.676)		0.020		(0.656)
<b>Total</b>	<b>(58.647)</b>	<b>21.496</b>	<b>6.230</b>	<b>0.048</b>	<b>(30.873)</b>

### **3.23 Government Grants**

As the value is in excess of £50,000, the Executive was asked to recommend to Council to include this funding and associated scheme in the Capital Programme:

- £1.240m Disabled Facilities Grant

### **3.24 Aged Debt**

As at 30 June 2021 the Council had outstanding debt of £4.9m, of which £2.1m is current debt and £2.8m is in recovery. Of the £2.8m in recovery, £0.9m is over 120 days old. A review of debt over 120 days old will be carried out.

### **3.25 Capital**

There is a forecast in-year underspend of (£2.854m), of which £2.604m is anticipated to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£0.250m).

### Forecast Capital Spend 2021/22

Directorate	Budget £m	Forecast Spend 2021/22 £m	Re- profiled beyond 2021/22 £m	Variance to Budget £m	Prior Month Variance £m
Housing Total	1.244	0.869	0.000	(0.375)	0.000
Comm Dev Assets total	28.630	26.767	1.809	(0.054)	(0.054)
Customers, Org Dev & Resources Total	1.314	1.126	0.225	0.037	0.038
Environment and Place Total	9.255	8.831	0.570	0.146	0.078
Public Health Wellbeing Total	0.505	0.501	0.000	(0.004)	0.014
<b>Total</b>	<b>40.948</b>	<b>38.095</b>	<b>2.604</b>	<b>(0.250)</b>	<b>0.076</b>

### 3.26 Forecast Variances

#### Housing:

Housing are forecasting an underspend of (£0.375m) due to reduced activity in delivering Disabled Facilities Grant works during the pandemic. Once approval has been given by Council, the capital programme will increase by £1.240m to reflect the 2021/22 DFG allocation as part of the broader Better Care Fund.

#### Commercial Development, Assets & Investments:

Property is forecasting to spend £26.752m across various capital schemes. Currently it is anticipated that only one project will recognise a saving and this is the Corporate Asbestos survey at (£0.054m). All other schemes are anticipating full utilisation of budget although some budget may need to be reprofiled into 2022/23 depending on progress made.

#### Customers Organisational Development & Resources:

ICT are currently forecasting a £0.037m overspend against the Land and Property Harmonisation Scheme. However, it is proposed to repurpose some of the budget relating to one of the other schemes – subject to approval.

#### Environment and Place:

Growth and Economy are forecasting to spend £5.546m by year end. This is an overspend of £0.146m of which £0.078m relates to retention payments due next year.

### **Public Health & Wellbeing:**

Wellbeing are forecasting spend of £0.501m which is £0.010m over budget in relation to Community grants.

### **3.27 Re-profile beyond 2021/22**

### **Commercial Development, Assets & Investments:**

£1.809m Castle Quay Waterside - reprofiling of the budget beyond 2021/22 is necessary because retention payments will be due following the 12-month defect period from September 2021.

### **Environment and Place:**

#### **Growth and Economy**

£0.160m BUILD! Repairs & Improvement (Town Centre Affordable Rent roof repairs) - further survey work is required to establish the specification for the necessary work. In preparation for the tender process structural surveys have revealed further work is required. Discussions are taking place with the freeholder regarding a revised warranty claim.

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

£0.393m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022 (£0.061m). Bicester Library planning drawings will be discussed at September's Planning Committee, as a result 50% of the budget has been reprofiled beyond 2021/22. (£0.332m). This will be continually reviewed in line with Planning submission and outcome, approval to proceed and project programme.

### **Customers, Org Dev & Resources:**

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

£0.150m IT Shared Services - the programme of work is to extend into 2022/23 Financial Year. The supplier payment will be aligned with timeline

## **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 fourth month of this financial year and as such no formal consultation on the content or recommendations is required.

## 6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2021-22 business plan. 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

### Finance and Resource Implications

7.1 Financial implications are detailed within section 3.16 to 3.27 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218, [Lorna.Baxter@cherwell-dc.gov.uk](mailto:Lorna.Baxter@cherwell-dc.gov.uk)

### Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer, [Sukdave.Ghuman@cherwell-dc.gov.uk](mailto: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 July 2021. A revised and refreshed risk management strategy is in place and the Leadership risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, [Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## 8.0 Decision Information

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

Financial Threshold Met: No

Community Impact Threshold Met: No

### Wards Affected

All

## **Links to Corporate Plan and Policy Framework**

All

### **Lead Councillor**

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

### **Document Information**

#### **Appendix number and title**

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report

### **Background papers**

None

### **Report Author and contact details**

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# Cherwell District Business Plan 2021-2022



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

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

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

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

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

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

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

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



Councillor Barry Wood  
Leader of Cherwell District Council



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Our priorities:

## Housing that meets your needs



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



## Leading on environmental sustainability



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

## An enterprising economy with strong and vibrant local centres



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



## Healthy, resilient and engaged communities



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



## Delivery themes:

### Customers

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



### Healthy Places

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



### Climate Action

Transform our organisation to deliver its carbon neutral commitments.



### Continuous Improvement

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



### Partnerships

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



### Covid-19 Recovery

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



### Including Everyone

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

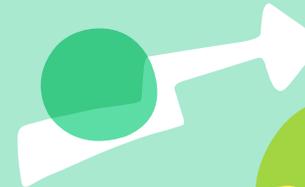
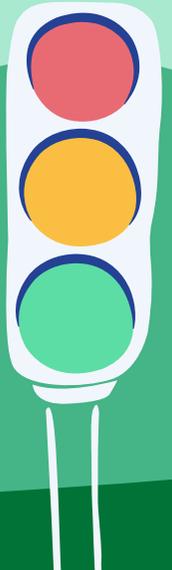


## Performance Management Framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021 business plan and the priorities of the council. These targets, measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on, or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

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



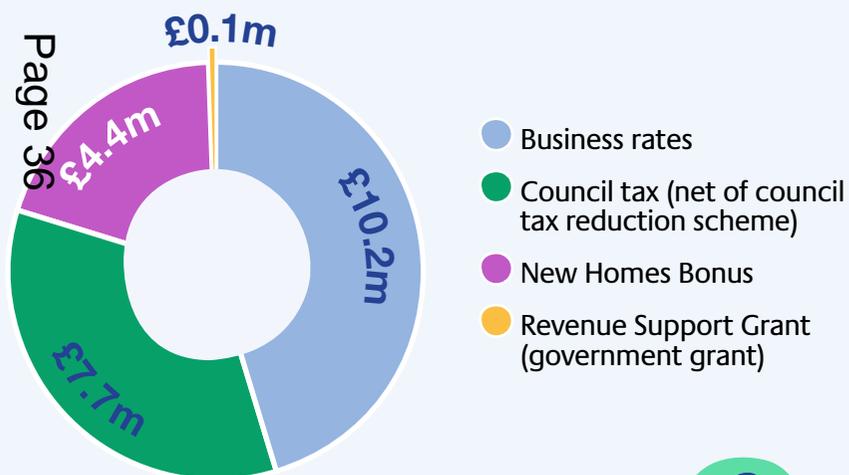
# Council funding



## Where our money comes from

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

## 2021/22 funding sources



## How we generate income

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



# Contact us



## Get in touch

Did you know you can access council information and services around the clock at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)

Email: [customer.services@cherwell-dc.gov.uk](mailto:customer.services@cherwell-dc.gov.uk)

Find and email your ward councillor here: [www.cherwell.gov.uk/find-member](http://www.cherwell.gov.uk/find-member)

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Oxfordshire  
OX15 4AA



**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Appendix 2 - Performance Report

## July 2021

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 - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr L Wing	<ul style="list-style-type: none"> <li>■ Stephen Chandler</li> <li>■ Vicki Jessop</li> </ul>	23	35	★	The number of households in temporary accommodation overall has reduced this month, as some single clients have been supported to move on from emergency housing. However, the number of families presenting as homeless is increasing and more households are requiring placement in self-contained temporary accommodation. These resources are reaching capacity and alternative self contained accommodation will need to be sourced and may be more costly as families cannot be housed in bed and breakfast accommodation for more than 6 weeks.	24	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr L Wing	<ul style="list-style-type: none"> <li>■ Stephen Chandler</li> <li>■ Vicki Jessop</li> </ul>	60.00	45.00	★	We provided help to 60 households, during July. 22 by means of major adaptations and another 38 by means of smaller works including rails, ramps and key safes.	226.00	180.00	★
BP1.2.03 Homes improved through enforcement action	Cllr L Wing	<ul style="list-style-type: none"> <li>■ Stephen Chandler</li> <li>■ Vicki Jessop</li> </ul>	21.00	9.00	★	We have been able to bring about the improvement of 21 homes through our interventions, in July.	48.00	36.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr L Wing	<ul style="list-style-type: none"> <li>■ Stephen Chandler</li> <li>■ Vicki Jessop</li> </ul>	74.00	55.00	★	We have recorded 74 interventions this month, against our target of 55. The total includes responses to 49 service requests, 14 enforcement notices served, and 11 proactive investigations commenced.	254.00	220.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	12.62	15.00	★	Processing time is 12.62 days, against a target of 15 days	11.69	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	8.06	8.00	●	Slightly over target this month at 8.06 days (target 8 days) due to one claim having a high number of days when assessed (over 1000 days). The target should be back to below target figures next month.	5.53	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ David Peckford</li> </ul>	100%	60%	★	10 Major Planning Applications were determined, during July 2021, all of them within National Indicator target or agreed timeframe.	100%	60%	★
BP1.2.09 % of Non-Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ David Peckford</li> </ul>	93%	70%	★	140 Non-Major Planning Applications were determined within National Indicator target or agreed timeframe.	89%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ David Peckford</li> </ul>	0.00%	10.00%	★	No Major Planning Appeals were determined by the Planning Inspectorate, during July 2021.	8.75%	10.00%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ David Peckford</li> </ul>	0.67%	10.00%	★	1 Non-Major Planning Application Appeal was allowed by the Planning Inspectorate, during July 2021.	0.67%	10.00%	★

**Housing that meets your needs - Programme Measures**

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP1.1.1 Homelessness Prevention	<ul style="list-style-type: none"> <li>■ Alison Adkins</li> <li>■ Stephen Chandler</li> </ul>	Cllr L Wing	●	●	Due to the courts resuming eviction hearings the council has seen an increase in the number of families requiring emergency accommodation. As per the county-wide Homelessness and Rough Sleeping Strategy, approved by Executive on 05th July, the team continues to be focused on early intervention to prevent homelessness.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Submit 1st quarter HCLIC Data and produce report on prevention/relief outcomes	★				

**Leading on environmental sustainability - KPI's**

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	57.50%	56.00%	★	<p>Recycling rate is still down by 2% compared to last year, due to the cold and wet weather in April and May, and with over 1000 tonnes less of garden waste collected. June and July were better months, for garden waste, with nearly 800 tonnes more than last year.</p> <p>August is looking better so the recycling rate should be at a similar level, going into autumn.</p> <p>Glass recycling is down, by nearly 300 tonnes, due to hospitality reopening. The recycling rate is, currently, at 57.5%, 2% lower than last year.</p>	57.17%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	40,257	40,422	★	<p>An incredible recovery from last month's Red and Amber reported, thanks to a slight decrease in fuel usage, against the same time last year.</p>	39,860	37,841	●

## Leading on environmental sustainability - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.1 High Quality Waste and recycling service to residents to support a sustainable lifestyle	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	★	★	High Quality Waste and recycling service to residents to support a sustainable lifestyle is recording residual waste and dry recycling at the same levels as last year, continuing to show the team's commitment to providing a consistently high quality service delivery throughout the pandemic. As people continue working from home, the percentage of household waste recycled continues to be high, delivering at 57.5% against a national average of 46.2%
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> High levels of recycling collected	★				
<input checked="" type="checkbox"/> Social media posts	★				
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.2 Ensure Clean & Tidy Streets	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	★	★	Staffing levels are fully up to strength, all areas are being cleaned, as per rota's.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> First Environmental blitz	★				
<input checked="" type="checkbox"/> Increase the number of bins for recycling	★				
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.3 Tackle Environmental Crime	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Richard Webb</li> </ul>	Cllr C Clarke	★	★	51 fly tips were investigated; 6 warning letters were sent and 6 notices, including 3 fixed penalty notices for a duty of care and fly tipping offences, were served. Two ongoing cases have been referred to Legal for prosecution.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Responding to reports of fly tipping and investigating those fly tips	★				
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.6 Develop the Country Parks to support good lifestyle choices	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Ed Potter</li> </ul>	Cllr D Sames	●	●	Project Manager recruitment process in place. Unable to quantify progress at this stage.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Social media to promote country parks	●	Social media will be used to promote progress of the country park.			

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

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	9.04%	9.50%	●	As at 1.8.2021, the amount of Council Tax due to be collected, in 2021/22, has risen to just over £116.3m and the figure collected is 38.66% against a target of 39%. Whilst the in month collection & year to date figures are both slightly short target, recovery action remains ongoing. Reminder notices have continued to be issued and those customers who have remained in arrears are being pursued through court action.	38.66%	39.00%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	<ul style="list-style-type: none"> <li>■ Claire Taylor</li> <li>■ Kerry MacDermott</li> </ul>	9.78%	9.00%	★	As at 1.8.2021, the amount of business rates due to be collected in 2021/22 now stands at £82.9m. The amount due to be collected has decreased from last month following on from contact from businesses either applying or requesting the removal of the expanded retail relief. These late notifications have impacted the collection rates as changes to instalment plans require 14 days notice therefore businesses didn't pay 1.7.2021 instalment as waiting for their account to be adjusted. The team have continued to formally recover any arrears by issuing reminder notices and taking court action where appropriate.	29.96%	40.00%	▲

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

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.1 Promote the district as a visitor destination	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr L Pratt	★	★	Social contact restrictions for hospitality venues and visitor attractions were lifted on 19th July, when HM Government completed the postponed Step Four of its COVID-19 Response Roadmap.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Work with partners to promote the district and support the visitor economy sector	★	Continued to work closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain. EO launched the digital 2021 Oxfordshire Visitor Guide which includes Cherwell content.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.2 Develop a Recovery and Prosperity Strategy (RPS) for Cherwell	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr L Pratt	★	★	The emerging ten-year Economic Strategy for Cherwell has been reframed and refocused as a ten-year post-COVID-19 Recovery and Prosperity strategy. Draft strategy is being prepared for consultation.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Review and development of draft strategy document	★	Draft of the refocused Recovery and Prosperity Strategy for Cherwell is being reviewed in preparation for consultation.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Business Engagement	★	Cherwell businesses have benefited from one-to-one advice and guidance on grants and other business support such as overcoming difficulties with recruitment. Support has been provided to potential inward investors and property developers. Active involvement with Oxfordshire Digital Infrastructure Partnership to extend connectivity throughout the district.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.4 Develop Our Urban Centres	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr L Pratt	★	★	Supported revitalisation of Cherwell's urban centres through service provision and continued engagement with partners.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Supporting revitalisation of Cherwell's urban centres to include	★	Support for Banbury Town Centre businesses through liaison and collaboration with Banbury BID; support to Bicester Town Centre Task Group; involvement in 'Meanwhile in Oxfordshire' project to fill empty urban centre premises; a focus on reopening high streets safely projects; and support for the continued resilience of urban centre businesses.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.5 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Robert Jolley</li> </ul>	Cllr B Wood	★	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is part of a five year programme and the Council entered Year Four at the start of April 2021.
<b>Key Actions</b>	<b>Status</b>	<b>Comments</b>			
<input checked="" type="checkbox"/> Deliver CDC Year Four Plans of Work	★	Work is continuing to deliver the agreed Year Four Plans of Work.			

Healthy, resilient & engaged communities - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	Target (YTD)	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Ansaf Azhar</li> <li>■ Nicola Riley</li> </ul>	97,640.00	40,000	★	Usage figures, for July 2021, exceeded those in July 2020, however in July 2020, the Leisure Centres remained closed due to the pandemic with only Outdoor Sport starting to re-open towards the latter part of that month. All Leisure Facilities are now open, with some restrictions around class sizes and gym equipment being available.	409,260.00	180,000.00	★

## Healthy, resilient and engaged communities - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	<ul style="list-style-type: none"> <li>Richard Webb</li> <li>Rob MacDougall</li> </ul>	Cllr A McHugh	★	★	During July, the Community Safety team undertook joint night-time noise and anti-social behaviour patrols, with Thames Valley Police; these provided capability to respond, immediately, to noise complaints. The team also attended the Banbury Play-day to provide community-safety advice. Alongside reactive work, other community Safety activities were undertaken, including: Banbury Public Spaces Protection Order patrols, Scrap Metal licensing enforcement patrols, joint patrols with the Police, around licensed premises during Euro 2020 matches, also, organised a multi-agency meeting for a man who was displaying severe issues of ill health and possible cuckooing; carried out e-scooter educational patrol, alongside the Police. Plans for August to include: attending the Garth Park 'Super Heroes' Event, and enhanced presence on the Glory Farm Estate in Bicester as a result of increasing complaints about anti-social behaviour.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Community safety activities undertake in the month	★	Last month: Training input given to students at Bicester Garrison and bomb threat exercise completed. A training day was held for new Emergency Response Volunteers. Oxford Airport CAA Exercise Meetings and Planning for September Live Ex. Attended two Parish Council meetings to provide community resilience information and resources. Plans for the next month: Continued liaison with partners organisations to review emergency plans and arrange exercises of key plans. Continuing to review event plans to ensure event management plans include appropriate COVID controls and emergency contingency arrangements.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.2 Promote Health & Wellbeing	<ul style="list-style-type: none"> <li>Ansaf Azhar</li> <li>Nicola Riley</li> </ul>	Cllr A McHugh	★	★	Cherwell District Council is working with Oxfordshire County Council and local health partners to bring plans forward to impact on on smoking and develop more smoke free environments.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Offer a range of summer holiday activities for school age children and their families	★	Holiday programme this year with 6 sites in operation. The programme has received funding from Holiday Activity Fund to provide free meals and physical activity provision for children who access free school meals. The programme is fully booked for the summer holidays with 6450 places sold / taken up. In the first two weeks the programme has had 2200 attendances			
<input checked="" type="checkbox"/> Promote Good Neighbour schemes and encourage more schemes to develop.	★	Great examples of Good Neighbour Schemes (GNS) were presented at the last Parish Liaison Meeting with an invitation for any village or community group to find out more if they were interested. Work will begin in earnest in the autumn to develop greater community resilience through GNS.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.5 Enhanced Community Resilience	<ul style="list-style-type: none"> <li>Richard Webb</li> <li>Rob MacDougall</li> </ul>	Cllr A McHugh	★	★	In addition to continuing the response to the COVID-19 pandemic, the council continues to work with partners and local community groups to plan for and respond to local emergencies. Liaison continues with key partner organisations, at some of the main risk sites in the area. During the month, on our behalf, the county council Emergency Planning team liaised with Bicester Garrison, Oxford Airport and two Parish Councils. The council also prepared for any incidents that could arise, at Silverstone, and which we may be asked to support the response to. Also, work is progressing on the alignment of the county council and district council emergency response plans, to simplify the response framework for council staff.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Report on community resilience activities, local liaison forums attended and any events arising	★	Last month: Training input given to students at Bicester Garrison and bomb threat exercise completed. A training day was held for new Emergency Response Volunteers. Oxford Airport CAA Exercise Meetings and Planning for September Live Ex. Attended two Parish Council meetings to provide community resilience information and resources. Plans for the next month: Continued liaison with partners organisations to review emergency plans and arrange exercises of key plans. Continuing to review event plans to ensure event management plans include appropriate COVID controls and emergency contingency arrangements.			



Topic and suggested by	Update	Status / Proposed action
<p>Member Education and Training</p> <p>Raised by Councillor Sandy Dallimore at the 7 September meeting</p>	<p>At the September meeting of the Committee Councillor Dallimore proposed that a working group be set-up, comprising the five newly elected members and one or two longer serving members. The group would look at member education and training with a view to making recommendations for next year's induction programme.</p> <p>The Working Group have met and agreed a scoping document, which is submitted to the October meeting of the Committee for consideration and approval.</p>	<p>Committee to consider the scoping document.</p>
<p>Teenage Mental Health - In Grimsbury &amp; Hightown, I've seeing a sharp increase in casework relating to children's mental health issues, following the pandemic lockdowns.</p> <p>I would really like to understand what, if anything, is within scope of CDC O&amp;SC to support our 13-19 year olds with mental health issues.</p> <p>Raised by Councillor Perran Moon at the informal session held on 30 June 2021</p>	<p>Following the update provided at the September meeting Councillor Moon requested further information, specifically regarding the 13 to 19 age range and the mental health programme being delivered in schools.</p> <p>The Sport and Physical Activity Manager is attending the October meeting to give a presentation on the programme.</p>	<p>Councillor Moon to advise if the presentation given on 19 October answers his initial query.</p>

<p>The relationship between the District council and our parishes</p> <p>Raised by Councillor Sandy Dallimore at the informal session held on 30 June 2021</p>	<p>Initial information had been provided and Councillor Dallimore was due to meet with the Healthy Communities Manager to discuss the subject in more detail, however this had to be postponed and took place on 25 August 2021.</p> <p>Councillor Dallimore would like to establish an investigative and fact finding working group, that would feedback any identified areas for a future more detailed working group.</p> <p>A small group (5 maximum) to investigate and understand the interactions between CDC and the parishes that operate under it. With a focus on looking for easy gains in the communication, and relationship, democratic benefit and to identify areas of value to CDC operations.</p> <p>To look in to future practice and interactions to the benefit of both CDC, members and the parishes.</p>	<p>At its September meeting the Committee agreed to establish a working group comprising 5-6 members to review this topic. To date no Members have expressed an interest in joining the working group.</p> <p>Cllr Dallimore and Democratic and Elections Officers have been working on a draft scoping document, which will be circulated to Members to give more of an idea of the scope of the review. It is hoped that Members will come forward to join working group.</p> <p>In light of the above, the scoping document will be submitted to the November meeting of the committee for consideration and agreement.</p>

Appendix 1

	<p>Invitation to join the working group to go to all CDC Members, and consideration given to inviting one or two parish clerks as co-opted members.</p>	
<p>Planning Policy for the District, including the Growth Deal.</p> <p>Raised by Councillor Ian Middleton and 3 former committee members, May 2019</p>	<p>As previously reported, officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject.</p>	<p>Attendance will be scheduled when appropriate.</p>
<p>Digital Infrastructure/5G (to be considered at the same time as the Cherwell Industrial Strategy due to the synergies between the items)</p> <p>Raised by Councillors Tom Wallis, Bryn Williams and 1 former committee member, May 2019</p>	<p>In light of the COVID pandemic and as part of the council's recovery strategy, the Cherwell Industrial Strategy has been superseded by the emerging Recovery and Prosperity Strategy for Cherwell.</p> <p>This timetable for the work is under review and is currently under the 'items to be allocated' section of the work programme. At the June Executive meeting, the Assistant Director Growth &amp; Economy agreed to a request for an All Member Seminar on the draft Strategy at the appropriate time.</p>	<p>Attendance will be scheduled when appropriate.</p>

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**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## Member Education and Training Review Group Scoping Document

This scoping template is designed to assist councillors and officers in establishing the focus of a scrutiny review group. It emphasises the need for scrutiny review groups to have a clear purpose, rationale and focus for their work, and to make the best use of the resources available within a given time frame.

This document will act as a reference guide throughout the review process to ensure the does not deviate from its intended purpose.

<b>Review Group Overview &amp; Scrutiny Committee Member Lead</b>	Cllr Sandy Dallimore
<b>Membership</b>	Five new members elected in May 2021 – Councillors Patrick Clarke, Sandy Dallimore, Matt Hodgson, Adam Nell and Dorothy Walker - and a further two longer serving Members.
<b>Officer Support</b>	Emma Faulkner - Democratic and Elections Officer Service Managers involved in 2021 training.
<b>Background</b>	The induction programme for newly elected Members has expanded since 2018, and in May 2021 was combined with the County Council induction programme due to both authorities holding elections in the same year as a one off as a result of the Coronavirus pandemic. Member training has recently been given a better focus with Members receiving several quality training sessions at the beginning of the 2021/22 municipal year. Reviewing this training and looking at improvements and focus is of benefit as is looking at the ongoing needs of member training. Looking at and understanding the needs and knowledge needs of Members is key to the future deliverable training and council operations.
<b>Rationale</b>	There is an obvious need for Members to understand their role and scope within the organisation and within their community. This leads to a better and more efficient working environment and Members able to fulfil all aspects of their councillor role.
<b>Indicators of Success</b>	Recommendations as to how to improve the annual education of members and ongoing training for members. An understanding of the information and knowledge needed by members so as they can fulfil all aspects of their role effectively and more efficiently.
<b>Out of Scope</b>	Officer education and training. Political grouping operations and training.

<b>Method / Approach</b>	Identify the knowledge needs of members to understand their role and scope within the organisation. Review the training given looking at the positives and the negatives. With recommendations to improve. Identify areas where additional knowledge and training is needed. Look at the ongoing needs to keep the information fresh and relevant.		
<b>Guest speakers / Witnesses / Experts</b>	Longer serving Members if not appointed to the working group Teresa Reed, Learning and Development Manager Corporate Director Customers, Organisational Development and Resources and Director of HR to provide support and advice as required Service Managers involved in 2021 training.		
<b>Evidence required and documents</b>	Course material, slides and presentations notes for training given. Post-training evaluation questionnaire Desk top research and direct contact to obtain information from other authorities and national organisations i.e. Local Government Association.		
<b>Site Visits</b>	None		
<b>Risks</b>	Availability of councillors and officers to progress the work.		
<b>Projected Start Date</b>	19 October 2021	<b>Draft Report Deadline</b>	7 March 2022
<b>Meeting Frequency</b>	As required	<b>Projected Completion Date</b>	15 March 2022

<b>Approved by Overview &amp; Scrutiny Committee</b>	<b>Date:</b>
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### Draft Outline of meetings

(Review Group members are reminded that they will be required to undertake evidence gathering and work outside of the meetings detailed below to ensure that the Review completion date is met)

Meeting 1 –
Meeting 2 –
Meeting 3 –
Meeting 4 –
Meeting 5 –

**Update on items previously submitted to Overview and Scrutiny Committee**

This document will be used to track progress of items that have been considered by Overview and Scrutiny Committee prior to submission to another meeting, such as Executive or Full Council.

Item Description	Resolution from Overview & Scrutiny	Outcome
<p><b>***New***</b></p> <p>Changes to Cherwell District Council's Housing Allocation Scheme</p> <p>(Considered <a href="#">7 September 2021</a>, Minute 16 refers)</p>	<p>1. That the proposed changes to the Housing Allocation Scheme be supported</p>	<p>This item will be considered by Executive at its 1 November 2021 meeting.</p> <p>The comments of the Committee will be reported to Executive at this meeting.</p> <p>A further update will be provided to the Committee at its November meeting.</p>
<p><b>***New***</b></p> <p>Draft Tenancy Strategy and Affordability Statement 2021 (Cherwell District Council)</p> <p>(Considered <a href="#">7 September 2021</a>, Minute 17 refers)</p>	<p>1. That the draft Tenancy Strategy and Affordability Statement be noted</p> <p>2. That the following comments be submitted to the Executive:</p> <p>a. For all future consultations, a mechanism for ensuring residents directly affected by a consultation are contacted and encouraged to respond</p> <p>b. A continuous effort is required to improve quality and standard of housing in the district</p>	<p>This item will be considered by Executive at its 1 November 2021 meeting.</p> <p>The comments of the Committee will be reported to Executive at this meeting.</p> <p>A further update will be provided to the Committee at its November meeting.</p>
<p><b>***New***</b></p>	<p>1. That the process for the 2021 annual review of the Constitution be endorsed.</p>	<p>At the time of agenda publication the working group had not yet been</p>

<p>Constitution Review 2021</p> <p>(Considered <a href="#">7 September 2021</a>, Minute 18 refers)</p>	<ol style="list-style-type: none"> <li>2. That the establishment of a cross-party Constitution Review working group be agreed.</li> <li>3. That the Director Law and Governance be requested to liaise with Political Group Leaders to agree the practical steps and process for the review.</li> </ol>	<p>established and met.</p> <p>As requested by the Committee, the Director of Law and Governance had arranged meetings with Group Leaders to agree the practical steps and process for the review. All meetings were scheduled but had not been held at the time of agenda publication.</p>
<p>The Oxfordshire Plan Regulation 18 Part 2 Consultation Document</p> <p>(Considered <a href="#">14 July 2021</a>, Minute 10 refers)</p>	<ol style="list-style-type: none"> <li>1. That the draft Executive report and the Regulation 18 (Part 2) consultation document for public consultation be noted.</li> <li>2. That the following observations of the Overview and Scrutiny Committee be reported to the Executive:                     <ol style="list-style-type: none"> <li>1. A feeling of discontent amongst the Committee regarding the volume of information relating to the consultation, and the length of time Members had to go through it (acknowledging that it was within statutory legal timescales for agenda publication but not ideal). The Committee felt unable to sufficiently scrutinise the documentation in the available time.</li> <li>2. A request for a clear communications</li> </ol> </li> </ol>	<p>Considered by Executive on <a href="#">19 July 2021</a> Minute 37 refers.</p> <p>Councillor Wallis attended the meeting to present the feedback from the Overview &amp; Scrutiny Committee. The Committee was thanks for its contribution.</p> <p>Executive resolved:</p> <ol style="list-style-type: none"> <li>1. That the Regulation 18 (Part 2) consultation document be approved for public consultation</li> <li>2. That an updated Statement of Community Involvement (SCI), which will become the formal basis for the forthcoming Regulation 18 Part 2 Consultation be adopted</li> <li>3. That the Assistant Director be authorised to make any necessary editorial corrections and minor amendments to the documents, and to agree the final publication style, in liaison with the Lead Member for</li> </ol>

	<p>strategy, and for progress updates and further involvement of both the Overview and Scrutiny Committee specifically, and more general briefings for all Members during the course of work on the plan following the Regulation 18 consultation</p> <ol style="list-style-type: none"><li>3. A request for an understanding as to how the plan will address the estimated annual cost to the economy in relation to Mental Health, as detailed in the table in paragraph 248 of the consultation document (Committee supplement part 1, page 87).</li><li>4. A request for the later stages of the Plan process to focus on the Affordable Homes aspect, specifically social housing and social rented housing, acknowledging the explanation from the Assistant Director – Planning and Development that in planning terms ‘affordable’ does include social rented housing.</li><li>5. A request for clarity regarding how the preferred and alternative options will be presented in the final consultation document, to avoid possible confusion for those reading it.</li></ol>	<p>Planning and subject to agreement with their counterparts in the other four partner Local Planning Authorities.</p> <p>The consultation document was also approved by the four other Local Planning Authorities, and the consultation opened at the end of July and will run for 10 weeks, to Friday 8 October. Any individuals wishing to submit a consultation response can do so through the <a href="#">Consultation website</a>.</p>
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6. In relation to Policy Option 01: Sustainable Design and Construction, the removal of caveats such as 'this policy would be subject to viability and deliverability testing' (Committee supplement part 1, page 52) as they could be used as 'get outs' by land owners/developers later in the plan process
7. Concerns around the Oxfordshire Growth Needs Assessment documents and the accuracy of the figures
8. Natural growth is not referred to through the document, trajectory graphs provided are all straight lines and do not seem to take account for natural growth to decrease as well as increase.
9. Within Policy Option 10 – Green Belt (Paragraph 258, Committee supplement 1 page 89), National Planning Policy Framework guidelines are frequently referred to but the messages are mixed. In some cases there seems to be a suggestion of making it easier to build on Green Belt, and in others discussion is around enhancing Green Belt.

Appendix 3

Updated: 8 October 2021

<p>Draft Homelessness and Rough Sleeping Strategy 2021 to 2026 – considered on <a href="#">12 January 2021</a>, Minute 41 refers</p>	<ol style="list-style-type: none"> <li>1. That the draft strategy be noted.</li> <li>2. That Executive be advised the strategy should focus on Social Housing provision rather than Affordable Housing.</li> <li>3. That the Executive be requested to explore the potential of housing co-operatives.</li> </ol>	<p>Considered by Executive on <a href="#">1 March 2021</a>, Minute 105 refers.</p> <ol style="list-style-type: none"> <li>1. The amended Homelessness and Rough Sleeping Strategy 2021 – 2026 be approved</li> </ol> <p>In addition to the resolution the then Lead member for Housing Councillor John Donaldson confirmed that increasing social housing was a priority.</p>
<p>Draft Statement of Licensing Policy – considered on <a href="#">12 January 2021</a>, Minute 42 refers</p>	<ol style="list-style-type: none"> <li>1. That the proposed Statement of Licensing Policy be supported</li> </ol> <p>The Committee also requested clarity on the process for notifying Councillors and town/parish councils of Licensing applications in their areas.</p>	<p>Considered by Executive on <a href="#">1 February 2021</a>, Minute 96 refers.</p> <ol style="list-style-type: none"> <li>1. The proposed changes to the policy were endorsed</li> <li>2. Officers were requested to provide feedback to the Overview and Scrutiny Committee in response to their comments regarding...notification to ward members of licensing applications</li> </ol>
<p>Overview and Scrutiny Committee Annual Report 2020/21 – considered on <a href="#">16 March 2021</a>, Minute 52 refers</p>	<ol style="list-style-type: none"> <li>1. That the draft Overview and Scrutiny Committee Annual Report for 2020/21 be noted.</li> </ol>	<p>Considered by full Council on <a href="#">19 May 2021</a>, Minute 16 refers.</p> <ol style="list-style-type: none"> <li>1. The report was noted</li> </ol> <p>The Committee fulfilled their Constitutional obligation to provide an annual report.</p>

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## Overview and Scrutiny Work Programme 2021-22

Item	Description	Contact Officer
<b>30 November 2021</b>		
Constitution Annual Review	Following the December 2020 updates to the Constitution, the Committee to review the changes and make recommendations to Full Council	Anita Bradley, Director – Law and Governance/Monitoring Officer
Performance Monitoring – Quarter 2 2021/2022	Performance Report relating to Quarter 2	Louise Tustian, Head of Insight and Corporate Performance
Climate action programme update and annual greenhouse gas report 2020/21	Performance Monitoring: to receive an update on progress against the climate action plan	Ed Potter – Assistant Director Environmental Services Sandra Fisher-Martins, Climate Action Mobilisation Manager
Community Nature Plan 2020-2022 – Update on progress	Policy review: An update on progress of the current Community Nature Plan, following the Committee’s endorsement of the plan in December 2020.	Nicola Riley, Assistant Director – Wellbeing Sue Marchand, Community Nature Officer - Wellbeing
Safeguarding Annual Audit	To endorse the annual Safeguarding Audit response	Nicola Riley, Assistant Director - Wellbeing
Consideration of Scoping Document for Scrutiny Review	To consider and approve the scoping documents for the “Relationship between District and Parishes” scrutiny reviews	Lesley Farrell, Democratic and Elections
COVID Response – Recovery	Following a <a href="#">COVID update report to</a>	Robin Rogers, Programme Director COVID

Appendix 4

Updated: 8 October 2021

Item	Description	Contact Officer
Planning and Lessons Learnt	<a href="#">Executive on 5 July 2021</a> , a programme of engagement with the O&S Committee, all members and key partners will be developed	Response
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
<b>18 January 2022</b>		
Business Planning for 2022/2023	Information/Briefing for the Committee ahead of Business Planning for 2022 onwards	Louise Tustian, Head of Insight and Corporate Performance
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
<b>15 March 2022</b>		
Overview and Scrutiny Committee Annual Report 2021/22	The Constitution requires that the Overview and Scrutiny Committee submit an annual report to Council. This is an opportunity for the Committee to review the draft Annual Report	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
Performance Monitoring – Quarter 3 2021/2022	Performance Report relating to Quarter 3	Louise Tustian, Head of Insight and Corporate Performance
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections

## Appendix 4

Updated: 8 October 2021

Item	Description	Contact Officer
<b>Items to be allocated</b>		
Recovery and Prosperity Strategy for Cherwell (formerly the Cherwell Industrial Strategy)	Policy development: To consider and contribute to the development of the Recovery and Prosperity Strategy for Cherwell (formerly the Cherwell Industrial Strategy)	Robert Jolley – Assistant Director Growth and Economy
Cherwell Local Plan and Oxfordshire Pan 2050 Update	Following queries raised by the Committee – this will be scheduled at the appropriate time	David Peckford, Assistant Director Planning and Development

### **Meeting Dates 2021/22 (All Tuesday, 6.30pm unless indicated)**

19 October 2021; 30 November 2021; 18 January 2022; 15 March 2022

### **Work Programme Items:**

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

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

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