

# **Cherwell District Council**

## **Executive**

**4 July 2022**

## **Monthly Performance, Risk and Finance Monitoring Report May 2022**

### **Report of Assistant Director of Finance and Interim Assistant Director – Customer Focus**

This report is public

#### **Purpose of report**

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

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report May 2022
- 1.2 To approve the proposed changes in use of reserves at Appendix 3
- 1.3 To delegate authority to the Assistant Director of Finance, in consultation with the Portfolio Holder for Finance, to agree budget adjustments from the Policy Contingency Budget in excess of their £250,000 delegation where the budget adjustment is in accordance with the contingency.

#### **2.0 Introduction**

- 2.1 The Council is committed to performance, risk and budget management, reporting the progress against its corporate priorities on a monthly basis.
- 2.2 The Council carries out monthly budget forecasts of year end spend, to identify budget risks at the earliest opportunity, and identify approaches to address and mitigate this. Including these within a combined performance and risk report ensures that performance implications can be identified and assessed together with the financial implications.
- 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 2022-23 business plan and the priorities of the Council, highlighting progress, identifying areas of good performance and actions that have been taken to address underperformance or delays.

- 2.4 The Council maintains a Leadership Risk Register that is thoroughly reviewed by the Extended Leadership Team (ELT) on a monthly basis. The latest available version of the risk register is included in this report (Appendix 7). The Leadership Risk Register and the Risk strategy are reviewed on an annually, reflecting on the priorities of the council for the forthcoming year.
- 2.5 The main report details section is split into three parts:
- Finance Update
  - Performance Summary
  - Leadership Risk Register Summary
- 2.6 There are 7 appendices to this report:
- Appendix 1 – Finance Capital May 2022
  - Appendix 2 – Funding May 2022
  - Appendix 3 – Use of Reserves and Grant funding May 2022
  - Appendix 4 – Forecast Detailed Revenue Narrative May 2022
  - Appendix 5 – 2022/23 Business Plan with Outcomes Framework
  - Appendix 6 – Monthly Performance May 2022
  - Appendix 7 – Leadership Risk Register May 2022

### 3.0 Report Details

- 3.1 The Finance section presents forecast position for 2022/2023 and a brief summary on the overall forecast financial position at May 2022.
- 3.2 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2022- 23 business plan and the priorities of the Council (Appendix 5). The performance section provides a summary of the Council's performance against each strategic priority, highlighting the performance exceptions, which are those measures where performance is rated amber (slightly behind the target - worse than target by up to 10%), and/or Red (off target - worse than target by more than 10%).
- 3.3 The 2022-23 business plan sets out four strategic priorities:
- **Housing that meets your needs** - The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, delivering the local plan and supporting the most vulnerable people in the District.
  - **Supporting environmental sustainability** - The Council is committed to keep working towards the commitment to be carbon neutral by 2030, promoting the Green Economy and increasing recycling across the district; working in partnerships to improve air quality in the district and the reduction of environmental crime.
  - **An enterprising economy with strong and vibrant local centres** - The Council is committed to support business retention and growth; 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.

- **Healthy, resilient and engaged communities** - 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.

3.4 The Risk summary highlights the risks within the Leadership Risk Registered scored as High Risk (scoring between 16-25) during May and the Mitigating actions taken by the service.

## 4.0 Finance Update

4.1 The Council's forecast position for 2022/2023 is an overspend of £0.987m shown in Table 1. The majority of the forecast overspend is due to the continued impacts of the Covid-19 pandemic relating to commercial and car parking income streams and the cost of living crisis linked to increasing fuel costs.

## 4.2 Report Details

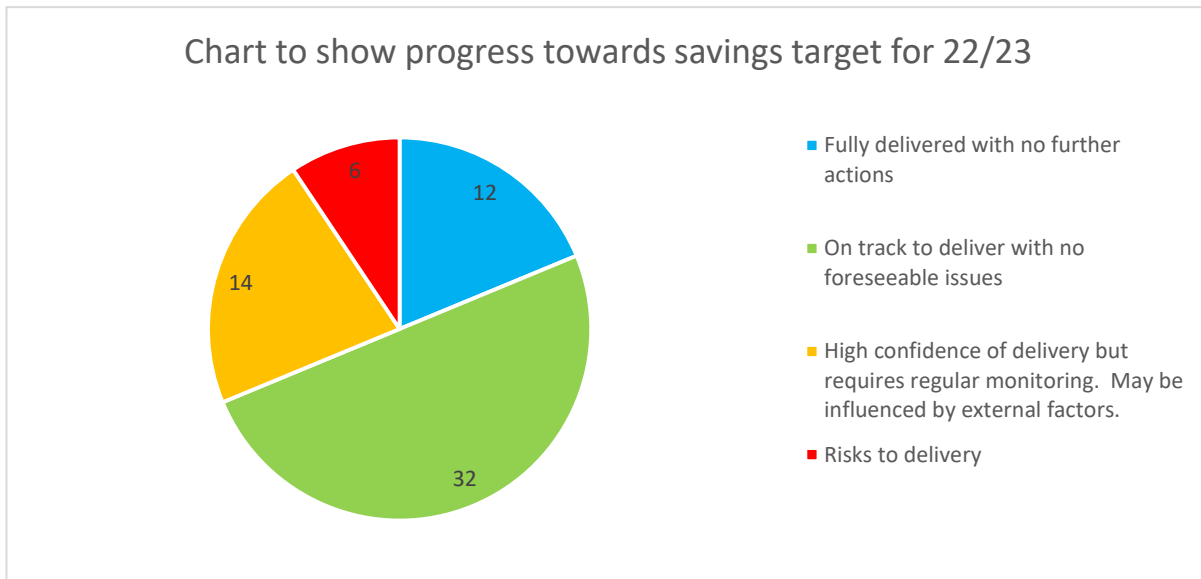
**Table 1: Forecast Year End Position**

Service	Original Budget	Current Budget	Forecast May 2022	May Variance (Under) / Over	% Variance to current budget
	£m	£m	£m	£m	%
HR & OD	0.822	0.815	0.815	0.000	0.0%
Wellbeing & Community	3.339	3.395	3.795	0.400	11.8%
Customer Focus	1.606	1.604	1.624	0.020	1.2%
<b>Chief Executive</b>	<b>5.767</b>	<b>5.814</b>	<b>6.234</b>	<b>0.420</b>	<b>7.2%</b>
Finance	2.850	2.969	2.974	0.005	0.2%
Legal & Democratic	1.709	1.705	1.705	0.000	0.0%
ICT	1.235	1.235	1.294	0.059	4.8%
Property	(3.196)	(3.198)	(2.883)	0.315	-9.8%
<b>Resources</b>	<b>2.598</b>	<b>2.711</b>	<b>3.090</b>	<b>0.379</b>	<b>14.0%</b>
Planning & Development	1.752	1.842	1.946	0.104	5.6%
Growth & Economy	0.336	0.336	0.231	(0.105)	-31.3%
Environmental	4.057	4.058	4.623	0.565	13.9%
Regulatory	1.112	1.111	1.111	0.000	0.0%
<b>Communities</b>	<b>7.257</b>	<b>7.347</b>	<b>7.911</b>	<b>0.564</b>	<b>7.7%</b>
<b>Subtotal for Directorates</b>	<b>15.622</b>	<b>15.872</b>	<b>17.235</b>	<b>1.363</b>	<b>8.6%</b>
Executive Matters	4.316	4.121	4.025	(0.096)	2.3%
Policy Contingency	3.554	3.499	3.219	(0.280)	-8.0%

<b>Total</b>	<b>23.492</b>	<b>23.492</b>	<b>24.479</b>	<b>0.987</b>	<b>4.2%</b>
<b>FUNDING</b>	<b>(23.492)</b>	<b>(23.492)</b>	<b>(23.492)</b>	<b>0.000</b>	<b>0.0%</b>
<b>(Surplus)/Deficit</b>	<b>(0.000)</b>	<b>0.000</b>	<b>0.987</b>	<b>0.987</b>	

### Table 2 - Savings Targets

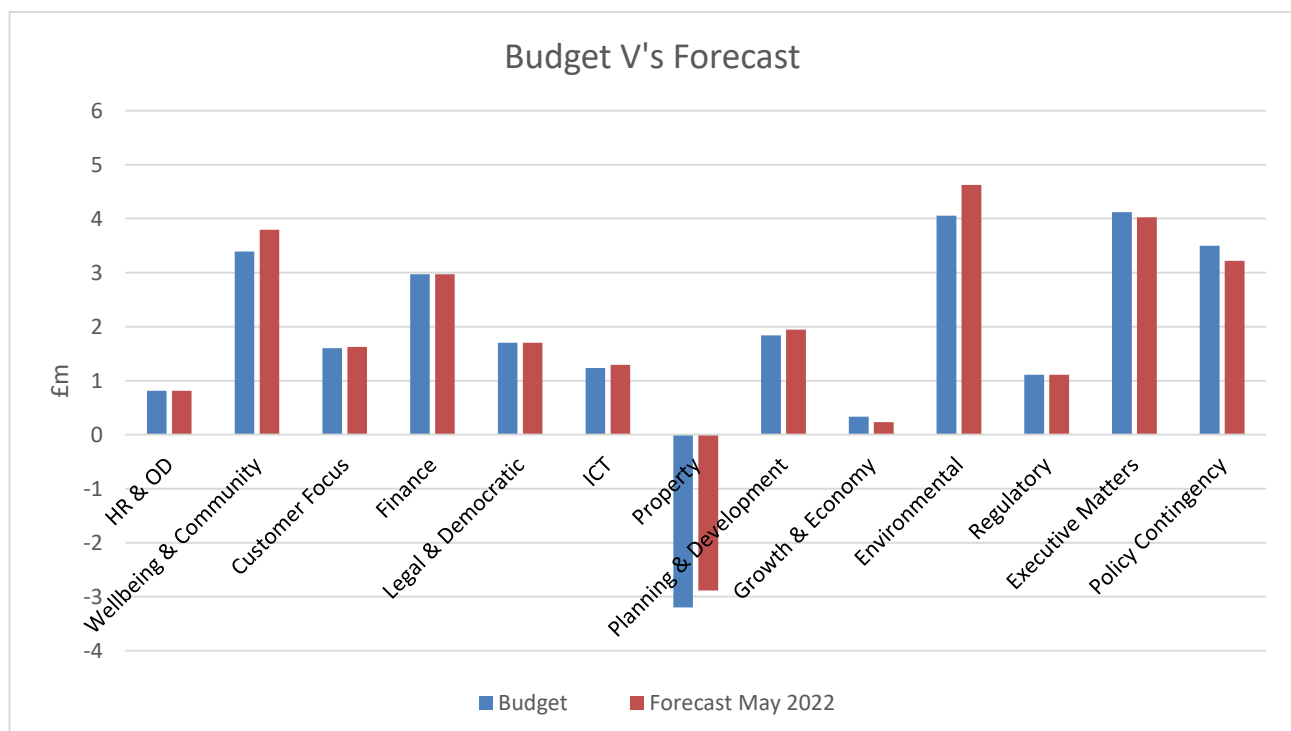
The chart below shows the progress towards savings targets for 2022/2023



Within the above the there are six targets that are at risk to delivery amounting to £0.590m.

### Table 3 – Budget compared with Forecast

The graph below shows the Forecast compared to budget for the financial year.



**Table 4: Top Five Major Variances:**

<b>Portfolio</b>	<b>Current Budget</b>	<b>Variance</b>	<b>% Variance</b>
Car Parks	(2.327)	0.407	-17.5%
Leisure	0.697	0.400	57.4%
Castle Quay	(2.841)	0.315	-11.1%
Waste & Recycling	0.369	0.109	29.5%
Building Control & Development Management	0.482	0.104	21.6%
<b>Total</b>	<b>(3.620)</b>	<b>1.335</b>	

**Car Parks: -**

There is a £0.407m reduction in anticipated car park income due to lower than anticipated usage levels.

**Leisure: -**

Leisure is forecasting an overspend of £0.400m by the end of the financial year consisting of additional utility costs.

**Castle Quay: -**

The forecast net income for 2022/2023 is £2.525m resulting in an overspend of £0.315m for 2022/2023. This projection is mainly the result of:

- Void costs
- Increased cost of utilities due to inflationary pressures and
- Loss of car park commercial income following delayed openings of the leisure scheme.

This is an improved forecast against 2021/2022 final outturn which positively reflects the centre's continued recovery from Covid-19.

**Waste & Recycling: -**

The forecast pressure within Waste and Recycling is as a result of an increase of fuel prices £0.109m

**Building Control & Development Management: -**

Overspend due to continued difficulties in recruiting resulting in reliance on agency staff.

**For further details of variances please see Appendix 4.**

**Policy Contingency**

Policy Contingency is planned to meet affordable housing, commercial pressures, separation costs and inflation. There is a currently projected release of (£0.280) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing.

**Table 5 - Earmarked Reserves and General Balances at May 2022**

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

<b>Reserves</b>	<b>Balance 1 April 2022</b>	<b>Original Budgeted use/ (contribution)</b>	<b>Changes agreed since budget setting</b>	<b>Changes proposed May 2022</b>	<b>Forecast Balance 31 March 2023</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
General Balance	(5.950)	(0.500)	0.000	0.000	(6.450)
Earmarked	(23.691)	2.262	0.225	0.203	(21.001)
Ringfenced Grant	(16.133)	11.205	1.165	0.362	(3.401)
<b>Subtotal Revenue</b>	<b>(45.774)</b>	<b>12.967</b>	<b>1.390</b>	<b>0.565</b>	<b>(30.852)</b>
Capital	(3.752)	0.000	0.000	0.000	(3.752)
<b>Total</b>	<b>(49.526)</b>	<b>12.967</b>	<b>1.390</b>	<b>0.565</b>	<b>(34.604)</b>

For further detail on the reserves please see Appendix 3.

### 4.3 Capital

There is a forecast in-year underspend of (£1.202m), of which £1.116m is to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£0.086m).

**Table 6 - Capital Spend 2022/2023**

<b>Directorate</b>	<b>Budget £m</b>	<b>Outturn 2022/23 £m</b>	<b>Re-profiled beyond 2022/23 £m</b>	<b>Variance to Budget £m</b>
Chief Executives	4.445	4.117	0.326	(0.002)
Resources	18.579	18.550	0.006	(0.023)
Communities	7.575	6.730	0.784	(0.061)
<b>Total</b>	<b>30.599</b>	<b>29.397</b>	<b>1.116</b>	<b>(0.086)</b>

For further detail please view Appendix 1 Capital Project in Year Forecast – May 2022 and Capital Total Project Forecast – May 2022

**Table 7 – How the Capital Programme is financed**

<b>Financing</b>	<b>22/23 Budget</b>
Borrowing	12,818
Reserves	4,700
Capital Receipts - Repayment of Loan Principal	6,000
External Financing - Capital Grants and S106	7,081
	<b>30,599</b>

**Table 8 - Top Five in Year Capital Variances: -**

Code	Assistant Director	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 23/24 £'000	% of in year Budget Variance
40262	Robert Jolley	Affordable Housing	1,200	600	50.00%
40224	Robert Jolley	Fairway Flats Refurbishment	362	181	50.00%
40084	Vicki Jessop	Discretionary Grants Domestic Properties	253	133	52.57%
40083	Vicki Jessop	Disabled Facility Grants	1,811	111	6.13%
40019	Nicola Riley	Longford Park Art	45	43	95.56%
			<b>3,671</b>	<b>1,068</b>	

Although there are overspends on some of the Decarbonisation Works projects overall across all projects this is on target and no variance is projected for the year.

**Affordable Housing: -**

The expenditure on this project depends upon the outcome of survey work which will comment during the summer. The current forecast is the best we can project given current information prior to receiving the report for the survey work which is due in the autumn.

**Fairway Flats: –**

Planning consent was received in May 2022. The main capital expenditure is likely to be split equally over the two years 2022/2023 and 2023/2024. As this is also part of the work relating to housing management and construction it is possible that the balance may change, and this will become clearer as we move through the year.

**Discretionary Grants Domestic Properties: -**

This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/2022. Projected spend for 2022/2023 is circa £0.120m.

**Disabled Facilities Grants: -**

The budget comprises £1,240m Better Care Fund, £0.196m reprofiled from last year and £0.375m base budget, giving a total of £1,811m. Projected spend for 202/2023 is circa £1.7m, but this could vary due to demand and inflationary pressures.

**Longford Park Art: -**

There is a hold on any Public Art delivery on Longford at the moment due to developers and the handover of the count.

## **5.0 Performance Summary**

5.1 The Council reports monthly on performance against 17 Business Plan Measures, 37 measures quarterly and 38 every six months. Full details, including commentary against each measure can be found in Appendix 6.

5.2 During May 2022, 15 measures reported Green and two reported Red.

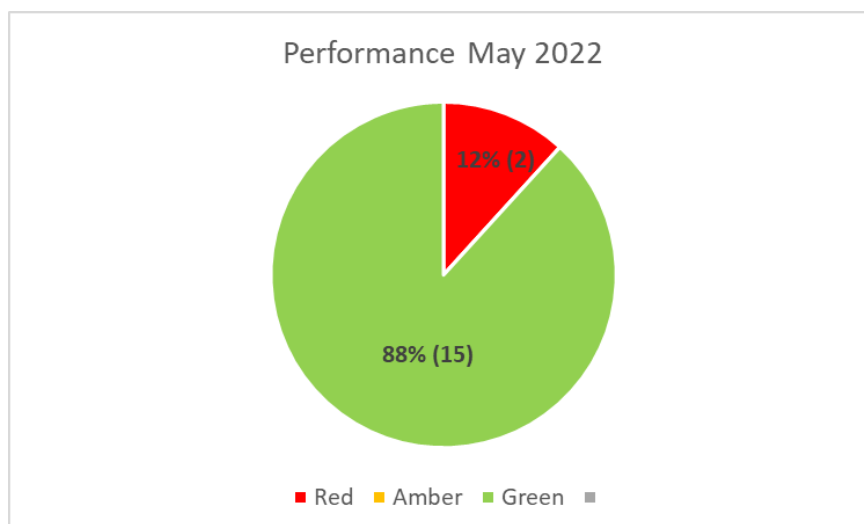


Figure 1: Performance Summary May 2022, 15 measures Green, 0 Amber and 2 Red

### 5.3 Performance Exceptions

- **Average time taken to process Housing Benefit New Claims**

**Priority:** Housing that meets your needs

**Service:** Revenues and Benefits / Finance

**Assistant Director:** Michael Furness

Reporting Red for May and Year to date (20.45 days against a monthly target of 18 days).

Financial Year to date performance		
April	May	June
July	August	September
October	November	December
January	February	March

Comments from service: Following on from the increased number of claims received in March and April, we are still seeing the impact of those claims. Resource is focused on this area to deal with the additional work, and we are continuing to monitor this work area closely.

- **Reduction of fuel consumption used by fleet**

**Priority:** Supporting Environmental Sustainability

**Service:** Fleet Management / Environmental Services

**Assistant Director:** Ed Potter

Reporting Red for May and Year to date (43,560 litres against a monthly target of 35,979).

Financial Year to date performance		
April	May	June
July	August	September
October	November	December
January	February	March

Comments from service: More fuel used as there are 9 extra 12-tonne trucks, in the fleet, due to the commencement of food-waste weekly collection service. These extra vehicles are using around 6,000 litres of fuel each month between them.



## 5.4 Performance Highlights

- **Housing that meets your needs**

Preventing Homelessness - The Housing Team continues to focus on trying to reach households before they reach crisis and actually become homeless. There has been a campaign to ensure clients, and those supporting them, are given up-to-date and realistic information on the housing challenges in Cherwell so they can fully explore all options prior to imposing statutory homeless duties. The housing team have been looking at areas outside Cherwell where accommodation is available and affordable and offering to support homeless households to consider moving as a solution to securing long term settled housing, given the long waiting times for social housing in this area and the unaffordability of any private rented.



- **Supporting Environmental Sustainability**

Committed to be a zero-carbon council by 2030 - The Thorpe Lane waste and recycling depot in Banbury has been refitted with air source heat pumps and innovative batteries as part of a project to slash Cherwell District Council's carbon emissions, utilising part of our government grant to install this carbon-busting technology. The new infrastructure will allow the council to install charging points for various vehicles as they are required in the coming years.



New Park and Charge EV hubs – Cherwell District Council's Windsor Street car park in Banbury has had 10 charging points installed, while at Curtis Place car park in Kidlington a further 12 are being connected. The fast chargers were powered on for public use on 18 May in Banbury and 20 May in Kidlington. They are ideal for either a quick top-up or a full, overnight charge. Parking is free after 6pm until 8am the next day at both car parks.

- **An enterprising economy with strong and vibrant local centres**

Business Rates collection - As of 1 June 2022, the amount of Business Rates due to be collected in 2022/23 increased to just over £98.75m; the collection rate was 11.26% against a target of 8.75% for May.



- **Healthy, resilient and engaged communities**

Best practice supporting families to get active - Our FAST programme is going county wide.

The project encourages families to become active together through things like heavily discounted sports and leisure offers. It's proved so successful that it will now be rolled out across Oxfordshire. Now called YouMove, the programme will make a real difference to the health and wellbeing of Oxfordshire's children and their families, in the greatest need.



## 6.0 Risk Update

- 6.1 The Council maintains a Leadership Risk Register, this document contains Strategic risks that are significant in size and duration and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities risk latest available version of the risk register at the date this report is published is included in this report.
- 6.2 The heat map below shows the overall position of all risks contained within the Leadership Risk Register for May 2022.

### Risk Scorecard – Residual Risks

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

Figure 2: Risk scorecard showing the risk scores in the Leadership Risk Register for May 2022

- 6.3 The Leadership Risk Register has been thoroughly reviewed, including re-organisation of the numbering as a consequence of risks closed in the last 6 months, also, as part of the end of year review each risk has been reviewed throughout.
- 6.4 The Leadership Risk Register is reviewed by the Extended Leadership Team as part of the monthly reporting process, but this is a live document that gets updated as and when required at any point during the month.
- 6.5 The following table reflects the strategic risks reporting a high score and/or medium score during May 2022 and the mitigating actions the service is executing to treat or mitigate the mentioned risk. During May the register had one score change, “L13 Oxfordshire Growth Deal” decreased from 15 to 12 Medium Risk. For further details go to Appendix 7 – Leadership Risk Register May 2022.

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L01 Financial Resilience	16 High Risk	↔	<ul style="list-style-type: none"> <li>▪ Review of workload and capacity across the team. Permanent Capital Accountant in post. New Finance Business Partner Corporate started in October 2021. Permanent appointment made to support VAT and S106. Support to the corporate accountant started at the end of November 2021. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the business grant schemes and council tax rebate. An external provider to carry out necessary checks for council tax rebate scheme.</li> <li>▪ Investment strategy approach agreed and operating, and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.</li> <li>▪ Timeliness and quality of budget monitoring particularly property income and capital improving.</li> <li>▪ Financial Systems replacement project up and running providing improved management information.</li> <li>▪ Asset Management Strategy being reviewed and refreshed.</li> <li>▪ Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - future work has been placed on hold as part of a capital pipeline of schemes not currently included in the capital programme</li> <li>▪ Finance support and engagement with programme management processes continuing.</li> <li>▪ Further integration and development of Performance, Finance and Risk reporting.</li> <li>▪ Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.</li> <li>▪ Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.</li> <li>▪ 2022/23 Budget set, a review of the process was carried out at ELT March 2022, revised process being developed for 2023/24 to be presented to Exec Oct 2022. Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.</li> <li>▪ Regular utilisation of advisors as appropriate.</li> <li>▪ Internal Audits being undertaken for core financial activity and capital as well as service activity.</li> <li>▪ Analysis of Spending Review 2022/23 - 2024/25 indicated an increase in resources to local government as a sector. However, no local authority specific announcements so unclear whether to what extent this could result in additional resources to the Council. No announcement made about business rates reset so this could still result in a significant loss of resources.</li> <li>▪ Financial forecasts of resources for 2023/24 have assumed a reduction in resources that will be available from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme took place throughout 2021/22 with mitigations required if slippage was identified.</li> <li>▪ Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the 2023/24 budget process.</li> <li>▪ A business rates reset is assumed from 2023/24 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 has begun with savings proposals sought that would enable the Council, if necessary, to operate within the forecast level of resources.</li> <li>▪ Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered.</li> <li>▪ New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected and that there is an identified business need.</li> </ul>

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L03 CDC Local Plan	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan.</li> <li>▪ Regular Corporate Director and Lead Member briefings</li> <li>▪ LDS updated as required with programme management approach adopted to ensure progress against plan</li> <li>▪ LDS timeline built into Directorate level objectives (e.g., via Service Plans) and incorporated into SMART targets within staff appraisals.</li> <li>▪ Authority Monitoring Reports continue to be prepared on a regular annual basis.</li> </ul>
L04 Business Continuity	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework</li> <li>▪ Cross-council BC Steering Group meets regularly to identify BC improvements needed</li> <li>▪ ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss</li> <li>▪ Corporate ownership and governance being revisited as a result of separation of OCC and CDC</li> <li>▪ BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team</li> <li>▪ BC exercises to be arranged</li> <li>▪ Updated Incident management framework agreed August 2021</li> </ul>
L05 Emergency Planning	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Emergency plan contacts list being updated monthly and reissued to all duty managers.</li> <li>▪ OCC Emergency Planning providing expert advice and support under a partnership arrangement. Senior management responsibilities and accountability being reviewed following decision to end formal OCC and CDC partnership.</li> <li>▪ Supporting officers for incident response identified in the emergency plan and wallet guide</li> <li>▪ Refreshed incident management plan agreed to align with OCC response arrangements and roll-out being progressed</li> <li>▪ Training provided for all Duty Directors in late 2021 and early 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.</li> <li>▪ On-call rota being maintained and to be updated to reflect recent staffing changes</li> <li>▪ Authority continues to be represented at the Local Resilience Forum</li> </ul>
L06 Safeguarding the Vulnerable – Operational and partnership actions	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Engagement with CE workstream following the Jacob CSPR to identify improvements to local arrangements.</li> <li>▪ Implement local changes to the child exploitation system to address findings in the Jacob CSPR.</li> <li>▪ CSP to adopt improved oversight of the local arrangements to ensure these are effective.</li> <li>▪ Community based exploitation disruption models to be developed and implemented.</li> <li>▪ Continue to engage with partnership arrangements in place to identify risks.</li> </ul>
L08 Cyber Security	15 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.</li> <li>▪ Members given presentations and cyber training with the Police Cyber Security Advisor.</li> <li>▪ The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.</li> <li>▪ Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.</li> <li>▪ IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.</li> <li>▪ Cyber Security advice and guidance regularly highlighted to all staff.</li> <li>▪ External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.</li> <li>▪ Internal Audit completed cyber audits with no major issues or significant risks identified.</li> <li>▪ Joint OCC/CDC Cyber Security Officer in place.</li> <li>▪ Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.</li> </ul>

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L11 Financial sustainability of third- party suppliers and contractors	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply.</li> <li>▪ The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.</li> <li>▪ Business continuity plans in place</li> </ul>
L13 Oxfordshire Growth Deal	12 Medium Risk	↓	<ul style="list-style-type: none"> <li>▪ A CDC GD programme and programme board capability.</li> <li>▪ Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</li> <li>▪ Work stream plans of work (work stream brief, schedule, RAID log).</li> <li>▪ Structured engagement with developers to better understand their needs.</li> <li>▪ Appropriate escalation of issues to agree programme flexibilities where required.</li> <li>▪ Improved collaboration working with partners.</li> <li>▪ Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</li> </ul>
L14 Workforce Strategy	12 Medium Risk	↔	<ul style="list-style-type: none"> <li>▪ Development of relevant workforce plans.</li> <li>▪ Development of new L&amp;D strategy, including apprenticeships.</li> <li>▪ Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensurate Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates.</li> <li>▪ There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.</li> <li>▪ New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</li> </ul>
L15 COVID-19 Community	16 High Risk	↔	<ul style="list-style-type: none"> <li>▪ Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</li> <li>▪ Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.</li> </ul>
L18 Cessation of joint working between CDC and OCC	12 Medium Risk	↔	<p>Statutory officer posts in place - approved by Full Council on the 7th of Feb. External independent Legal support in place. Transition plan, financial analysis underway. Joint officer transition group set up. Regular staff and Cllr communications in place to keep up to date with changes. High level risk, dependencies and assumptions are regularly reviewed by the JOTWG and reported to the JSSP.</p>

## 7.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during May 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

## 8.0 Consultation

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

## 9.0 Alternative Options and Reasons for Rejection

- 9.1 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 2022-23 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

## 10.0 Implications

### Financial and Resource Implications

- 10.1 Financial and Resource implications are detailed within section 4.0 to 4.3 of this report.

Comments checked by:

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

[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk)

### Legal Implications

- 10.2 There are no legal implications from this report.

Comments checked by:

Shahin Ismail, Assistant Director Law & Governance,

[Shahin.Ismail@cherwell-dc.gov.uk](mailto:Shahin.Ismail@cherwell-dc.gov.uk)

### Risk Implications

- 10.3 Risk Implications - This report contains a full update with regards to the Council's risk position at the end of May 2022.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, Tel: 01295 221556  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **Equalities and Inclusion Implications**

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

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, Tel: 01295 221556  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **11.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### **Wards Affected**

All

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

This report supports all Corporate Priorities

### **Lead Councillor**

Councillor Richard Mould, Portfolio Holder for Corporate Services  
Councillor Adam Nell, Portfolio Holder for Finance

### **Document Information**

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

- Appendix 1 – Finance Capital May 2022
- Appendix 2 – Funding May 2022
- Appendix 3 – Use of Reserves and Grant funding May 2022
- Appendix 4 – Forecast Detailed Revenue Narrative May 2022
- Appendix 5 – 2022/23 Business Plan with Outcomes Framework
- Appendix 6 – Monthly Performance May 2022
- Appendix 7 – Leadership Risk Register May 2022

### **Background papers**

None

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

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