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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Budget Planning Committee

Date: Tuesday 15 December 2020

Time: 6.30 pm

Venue: Virtual meeting

Membership

Councillor Nicholas Mawer (Chairman)

Councillor Nathan Bignell
Councillor Conrad Copeland
Councillor Andrew McHugh
Councillor Douglas Webb
Councillor Lucinda Wing

Councillor Carmen Griffiths (Vice-Chairman)

Councillor Phil Chapman
Councillor David Hughes
Councillor Barry Richards
Councillor Fraser Webster
Councillor Sean Woodcock

AGENDA

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

2. **Declarations of Interest**

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

3. **Minutes** (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting held on 10 November 2020.

4. **Chairman's Announcements**

To receive communications from the Chairman.

5. **Urgent Business**

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

6. **Budget Proposals 2021/22 - 2025/26** (Pages 9 - 32)

Report of the Director of Finance

Purpose of report

This report sets out the savings proposals and budget pressures for Cherwell District Council for the period 2021/22 to 2025/26 which are included in the 2021/22 Budget Consultation. It provides the opportunity for Budget Planning Committee to comment on the savings proposals and budget pressures alongside the financial context in which these proposals are made.

Recommendations

The meeting is recommended:

- 1.1 Note the proposals which form part of the 2021/22 Budget Consultation
- 1.2 Provide comments on savings proposals and budget pressures included within the consultation to the Executive.

7. **Review of Committee Work Plan**

Verbal update from the Assistant Director – Finance

Please note there will be an additional meeting of the Committee on 5 January 2021

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221953 prior to the start of the meeting.

Declarations of Interest

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

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

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Emma Faulkner, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221953

Yvonne Rees
Chief Executive

Published on Monday 7 December 2020

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Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held as a Virtual meeting, on 10 November 2020 at 6.30 pm

Present:

Councillor Nicholas Mawer (Chairman)
Councillor Carmen Griffiths (Vice-Chairman)
Councillor Phil Chapman
Councillor Conrad Copeland
Councillor David Hughes
Councillor Andrew McHugh
Councillor Barry Richards
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Lucinda Wing

Substitute Members:

Councillor Shaida Hussain (In place of Councillor Sean Woodcock)

Also Present:

Councillor Barry Wood - Leader of the Council
Councillor Tony Ilott – Lead Member Financial Management and Governance

Apologies for absence:

Councillor Nathan Bignell
Councillor Sean Woodcock

Officers:

Lorna Baxter, Director of Finance & Section 151 Officer
Michael Furness, Assistant Director Finance
Natasha Clark, Governance and Elections Manager
Emma Faulkner, Democratic and Elections Officer

19 **Declarations of Interest**

There were no declarations of interest.

20 **Minutes**

The Minutes of the meeting of the Committee held on 29 September 2020 were confirmed as a correct record, to be signed by the Chairman in due course.

21 **Chairman's Announcements**

There were no Chairman's announcements.

22 **Urgent Business**

There were no items of urgent business.

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

The Committee considered a report from the Director of Finance that summarised Cherwell District Council's forecast revenue and capital outturn position for 2020/21, as at September 2020.

The Assistant Director – Finance explained that this report was the first budget monitoring report since the in-year budget savings of £2.4 million had been agreed.

The Committee was advised that there was currently a projected underspend of £0.3 million. Although costs relating to Covid-19 had created an overspend of £3.4 million, this had been offset against a reduction in business as usual costs of £3.7 million.

In response to questions from the Committee, the Assistant Director – Finance advised that slippage for capital projects would be included as part of the out-turn report to Executive during the Financial year end process.

Resolved

- (1) That the forecast revenue and capital outturn position for 2020/21 as at September 2020 be noted.

24 **CIPFA Financial Management Code**

The Committee considered a presentation from the Director of Finance, that gave details of the recently introduced Chartered Institute of Public Finance and Accountancy (CIPFA) Management Code.

CIPFA had developed the code in order to set out standards of financial management across local government, and to make it clear to Chief Financial Officers that the responsibility for good financial management sat with the entire Leadership Team of an authority, including senior officers and elected members.

The Code had also been introduced as a result of the financial difficulties faced by Northamptonshire County Council, which had led to the reorganisation of local government in Northamptonshire.

The Assistant Director – Finance explained that the code covered six key principles, with 17 standards broken down into seven sections – the responsibilities of the chief finance officer and leadership team; governance and financial management style; long to medium-term financial management; the annual budget; stakeholder engagement and business plan; monitoring financial performance; and external financial reporting.

The code required local authorities to prepare for the code during 2020/21, with full compliance expected during 2021/22. Local authorities could decide themselves how to monitor, report and scrutinise compliance with the code.

The Assistant Director – Finance explained that an early assessment of the requirements of the code had been undertaken. One area for improvement had been identified in relation to balance sheet monitoring.

In response to questions from the Committee, the Director of Finance said that there was not currently any reference to external auditors needing to audit against the code, however that could change.

Resolved

- (1) That the presentation on the CIPFA Financial Management Code be noted

25

Review of Committee Work Plan

The Committee considered the indicative work plan for 2020/21.

With regard to the December 2020 meeting of the Committee, the Director of Finance advised that the Council would not have received final details of the settlement figure, meaning that funding gap figures included in the Revenue and Capital proposals would still be assumptions.

Resolved

- (1) That the work plan be noted.

The meeting ended at 7.18 pm

Chairman:

Date:

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Cherwell District Council

Budget Planning Committee

Date of Meeting 15 December 2020

Budget Proposals 2021/22 – 2025/26

Report of the Director of Finance

This report is public

Purpose of report

This report sets out the savings proposals and budget pressures for Cherwell District Council for the period 2021/22 to 2025/26 which are included in the 2021/22 Budget Consultation. It provides the opportunity for Budget Planning Committee to comment on the savings proposals and budget pressures alongside the financial context in which these proposals are made.

1.0 Recommendations

The meeting is recommended:

- 1.1 Note the proposals which form part of the 2021/22 Budget Consultation
- 1.2 Provide comments on savings proposals and budget pressures included within the consultation to the Executive.

2.0 Introduction

- 2.1 Cherwell District Council's (CDC's) MTFs agreed at Council in February 2020 identified a significant funding gap between its spending plans and forecast available resources of £16.3m in 2021/22. Therefore, CDC has been aware that it would be required to identify significant savings proposals for 2021/22.
- 2.2 The effects of Covid-19 and the associated financial impacts and uncertainty this has caused have made planning for the 2021/22 budget and updated Medium Term Financial Strategy very challenging. At the time of publishing this report, details of Government funding at individual local authority level for 2021/22 have not been announced and there are no indications of the levels of funding that the Government will provide local authorities beyond 2021/22. The Spending Review published on 25 November 2020, set out sector wide funding levels for 2021/22 but does not provide the necessary detail for individual local authority allocations. It is anticipated that the Government will announce individual local authority allocations for 2021/22 in the week commencing 14 December as part of the Provisional Local Government Finance Settlement.

- 2.3 In January 2021, as part of their proposed budget for 2021/22, the Executive will consider feedback from Budget Planning Committee on the budget proposals being consulted upon, along with feedback from the public, businesses and other stakeholders. In determining which of the budget proposals will be included in the proposed budget for 2021/22, the Executive will also consider the outcome of the Provisional Local Government Finance Settlement and other resources available through Council Tax and Business Rates.

3.0 Report Details

Funding Assumptions

- 3.1 The Spending Review for 2021/22 was announced on 25 November 2020. This set out that:
- there will be a freeze of public sector pay cost of living awards for those earning £24,000 and above; those earning below £24,000 will receive at least a £250 cost of living increase.
 - There will not be a reset of the business rates system in 2021/22
 - The New Homes Bonus scheme will be continued for a further year in 2021/22, but there will be no legacy payments.
 - Revenue Support Grant will increase in line with inflation
 - There will be a further £3bn of funding to help address Covid-19 pressures in 2021/22 including:
 - £1.55bn for general additional pressures resulting from Covid-19
 - Extending the current 75% Covid-19 sales fees and charges reimbursement scheme for a further 3 months in 2021.
 - £0.8bn to compensate local authorities for 75% losses against irrecoverable business rates and council tax income
 - £0.7bn for local authorities to support residents claiming Council Tax Support.
- 3.2 Whilst the Spending Review confirms a 'roll forward' of funding from 2020/21 plus some temporary support for the financial impact of Covid-19, the provisional Local Government Finance Settlement for 2021/22, which sets out the specific levels of funding for councils is not expected to be published until week commencing 14 December. Any allocation that CDC receives from the Covid-19 funding will only be available for 2021/22 and will not be available to assist with budgetary issues identified in 2022/23 and beyond.

Government Grants

- 3.3 In line with the government's Settlement Funding Assessment, Revenue Support Grant was expected to reduce to zero in 2021/22. It is now anticipated that the funding of £0.1m received in 2020/21 will also be received in 2021/22. This funding is not expected to continue into 2022/23.
- 3.4 The Government has previously announced that New Homes Bonus (NHB) Grant funding will be phased out and this was CDC's assumption in the existing MTFS. The Spending Review confirmed that a further year's payment will be made in 2021/22 (but with no legacy payments) along with previous legacy payments for

2018/19 and 2019/20 and therefore the Council is assuming it will receive an additional one-off allocation of £1.7m, which would result in total NHB of £4.3m being received in 2021/22.

Business Rates

- 3.5 CDC has been extremely successful in supporting the local economy to grow since the introduction of the Business Rates Retention Scheme in 2013/14. The existing MTFS assumed that the Business Rates reset would take place in April 2020 and that the income CDC would be able to retain in 2021/22 was £5.8m. Whilst the estimated Business Rates baseline for 2021/22 was £3.8m, it was also assumed that there would be growth above the baseline retained in 2021/22 of £2.0m. The Government has now announced that the Business Rates reset will not take place in April 2021 and the assumption is that it will now take place in April 2022. Therefore the currently forecast of income CDC will retain from business rates in 2021/22 is £10.4m. Due to the economic impacts of Covid-19, there is an expectation that the amount of business rates related income retained by CDC will reduce by £2.0m compared to 2020/21
- 3.6 The reset of business rates now expected in 2022/23 will reduce the amount of business rates related income retained by CDC by £6.2m.

Council Tax

- 3.7 Due to the economic impact of Covid-19, there has been an increase in the levels of those eligible for the Council Tax Reduction Scheme during 2020/21. Furthermore, the level of housebuilding has been lower than assumed due to restrictions in the early part of the first lockdown. These both have the impact of reducing the Council Tax Base and the levels of Council Tax that will be received by CDC compared to the assumptions in the existing MTFS. It is currently assumed that Council Tax related income will reduce by £0.3m compared to forecasts made in February 2020.
- 3.8 As in previous years, it is anticipated that the Government will place a referendum limit of a £5 increases on Band D Council Tax. Confirmation of the referendum limit is expected as part of the Local Government Finance Settlement. An additional £5 increase has been assumed in each year of the MTFS.

Collection Funds

- 3.9 The Business Rates and Council Tax collection funds are expected to record significant deficits in 2020/21. Deficits ordinarily need to be repaid in the following year, but the Government has introduced legislation requiring deficits to be spread over the following three years. CDC currently anticipates that it will have a deficit on the Council Tax collection fund of £0.2m, and a deficit on the Business Rates collection fund of £1.3m, after taking account of compensatory Government grants.

Budget Pressures

- 3.10 In addition to the uncertain outlook in funding, CDC has also identified a number of budget pressures that it is anticipating it will need to fund in 2021/22 and beyond. A large proportion of these relate to potential losses of income due to Covid-19 and health and safety/repairs and maintenance.

3.11 Pressures identified and proposed to be funded in the period 2021/22 – 2025/26 are set out in Table 1. Details are set out in Appendix 1.

Table 1: Budget Pressures

Directorate	2021/22	2022/23	2023/24	2024/25	2025/26	Ongoing Impact
	£000	£000	£000	£000	£000	£000
Communities	263	0	0	0	0	263
Place & Growth	275	(275)	0	0	0	0
Public Health and Wellbeing	700	(700)	0	0	0	0
Commercial Development, Assets and Investment	2,716	(1,876)	(389)	370	12	833
Executive Matters	62	0	(52)	0	0	10
Total	4,016	(2,851)	(441)	370	12	1,106

Financial Impact of Reduced Funding and Budget Pressures

3.12 After considering the changes in funding, pressures and inflation assumptions, in order to set a balanced budget, savings of £4.5m will be required in 2021/22. Table 2 sets out the latest Medium Term Financial Strategy and shows how the savings requirement of £4.5m is arrived at. As set out in paragraph 3.13, CDC is consulting on £4.3m savings for 2021/22. If all of these savings are accepted this would mean that the Council would also need to apply £0.2m reserves to balance the budget.

Table 2: Medium Term Financial Strategy

MTFS Update	2021/22	2022/23	2023/24	2024/25	2025/26	Ongoing Impact
	£000	£000	£000	£000	£000	£000
MTFS Gap Feb 2020	7.7	0.3	(0.3)	(0.5)	1.4	8.6
Impact of Funding Roll Forward						
Revenue Support Grant	(0.1)	0.1	0.0	0.0	0.0	0.0
Business Rates delayed reset	(6.6)	6.8	0.2	0.2	(1.3)	(0.8)
New Homes Bonus	(1.7)	1.7	0.0	0.0	0.0	0.0
MTFS Assuming Funding Roll Forward	(0.7)	8.8	(0.1)	(0.3)	0.1	7.8
Covid Impact						
Business Rates	2.0	0.0	0.0	0.0	0.0	2.0
Council Tax	0.3	0.1	0.1	0.2	0.2	0.9
Collection Fund Deficits	21.3	(20.8)	0.0	(0.4)	0.0	0.0
Other Covid Pressures	3.1	(2.4)	(0.4)	0.4	0.0	0.8
S31 Grants - use of reserve	(20.7)	20.7	0.0	0.0	0.0	0.0
Covid Impact	6.0	(2.4)	(0.3)	0.1	0.2	3.6
Other						
Other Pressures	0.9	(0.5)	(0.1)	0.0	0.0	0.4
Executive Matters	(1.7)	3.1	(0.3)	(0.6)	(0.5)	(0.0)
Other	(0.8)	2.6	(0.3)	(0.6)	(0.5)	0.3
MTFS Potential Gap	4.5	9.0	(0.7)	(0.8)	(0.2)	11.8
Potential Savings	(4.3)	(0.4)	(0.0)	(0.1)	0.0	(4.8)
Additional Gap/(Surplus)	0.2	8.6	(0.7)	(0.8)	(0.2)	7.0

Savings Proposals

3.13 Savings proposals totalling £4.3m in 2021/22 rising to £4.8m by 2025/26 have been identified and are being consulted upon as set out in Table 3. Details are set out in Appendix 2.

Table 3: Savings Proposals

Directorate	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Ongoing Impact £000
Adults and Housing	(631)	110	0	0	0	(521)
Communities	(483)	(636)	(210)	(77)	0	(1,406)
Place and Growth	(621)	(117)	0	0	0	(738)
Regulatory Services	(30)	0	0	0	0	(30)
Public Health & Wellbeing	(827)	391	0	0	0	(436)
Commercial Development, Assets & Investments	(713)	(21)	168	1	1	(564)
Customers & Organisational Development	(973)	(109)	0	0	0	(1,082)
Total Savings Proposals	(4,278)	(382)	(42)	(76)	1	(4,777)

Medium Term Financial Forecast

3.14 Whilst the Spending Review confirmed that the business rates reset will not take place in 2021/22, the revised assumption is that it will take place in 2022/23. The additional funding announced for New Homes Bonus is also expected to be one-off. Therefore, CDC anticipates that it will have £9.7m less funding in 2022/23 compared to 2021/22. This significant reduction is driving the overall need to identify a further £10.5m of savings in 2022/23. Therefore, CDC has considerably more work to do to identify the additional savings that will be required in 2022/23. At the same time, CDC will need to lobby the Government on how it intends to introduce the business rates reset to see if there is any opportunity to introduce a more phased approach.

Council Priorities 2021

3.15 The budget proposals being consulted upon take into consideration the ability for CDC to continue to progress its priorities. CDC's Vision is to be a place where communities thrive, and businesses grow. Its four key strategic priorities are:

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

In addition to the above strategic priorities, CDC will continue to make progress against the themes supporting all that we do. The following Climate Action, Including Everyone and the Covid-19 Recovery strategy will also be key in supporting the four overarching strategic priorities and delivering the vision.

Budget Approval

- 3.16 Executive will propose its budget on 1 February 2021 taking into account comments from BPC and feedback from the public consultation. As well as the revenue pressures and savings to be funded, this will include:
- Capital Strategy
 - Treasury Management Strategy incorporating the Investment Strategy
 - Capital proposals and draft Capital Programme
 - Earmarked Reserves and General Balances Policy
 - Business Plan 2021 on a page
 - Leadership Risk Register
 - Fees and Charges Schedule
 - Review of charges
 - Pay Policy Statement
- 3.17 Council will then consider the Budget at its meeting on 22 February 2021.

Equality Impact

- 3.18 The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
- 3.19 In developing budget proposals, services have considered the potential impact of change with respect to equality, diversity and inclusion, in line with our new framework: *Including Everyone*. The budget consultation document summarises each service proposal and the response to the consultation will help inform the final assessment of equality impact. Following the public consultation, where a potential material service impact has been identified, an Equality Impact Assessment will be finalised. Individual assessments and an overarching summary impact assessment, taking into account the overall impact of the budget proposals, will be included within the Business & Budget Planning Report to Cabinet on Executive in February 2021 to inform the decision-making process.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Budget Planning Committee is asked to comment and provide feedback to the Executive on the revenue savings and pressures proposals for 2021/22 and beyond. This will form part of the overall consultation process for the production of the 2021/22 Budget.

5.0 Consultation

Budget Planning Committee is meeting to discuss the budget proposals as part of the overall consultation on CDC's budget for 2021/22.

6.0 Alternative Options and Reasons for Rejection

- 6.1 There are no alternative options. This report consists of budget proposals which are being consulted on and no decisions have taken place at this stage. CDC is looking for responses to the budget proposals to be considered in finalising the budget for 2021/22, which will be proposed by the Executive and then considered by Council in February 2021.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no immediate financial implications associated with this report. It is a consultation on budget proposals for 2021/22 and beyond for which no decisions have yet been taken.

Comments checked by:

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

Legal Implications

- 7.2 The provisions of the Local Government Finance Act 1992 set out what the council has to base its budget calculations upon, and require the council to set a balance budget with regard to the advice of its section 151 officer. The setting of the budget is a function reserved to full Council, who will consider the draft budget as prepared by the Executive. This report, alongside the consultation document issued on 7 December, form part of that process.

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

Risk Implications

- 7.3 There are no risk implications arising directly from this report. The budget consultation alongside this report for part of the process the Council must go through in setting its budget for 2021/22.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes 01295 221786
Louise.tustian@cherwell-dc.gov.uk

Equality and Diversity

- 7.4 The approach to assessing equality impact of the budget and business planning process is addressed in the body of this report.

To support the delivery of the Council's Climate Action Framework, work is being undertaken to assess the potential impact of budget proposals on the council's ability to meet climate commitments. An overall assessment will be included within the February report to Executive.

Comments checked by:

Robin Rogers, Head of Strategy, Email robin.rogers@oxfordshire.gov.uk

8.0 Decision Information

Key Decision N/A as not an Executive report

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

Links to all areas of the Corporate Plan.

Lead Councillor

N/A

Document Information

Appendix number and title

- Appendix 1 – Proposed Budget Pressures
- Appendix 2 – Savings Proposals

Background papers

None

Report Author and contact details

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

Public Health and Wellbeing Pressures

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV21100	Potential continuation of additional costs to compensate leisure for not being able to run at capacity due to Covid-19 restrictions.	700	(700)				0
	Public Health & Wellbeing Pressures Total	700	(700)	0	0	0	0

Place and Growth Pressures

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2178	Review of Development Management Operational Budget with lower planning application and pre-application fees expected due to the impacts of Covid-19.	275	(275)				0
	Place & Growth Total Pressures	275	(275)	0	0	0	0

Commercial Development, Assets and Investments

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2190	Health and Safety works relating to Council owned properties	100	(100)				0
SAV2152	Professional fees in relation to marketing and letting of retail units at Castle Quay Waterfront.	250	(250)				0
GRW2106	Funding for the Canalside Development.	100	(100)				0
SAV2151	Castle Quay Shopping Centre is predicting a reduction in rental income due to the impacts of Covid-19.	1,603	(1,168)	(299)	165		301
SAV2193	Reduction in rental incomes for other Council owned properties due to Covid-19.	446	(213)	(90)	205	12	360
	CDA&I Pressures Total	2,499	(1,831)	(389)	370	12	661

Communities Pressures

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW2107	Reduction in income within the Council's vehicle maintenance and fleet management facility.	75					75
SAV2148	Increase in the costs of recycling.	93					93
GRW2108	Covid-19 has caused a delay in the Car Park Action Plan capital project.	30					30
SAV2147	Additional resources ensure there is no breakdown in the collection of the waste and recycling service affecting the health and well being of residents.	65					65
	Communities Pressures Total	263	0	0	0	0	263

Other Unavoidable Pressures

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
UNAV2101	Dilapidations budget to ensure property is maintained and improved in order to continue to generate acceptable income returns for the Council.	70	(45)				25
UNAV2102	Increased contract costs due to loss of economies of scale following separation of CDC and South Northants Council.	70					70
UNAV2103	Net additional costs of HB Subsidy due to increasing caseload.	77					77
UNAV2104	Audit Fee Increase.	10					10
UNAV2105	Housing and Growth Deal Contribution.	52		(52)			0
	Total Unavoidable Pressures	279	(45)	(52)	0	0	182
	Total Pressures	4,016	(2,851)	(441)	370	12	1,106

Adults and Housing Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2107	The Housing Service will be reviewed and redesigned to increase income generation, reduce overheads, release reserves and restructure the establishment in line with service priorities.	(543)	110				(433)
SAV2108	A reduction in overheads within Housing and restructure the debt and money advice contract.	(48)					(48)
SAV2112	Ensure that civil penalties are rigorously imposed and recovered in all appropriate cases in order that income is maximised.	(40)					(40)
	Adults and Housing Total Savings Proposals	(631)	110	0	0	0	(521)

Public Health and Wellbeing Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2132	Restructuring of the Healthy Place Shaping team.	(117)					(117)
SAV2119	Maintain the core grant to Banbury Museum but review additional support for utility costs that the Museum Trust will become responsible for.	(48)					(48)
SAV2122	Correction of revenue budget to better reflect costs across all leisure facilities.	(12)					(12)
SAV2115	Delivering Sports and Physical Activity in new ways and working in partnership to reduce the amount spent on venue hire, external coaches and equipment.	(31)					(31)
SAV2128	Additional income from Oxfordshire County Council to pay for administering the Councillor Priority Fund.	(23)					(23)
SAV2124	Reduce the grant payment to The Mill Arts Centre Trust.	(65)					(65)
SAV2116	Developing new models of delivery to make more use of the Youth Activators in school holidays.	(20)					(20)

Appendix 2 Savings Proposals

SAV2123	Working with partners to make Stratfield Brake more accessible and need less subsidy to operate well .	(45)	(4)				(49)
SAV2117	One-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements.	(400)	400				0
SAV2118	Income generation from sports pitches.	(29)	(5)				(34)
SAV2127	Provide Community First Oxfordshire with core grant only (for provision of rural community and new community development advice services) and reviewing funding available for community partnership initiatives.	(19)					(19)
SAV2199	Review funding to the Citizen's Advice Volunteer Connect service. Deliver some elements of reshaped service in house.	(18)					(18)
	Public Health and Wellbeing Savings Proposals Total	(827)	391	0	0	0	(436)

Place and Growth Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2174	Reduction in costs from review of vacant posts in both Development Management and Planning Policy.	(114)					(114)
SAV2175	Reduction in consultancy budget with reprofiled work programme within Planning and Development.	(46)					(46)
SAV2185	A service redesign across the Planning and Development Function reducing costs and maximising the future potential for income generation.	0	(117)				(117)
SAV2102	Service redesign and review of service overheads within Growth and Economy, maximisation of grant income and review of providing funding for services that have become self-sufficient.	(213)					(213)
SAV2101a	New repairs and maintenance contract at lower cost to current approach and service redesign.	(153)					(153)

Appendix 2 Savings Proposals

SAV2101b	Rental increase of 3% for affordable homes and shared ownership properties owned by the Council.	(95)					(95)
Place and Growth Savings Proposals Total		(621)	(117)	0	0	0	(738)

Regulatory Services Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2105	Increase income from licensing and chargeable work in Environmental Health.	(30)					(30)
	Regulatory Services Savings Proposals Total	(30)					(30)

Commercial Development, Assets and Investments

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2133a	Establish a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions. Efficiency savings are expected to be identified through the transformation and efficiency project.	(304)	(76)				(380)
SAV2133b	Temporarily reduced spend on utilities due to reduced occupancy of Bodicote House.	(30)		30			0
SAV2133c	Savings arising from closure of the Stables Café.	(59)					(59)
SAV2133d	Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties.	(16)	(61)	120			43
SAV2133e	Land disposal programme.	(20)					(20)
SAV2138	Removal of legal budget no longer required within Finance.	(20)					(20)
SAV2198	One-off reduction in contract costs due to expectation that stretch performance targets unlikely to be met for one year.	(114)	114				0

Appendix 2 Savings Proposals

SAV2173	Replace agency with contracted staff; increase External Income from Developers in Legal.	(100)						(100)
SAV2139	Removal of previously agreed project review funding within Growth and Commercial.	(16)		16				0
SAV2140	Charge appropriate salary costs to Crown House.	(23)						(23)
SAV2141	Removal of vacant post within Growth and Commercial.	(11)	2	2	1	1		(5)
	CDA&I Savings Proposals Total	(713)	(21)	168	1	1		(564)

Customers and Organisational Development Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2158	To reduce the annual budget of Computer Hardware Expenses due to a reduced hardware demand currently.	(1)					(1)
SAV2159	To increase the Land Charges income by increasing our local standard search fee by £15 from £170 to £185.	(21)					(21)
SAV2160	To reduce the annual budget of mileage, stationery and paper due to an increased use of working from home and digital methods in customer services.	(7)					(7)
SAV2166	To remove the 4 Cash and Card payment machines located at the Cherwell District Council Offices in order to reduce costs associated with accepting these payments. Alternative payment options include cash payment at Post Offices, Pay Zone or banks, online, direct debit or telephone payment.	(21)					(21)
SAV2169	To reduce the annual budget for postage as a result of ongoing increase in use of digital methods of accessing and sending correspondence and information.	(5)					(5)
SAV2157	Reducing Staffing Costs within Customer Services.	(122)					(122)
SAV2167	To close the LinkPoint offices, and provide appointment services by phone and online, with face to face appointments at Bodicote House only.	(10)					(10)

Appendix 2 Savings Proposals

SAV2155	Hold three vacancies across Communications, Strategy and Insight.	(21)	21				0
SAV2153	Deliver business administrative support to directors through a shared provision across Oxfordshire County Council and CDC.	(149)					(149)
SAV2154	Establish a charged videography and design service for external customers.	(20)					(20)
SAV2156	Savings achieved by reducing consultants fees, Cherwell Link moving online, no longer contributing to District Data post and various other non-pay budget lines across Communities, Strategy and Insight.	(175)					(175)
SAV2172	This proposal will deliver targeted savings across Digital & IT. It will require capital funding to deliver and will take 12 to 18 months to achieve.	(363)	(130)				(493)
SAV2188a	Service redesign in the HR Transactional Team due to the roll out of i-Trent.	(27)					(27)
SAV2188b	No graduate trainee will be recruited by CDC in the current round.	(16)					(16)
SAV2188c	Reduction in training budget. We believe this can be achieved without a significant impact because a lot of training delivery has been moved to on-line delivery reducing cost and associated travel costs.	(15)					(15)
	Customers and Organisational Development Savings Proposals Total	(973)	(109)	0	0	0	(1,082)

Communities Savings Proposals

Ref	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2143	Growth of the bulky bin and bulk waste service has made it easier for residents to get rid of their waste with this cost effective service.	(30)					(30)
SAV2149	Increase charging for using public conveniences to 20p.	(15)					(15)
SAV2150	Mechanical sweeping in villages would be carried out annually. There would be a reduction in urban town centre late evening cleansing in the summer.	(153)					(153)
SAV2144	Review parking charges in car parks.	(400)					(400)
SAV2145	Introduce a new food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge from July 2021.	115	(636)	(210)	(77)		(808)
	Communities Savings Proposals Total	(483)	(636)	(210)	(77)	0	(1,406)
	Total Savings Proposals	(4,278)	(382)	(42)	(76)	1	(4,777)

