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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 6 December 2021

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman
Councillor Tony Ilott
Councillor Richard Mould
Councillor Dan Sames

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Andrew McHugh
Councillor Lynn Pratt
Councillor Lucinda Wing

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 18)

To confirm as a correct record the Minutes of the meeting held on 1 November 2021.

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Infrastructure Funding Statement 2020/21** (Pages 19 - 76)

Report of Assistant Director – Planning and Development

Purpose of report

To seek approval of the Council's Infrastructure Funding Statement 2020/21 for publication and for an accompanying data submission to the Department for Levelling Up, Housing and Communities.

Recommendations

The meeting is recommended:

- 1.1 To approve the Infrastructure Funding Statement 20/21 at Appendix 1 for publication by 31 December 2021, subject to any final changes considered to be necessary by the Assistant Director – Planning and Development in consultation with the Lead Member for Planning.
- 1.2 To authorise the Assistant Director – Planning and Development to publish and submit the associated Infrastructure Funding Statement data as required by the Department for Levelling Up, Housing and Communities.

7. **Council Tax Reduction Scheme 2022-2023** (Pages 77 - 82)

Report of Director of Finance

Purpose of report

To enable members to consider Council Tax discounts and to seek a recommendation to Council of the proposed levels of Council Tax discounts for the financial year 2022-23.

To enable members to consider the banded scheme for Council Tax Reduction and to seek approval to recommend to Council a Council Tax Reduction Scheme for the financial year 2022-23.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of this report and any financial implications for the Council.
- 1.2 To recommend to Council:
 - the option of no-change to the Council Tax Reduction Income Banded Scheme for Working Age Customers for 2022-23
 - to amend the Working Age Regulations in line with annual uprating
 - to amend the Council Tax Regulations for pensioners in line with uprating announced by the Department for Levelling Up, Housing and Communities

1.3 To recommend to Council the levels of Council Tax discounts and premiums for 2022- 23 remain unchanged and remain as follows

- Retain the discount for second homes at zero
- Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter zero.
- Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

8. Monthly Performance, Risk and Finance Monitoring Report (Pages 83 - 144)

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 October 2021.

Recommendations

The meeting is recommended:

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

1.2 To approve the changes in use of reserves as set out in Appendix 6.

9. Graven Hill Development Company (Dev Co) - Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co. (Pages 145 - 150)

Report of Shareholder Representative

Purpose of report

To bring to the attention of the Executive the request from Graven Hill Village Development Company Ltd (Dev Co) for the Council to act as surety in two performance bonds for roadway infrastructure works to be undertaken by Dev Co under section 38 of the Highways Act 1980.

Recommendations

The meeting is recommended:

1.1 To approve in principle that the Council act as surety for Dev Co in respect of two performance bonds (up to the sum referred to in Exempt Appendix 1 to this report) relating to the construction of highway works by Dev Co pursuant to agreements between Dev Co and Oxfordshire County Council (as local highway authority) to be made under section 38 of the Highways Act 1980.

1.2 To delegate to the Shareholder Representative authority to agree the formal documentation in relation to the bonds, in consultation with the s.151 Officer and the Monitoring Officer.

- 1.3 To agree that Dev Co be requested to pay to the council 1% of the value of the agreed bonds for use of the facility.

10. Urgent Business

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

11. Exclusion of the Press and Public

The following items contain exempt information as defined in the following paragraph of Part 1, Schedule 12A of Local Government Act 1972.

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

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

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

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

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

12. Graven Hill Development Company (Dev Co) - Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co. - Exempt Appendix (Pages 151 - 152)

13. Service Review of Leisure Facilities Design, Build, Operate and Maintain (DBOM) Contract (Pages 153 - 176)

Exempt report of Corporate Director Customer Services, Organisational Development and Resources

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

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Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk,
01295 221589

Yvonne Rees
Chief Executive

Published on Friday 26 November 2021

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 1 November 2021 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Lead Member for Customers and Transformation
Councillor Phil Chapman, Lead Member for Leisure and Sport
Councillor Colin Clarke, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Finance and Governance
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green
Councillor Lucinda Wing, Lead Member for Housing

Executive Members in attendance virtually (no voting rights)

Councillor Andrew McHugh, Lead Member for Health and Wellbeing

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group
Councillor John Broad
Councillor Ian Middleton

Officers:

Yvonne Rees, Chief Executive
Bill Cotton, Corporate Director Environment and Place
Steve Jorden, Corporate Director Commercial Development, Assets & Investment
Claire Taylor, Corporate Director Customers and Organisational Development
Lorna Baxter, Director of Finance & Section 151 Officer
Anita Bradley, Director Law and Governance & Monitoring Officer
Robert Jolley, Assistant Director: Growth & Economy
Ed Potter, Assistant Director: Environmental Services
Vicki Jessop, Interim Assistant Director Housing and Social Care Commissioning
Louise Tustian, Head of Insight and Corporate Programmes
Frances Evans, Housing Strategy and Development Team Leader
Paul France, Senior Housing Officer
Chris Hipkiss, Investment Consultant
Natasha Clark, Governance and Elections Manager

61 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions.

The Chairman advised the meeting that he had agreed to Councillor Middleton addressing the meeting at agenda item 7, Climate Action Programme Update and exempt item 14, Castle Quay, and Councillor Broad addressing the meeting at item 7, Climate Action Programme Update.

63 **Minutes**

The minutes of the meeting held on 4 October 2021 were agreed as a correct record and signed by the Chairman.

64 **Chairman's Announcements**

There were no Chairman's announcements.

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

The Director of Finance and Head of Insight and Corporate Programmes submitted a report which summarised the Council's Performance, Risk and Finance monitoring positions as at the end of September 2021/Quarter 2.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.
- (2) That the Quarter 2 Climate Action Plan and Equalities, Diversity and Inclusion Action plan progress updates be noted.
- (3) That the transfers to and from reserves detailed at the Annex to the Minutes (as set out in the Minute Book) be approved.

Reasons

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

This report provides an update on progress made during September 2021, to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.

Alternative options

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.

66

Climate Action Programme Update

The Director for Environment and Place submitted a report to update Executive on the progress in delivering the Climate Action Programme and the reduction in the council's greenhouse gas emissions in 2020/21.

At the discretion of the Chairman, Councillor Woodcock, Leader of the Labour Group, addressed Executive. In response to Councillor Woodcock's address, the Lead Member for Clean and Green confirmed that the climate agenda would be included as part of the Local Plan review.

Councillor Middleton and Councillor Broad addressed Executive.

In response to Councillor Middleton's address, the Lead Member for Clean and Green undertook to provide further information regarding climate impact assessments and the green grid electricity contract.

In response to Councillor Broad's address, the Lead Member for Clean and Green undertook to provide information regarding the membership of the Environment Advisory Group.

In response to Councillor Middleton and Councillor Broad's comments regarding the need for speed in this area, the Chairman highlighted the importance of ensuring that there was not action before feasibility checks as to lead by example, the council needed to ensure it had its own house in order.

Resolved

- (1) That the progress and next steps in the Climate Action Programme be noted.
- (2) That the Greenhouse Gas Emissions Report for 2020/21 (Annex to the Minutes as set out in the Minute Book) be approved for publication on the Council's website.
- (3) That approval be given for this report to be submitted to the Overview and Scrutiny Committee.

Reasons

Cherwell District Council committed to being carbon neutral by 2030 and to enabling the district's transition to a zero-carbon future. This paper provides an update on the work being done through the joint Climate Action Programme across its three areas: Becoming a climate actions council; Operating at net-zero by 2030; and, Enabling a zero-carbon future for Cherwell.

Annual Greenhouse Gas (GHG) reporting of the councils own carbon footprint is expected as good practice by the Department for Business, Energy and Industrial Strategy (BEIS). Cherwell District Council (CDC) has produced GHG reports in most years since 2008/09 and will report annually in line with its climate action commitments.

Alternative options

Option 1: Executive do not approve the publication of the Greenhouse Gas reporting on our website. This is not recommended as the council has committed to publish progress on carbon reduction as part of our climate framework.

67

Civil Parking Enforcement

The Assistant Director Environmental Services submitted a report which sought approval for the Council to enter into arrangements for the adjudication of Civil Parking Enforcement via a joint committee established for the purpose pursuant to sections 101(5) and 102(1)(b) of the Local Government Act 1972, and to delegate authority to the Corporate Director Environment and Place to negotiate and agree the terms of that participation under a Memorandum of Agreement with Parking and Traffic Regulations Outside London (PATROL)

Resolved

- (1) That the progress on the implementation of Civil Parking Enforcement (CPE) be noted.
- (2) That the Council entering into arrangements for the adjudication of Civil Parking Enforcement via a joint committee to be known as the Parking and Traffic Regulations Outside London Adjudication Joint Committee ("PATROLAJC") pursuant to section 101(5) of the Local Government Act 1972, section 20 of the Local Government Act 2000, sections 9EA and 9EB of the Local Government Act 2000 and associated regulations be approved.
- (3) That the power to agree the terms of participation in PATROLAJC under a Memorandum of Agreement with PATROL be delegated to the Corporate Director Environment and Place.

Reasons

The Council has agreed to the implementation of CPE and there is a requirement to become a member of PATROLAJC and to participate in a Traffic Parking Tribunal as part of the appeals process.

Alternative options

Option 1: To adopt the recommendations.

Option 2: To reject the recommendations and not adopt Civil Parking Enforcement

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

The Interim Assistant Director, Housing and Social Care Commissioning submitted a report which set out the key points from the public consultation on the draft Tenancy Strategy and Affordability Statement (2021) and the main changes to the strategy document in response to the feedback received. In addition, this report seeks Executive approval of the final draft Tenancy Strategy and Affordability Statement.

In introducing the report, the Lead Member for Housing thanked the Overview and Scrutiny Committee for their comments on the Strategy and thanked Housing Officers for their hard work on the Strategy.

At the discretion of the Chairman, Leader of the Labour Group, Councillor Woodcock, addressed Executive.

In response to Councillor Woodcock's comments querying the delivery of social rent affordable housing by the Local Plan, the Lead Member for Housing explained that the report was the aspiration. There was a discrepancy between the number of people on the housing register and the number of properties. The best use of stock was made with a quick turnaround and discretion for officers to make a direct award.

The Housing Strategy and Development Officer explained that the Housing Team were liaising with Planning Policy regarding the Local Plan. It was important that schemes would work and therefore it was necessary to viably test policies to ensure deliverability.

Resolved

- (1) That the changes to the draft Tenancy Strategy and Affordability Statement in response to the feedback and officer responses set out in the Consultation Report be noted.
- (2) That the final draft Tenancy Strategy and Affordability Statement (Annex to the Minutes as set out in the Minute Book) be approved to

ensure that the council meets statutory requirements and complies with good practice.

- (3) That authority be delegated to the Assistant Director, Housing and Social Care Commissioning in consultation with the Lead Member for Housing, to make any minor editorial amendments to the strategy as needed prior to publication; and, to approve annual updates to the Tenancy Strategy appendices to ensure the data remains relevant.

Reasons

Section 150 of the Localism Act 2011 requires Local Housing Authorities to publish a Tenancy Strategy that sets out the matters to which registered providers of social housing are to have regard when formulating their policies relating to the types and terms of tenancies they grant. The Executive is requested to approve the final draft Tenancy Strategy and Affordability Statement, to ensure that the council meets statutory requirements and complies with good practice.

Alternative options

Option 1: Not to update the Tenancy Strategy 2017. This approach is not recommended, as it is a statutory requirement to review the Strategy periodically and it would leave the Council open to legal challenge if it has not done so. In addition, the Housing Strategy 2019-2024 and the Homelessness and Rough Sleeping Strategy 2021-2026 set out an ambition to deliver more social rent tenure to meet identified needs. It will be difficult to achieve this ambition without an updated Tenancy Strategy as the 2017 version strongly promotes Affordable Rent and fixed-term tenancies.

Option 2: Delay the approval of the amended draft Tenancy Strategy and Affordability Statement until later in the year. This approach is not recommended as the feedback from the consultation and subsequent adoption of the new strategy will contribute towards informing the evidence base in support of the new Local Plan policies to 2040 which are currently being developed.

69

Changes to Cherwell District Council's Housing Allocation Scheme

The Interim Assistant Director, Housing and Social Care Commissioning submitted a report which advised Executive of proposed changes to the Housing Allocation Scheme.

In introducing the report, the Lead Member for Housing thanked the Overview and Scrutiny Committee for their comments on the Scheme and thanked Housing Officers for their hard work on the Scheme.

Resolved

- (1) That the proposed changes to the Housing Allocation Scheme be approved and the scheme (Annex to the Minutes as set out in the Minute Book) be adopted.
- (2) That authority be delegated to the Interim Assistant Director, Housing and Social Care Commissioning in consultation with the Lead Member for Housing, to make any minor editorial amendments to the Scheme as needed prior to publication.

Reasons

The Housing Allocation Scheme sets out how the council processes and prioritises applications for social housing. It sets out the criteria for determining whether a household is eligible for social housing and what level of priority the household will be given based on housing need.

It is important to review the Scheme regularly in order to make sure that it reflects updated statutory guidance and regulatory changes and aligns with current housing needs in the District and that the council can respond to changing patterns of need.

Alternative options

Option 1: Do nothing. Rejected on the basis that the current scheme does need to change in response to customer and staff feedback, developments in statutory guidance and to support the shift to a housing led approach.

70 The Council's Housing Assets Portfolio, Annual Rent Increases - new procedure

The Assistant Director - Growth and Economy submitted a report which recommended adoption of a new procedure for annual rent increases for affordable rent and shared ownership properties in the Council's housing assets portfolio (consisting of both *affordable rental* and *shared ownership*). The report sets out the way in which increases are determined by Central Government and the measures taken by the Council to ensure the proposed increase maintains affordability for tenants and owners.

At the discretion of the Chairman, the Leader of the Labour Group, Councillor Woodcock, addressed Executive.

In response to Councillor Woodcock's request that a decision on this matter be deferred pending consideration of the impact on the council's finances, the Chairman explained that extensive consideration had been given and stressed that the council would be operating within set parameters, namely in line with government guidance and comparable measures. The benefit of the proposed new procedure was that small annual increases were preferable to having to contemplate a single large increase in the future.

Resolved

- (1) That it be agreed that rent increases are applied annually to both affordable rental and shared ownership properties in line with government guidance considering the need to ensure that rents remain affordable, using the two measures of Local Housing Allowance and comparable rental data for the District.
- (2) That responsibility be delegated to the Corporate Director – Environment and Place, in consultation with the relevant Portfolio Holder, to produce and subsequently implement an annual rent increase procedure which will commence 1 April 2022.

Reasons

All rent increases applied follow Government guidance, currently The Rent Standard. This specifies the increase that social landlords can apply each year. Within the Council these potential increases are measured against two affordability markers, the Local Housing Allowance and an internal analysis of comparable local rents for both social housing providers and the private rented sector to ensure the increased rents remain affordable for residents.

The annual increase adds to the asset value of the portfolio as well as increasing revenue income which is required for capital loan payments; rentals; conversions/improvements; housing/leasehold management and repairs.

Alternative options

Option One: Annual rent increases are determined without an approved procedure in place.

Rejected: Having a procedure in place gives clear guidance regarding how increases are determined by the Regulator of Social Housing and the measures in place within the Council to ensure rents remain affordable for the Council's tenants and shared owners.

Option Two: Do not increase rents on the Council's Housing Assets.

Rejected: The annual increase will contribute towards increasing the value of the Council's housing assets portfolio and will also increase the revenue income for the Council which is required for capital loan payments; rentals; conversions/improvements; housing/leasehold management and repairs. These costs are subject to upward cost pressure and if not covered by prudent rent increases will become a revenue pressure on the Council.

71 **Urgent Business**

There were no items of urgent business.

72 **Exclusion of the Press and Public**

Resolved

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

73

Castle Quay

The Corporate Director – Commercial Development, Assets and Investment submitted an exempt report in relation to Castle Quay.

At the discretion of the Chairman, Councillor Middleton addressed Executive.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

The meeting ended at 8.45 pm

Chairman:

Date:

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

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Cherwell District Council

Executive

6 December 2021

Infrastructure Funding Statement 2020/21

Report of Assistant Director – Planning and Development

This report is public

Purpose of report

To seek approval of the Council's Infrastructure Funding Statement 2020/21 for publication and for an accompanying data submission to the Department for Levelling Up, Housing and Communities.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Infrastructure Funding Statement 20/21 at Appendix 1 for publication by 31 December 2021, subject to any final changes considered to be necessary by the Assistant Director – Planning and Development in consultation with the Lead Member for Planning.
- 1.2 To authorise the Assistant Director – Planning and Development to publish and submit the associated Infrastructure Funding Statement data as required by the Department for Levelling Up, Housing and Communities.

2.0 Introduction

- 2.1 The Infrastructure Funding Statement (IFS) is an annual published statement of developer contributions either secured to mitigate the impact of approved development or for which there has been a transaction during the financial year.
- 2.2 The publication of a statement is a statutory requirement for Councils arising from changes to the Community Infrastructure Regulations (the Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019). The changes came into effect in September 2019 and the Council's first IFS was considered by the Executive in December 2020.
- 2.3 Planning Practice Guidance states, '*Reporting on developer contributions helps local communities and developers see how contributions have been spent and*

understand what future funds will be spent on, ensuring a transparent and accountable system' (para. 029, ref. ID: 23b-029-20190901).

- 2.4 Any authority that receives a contribution from development must prepare an Infrastructure Funding Statement. The Council reports on the contributions it receives. It is for Oxfordshire County Council to report on its contributions, such as those for highways and education.
- 2.5 Local Planning Authorities continue to be required to keep a copy of any planning obligation, together with details of their modification or discharge, and make these publicly available on their planning register (i.e. the Council's public access system).
- 2.6 An Infrastructure Funding Statement should include a Community Infrastructure Levy (CIL) Report (where relevant), and a 'Section 106' Report – the section of the Town and Country Planning Act 1990 under which developer contributions are sought. As the Council has not introduced a CIL, the Council's IFS includes only a Section 106 report.
- 2.7 The IFS (Appendix 1) covers the period 1 April 2020 to 31 March 2021 and has been prepared to meet the regulatory requirements set out at Appendix 2. The accompanying 'raw' data the Council is required to publish, and the format of presentation, is defined by the Department for Levelling Up, Housing & Communities.
- 2.8 The process of preparing the IFS has involved close working between Finance and Planning services to provide as much clarity as possible on the latest s.106 position. The IFS is based on the most robust information available at this moment in time. The data it contains is drawn from current records but it is important to note that those records can change as new information becomes available.
- 2.9 In particular, the IFS does not take into account allocations and transactions undertaken since 31 March 2021 and does not take into account all payments owing to services/infrastructure providers for the forward funding of infrastructure delivery and/or maintenance. There will also be some cases where the Council's records may need updating. For these reasons, the total sum for unspent or unallocated funds (£225,512.88) cannot be considered a fixed or final figure.

3.0 Report Details

- 3.1 The data return has been produced following national guidance. There are three broad categories of data collected:
 1. developer agreements – details of those agreements entered into during the reporting year;
 2. developer agreement contributions – those individual obligations or sums within an agreement assigned to particular purposes / specified categories (e.g. community facilities, affordable housing, monitoring fees);
 3. developer agreement transactions – those that are 'secured', 'received', 'allocated', 'transferred', 'spent' or 'returned' with the amount specified.

- 3.2 Planning Practice Guidance advises that local authorities should monitor data in line with the government's data format; that the data should include details of the development and site, what infrastructure is to be provided and when developer contributions are received, spent or transferred.
- 3.3 There is not a requirement to republish historical data other than for contributions previously received which remain unspent.
- 3.4 Where authorities pass funds to other bodies, this should be on the condition that the other body will provide information back to the authority on how contributions have been spent that reported year, and how they intend to spend future contributions, to inform Infrastructure Funding Statements.
- 3.5 The information in the Infrastructure Funding Statement should feed back into reviews of plans to ensure that policy requirements for developer contributions remain realistic and do not undermine the deliverability of the plan.
- 3.6 The guidance recommends that authorities report on the delivery and provision of infrastructure where they are able to do so. This will give communities a better understanding of how developer contributions have been used to deliver infrastructure in their area.
- 3.7 It acknowledges that data on developer contributions is imperfect, represents estimates at a given point in time, and can be subject to change. However, the data published should be the most robust available at the time.
- 3.8 The Infrastructure Funding Statement has been prepared to provide as much clarity as possible, elaborating on the raw data where achievable. However, data on transactions has had to be presented in its raw form.
- 3.9 The key statistics are:
- Total contributions to be made to the Council, secured through agreements during the reporting year, of £2,400,257.78
 - Total contributions received during the reporting year of £629,186.73
 - Total contributions spent during the reporting year of £105,542.11
 - The council allocated £94,827.22 to infrastructure projects in the District
 - The council secured District monitoring fees of £23,421.42
 - A minimum £592,045.17 towards the provision of or on-going maintenance of community facilities within the district, along with other contributions towards the provision or maintenance of community facilities
 - Contributions towards flood and water management, such as balancing ponds, swales and ditches and their on-going maintenance
 - Contributions towards green infrastructure, such as the provision of biodiversity off-setting or an ecological zone within a development
 - Contributions towards healthcare provision or improvement of around £334,026.00 (i.e. for Oxfordshire Clinical Commissioning Group)
 - A minimum £1,253,843.88 towards open space and leisure provision, such as outdoor or indoor sports provision, public open and amenity space management, the provision of play spaces and their management
 - Other contributions towards public art and refuse management
 - 106 affordable homes were secured in agreements
 - 286 affordable homes were received from developments.

- 3.10 Officers are seeking authority to publish the IFS and to publish and submit the supporting raw data to meet statutory requirements.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The publication of an Infrastructure Funding Statement (IFS) is a statutory requirement that provides transparency and accessibility of information about s.106 developer contributions required for the grant of planning permission. The proposed IFS encapsulates the data that officers propose to publish and submit for 2020/21 to DLUHC to meet that requirement. The information is considered to be the most robust available at this time. Officers will prepare a statement annually and continue to develop monitoring systems on an on-going basis.

5.0 Consultation

- 5.1 Councillor Colin Clarke - Lead Member for Planning

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to bring forward an Infrastructure Funding Statement

This is not a lawful option as it would mean that the Council would be in breach of its statutory duty

Option 2: Seek review of the key statistics and proposed Infrastructure Funding Statement.

Officers consider that this is not required as the information is the most robust available at this time.

7.0 Implications

Financial and Resource Implications

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

The IFS indicates that £225,512.88 s.106 monies have not yet been spent or allocated. This does not present the most up to date position as 1) it does not take into account allocations and transactions undertaken since 31 March 2021; 2) does not take into account all payments owing to services/infrastructure providers for the forward funding of infrastructure delivery and/or maintenance; and 3) in some cases the Council's records may need updating.

Comments checked by:
Janet Du Preez, Service Accountant,
01295 221606, janet.du-preez@Cherwell-DC.gov.uk

Legal Implications

- 7.2 There is a statutory requirement to publish an IFS that meets prescribed requirements and officers consider that the information presented to meet those requirements is, in accordance with guidance, the most robust available at this time.

Comments checked by:
Matthew Barrett, Planning Solicitor,
01295 753798, Matthew.barrett@cherwell-dc.gov.uk

Risk Implications

- 7.4 Within the IFS, it is explained that the statement has been produced on the basis of the best information available at this moment in time. The data it contains is drawn from current records which may change or be updated. Failure to publish an IFS, and therefore to meet statutory requirements, could cause reputational harm to the Council. This and any other risks that may arise will be managed accordingly through the service Operational Risk and escalated as and when necessary to the Leadership Risk Register.

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

Equality & Diversity Implications

- 7.5 There are no implications arising from the gathering and publication of the data.

Comments checked by:
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8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Business Plan Priorities 2021-2022:

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

Lead Councillor

Councillor Colin Clarke – Lead Member for Planning

Document Information

- Appendix 1: Infrastructure Funding Statement 2020/21 – Summary Report
- Appendix 2: Section 106 Report – Prescribed Matters

Background papers

None

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**CHERWELL DISTRICT COUNCIL
Infrastructure Funding Statement 2020-2021**

December 2021



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

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1. Introduction

- 1.1 This is an Infrastructure Funding Statement (IFS) published in December 2021 supported by a data return to Government. It outlines the 'Section 106' (s106) developer contributions the council has secured during 2020/21 or for which there has been a transaction over the same reporting year. In addition, it provides a summary of the s106 contributions the council has received, and which remain unspent. Section 106 agreements secure contributions towards the delivery of infrastructure required to mitigate the impacts of development, thereby helping to make it acceptable.
- 1.2 This IFS sets out the required information outlined in the Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019. The council is required to publish an IFS by the end of each calendar year, having completed the first submission for the 19/20 financial year. The government's objective is to improve transparency and accountability on developer contributions. The council does not have a separate Community Infrastructure Levy and therefore there is no report on CIL in the statement.
- 1.3 This report provides a summary of the contributions the council has secured for on- and off-site infrastructure and affordable housing. The reporting period is the financial year 1st April 2020 to 31st March 2021.
- 1.4 Contributions received by Oxfordshire County Council for county infrastructure such as highways and education are not included as they are received by that council.
- 1.5 This Statement provides:
 1. An overview of s106 agreements
 2. Key statistics from the reporting period
 3. Guidance on understanding the IFS Data
 4. A presentation of the IFS data
- 1.6 The information included in this report will be updated annually and published on the council's website. It will help improve the accessibility of information. The council will continue to publish completed s.106 agreements on its planning register available at: <https://planningregister.cherwell.gov.uk/>.
- 1.7 Data on developer contributions include estimates at a given point in time and can be subject to change. Data reported within this document, is the most robust available at the time of publication.

2. An Overview of s106 Agreements

- 2.1 Under s.106 of the Town and Country Planning Act 1990, a Local Planning Authority can seek obligations for both on- and off-site physical infrastructure and/or contributions when it is considered that a development needs to be supported by that infrastructure to make it acceptable and where those needs cannot be addressed through planning conditions when planning permission is granted.
- 2.2 Planning obligations help ensure that the additional pressure on resources that new development creates are overcome, to allow the development to make a positive contribution to the local area.

- 2.3 Regulations state that a planning obligation may only constitute a reason for granting planning permission for the development if the obligation is:
- Necessary to make the development acceptable in planning terms;
 - Directly related to the development;
 - Fairly and reasonably related in scale and kind to the development
- 2.4 'In Kind' obligations are provided where the developer builds or provides directly the infrastructure necessary to fulfil the obligation. For example, a development may be required to provide a specific number of affordable homes on site.
- 2.5 Financial obligations are payments towards the provision of off-site infrastructure works or alternate facilities elsewhere within the District, usually on or near the site.
- 2.6 In some cases, the obligation secured can be a combination of both on-site provision and financial contributions, such as the delivery of a community hall and the provision of an on-going maintenance sum.
- 2.7 The council's approach to securing contributions is set out in the Cherwell Local Plan 2011-2031 and a Development Contributions Supplementary Planning Document (SPD) available on-line at <https://www.cherwell.gov.uk/info/33/planning-policy>. The Local Plan is supported by an Infrastructure Delivery Plan and its delivery is monitored by way of an Annual Monitoring Report (<https://www.cherwell.gov.uk/monitoring>).

3. Key Statistics from the reporting period

Developer Agreements

- 3.1 Appendix 5 to this Summary Report shows that between 1 April 2020 and 31 March 2021, the Council had entered into fourteen new s.106 agreements. The s.106 agreements relate to a wide range of developments, albeit concentrated in the Banbury and Bicester areas.

Developer Agreement Contributions

- 3.2 Appendix 6 to this Summary Report provides a breakdown of the individual contributions arising from the fourteen s106 agreements (i.e. for those agreements entered into between 1 April 2020 and 31 March 2021). It is not possible to fully quantify the total contribution values as some are reliant upon further planning consideration. For example, some contributions are secured based on an individual unit such as a square metre of open space or per individual tree. The total contribution is not fixed until open space or landscaping schemes are approved; such as through the approved of reserved matters.
- 3.3 For this reason, the data below is not fully reflective of the true value of secured contributions. A minimum is provided based on the best information available. The thirteen agreements have secured the following:

- Total contributions to be made to the Council, secured through agreements during the reporting year, of £2,400,257.78
- The Council allocated £94,827.22 to infrastructure projects in the District
- The Council secured District monitoring fees of £23,421.42

- A minimum £592,045.17 towards the provision of or on-going maintenance of community facilities within the district, along with other contributions towards the provision or maintenance of community facilities.
- Contributions towards flood and water management, such as balancing ponds, swales and ditches and their on-going maintenance
- Contributions towards green infrastructure, such as the provision of biodiversity off-setting or an ecological zone within a development
- Contributions towards healthcare provision or improvement of around £334,026.00 (i.e., for Oxfordshire Clinical Commissioning Group)
- A minimum £1,253,843.88 towards open space and leisure provision, such as outdoor or indoor sports provision, public open and amenity space management, the provision of play spaces and their management
- Other contributions towards public art and refuse management
- 106 affordable homes were secured in agreements

Developer Agreement Transactions

3.4 Appendix 7 provides the raw data on s.106 transactions over the course of 2020/21. The information is presented in a form that meets the Government's data monitoring requirements and is presented to demonstrate what is being submitted. However, it does not facilitate a readily accessible understanding of the project involved which will need further consideration for future statements. Nevertheless, the key statistics and summaries of the funds received and spent are provided below:

- the council received £629,186.73 from developer contributions
- the council spent £105,542.11 from developer contributions
- 286 affordable homes were received from developments

3.5 Table 1 provides a breakdown of the s.106 monies received:

Table 1

Infrastructure Type	s106 Monies Received (Apr 20 – Mar 21)
Monitoring Fee	£2,000.00
Open Space and Leisure	£530,854.04
Community Development and Community Worker	£45,853.26
Health	£ 48,153.19
Other- Public Art	£2,326.24
Total	£629,186.73

3.6 Table 2 provides a breakdown of the s.106 monies spent:

Table 2

Infrastructure Type	s106 Monies Spent (Apr 20-Mar 21)
Other - Waste	£53,651.11
Open Space and Leisure	£29,429.00
Public Art	£20,000.00
Community Facilities	£ 2,462.00
Total	£105,542.11

4. Guidance on understanding the IFS Data

- 4.1 Planning authorities must publish their IFS, recording three data sets: developer agreements, developer contributions and developer agreement transactions. The requirements for each data set are prescribed by government guidance and shown in Tables 3 to 5 below.

Table 3: Developer Agreements

Heading	Information Requirement
Development Agreement	A unique identifier for the agreement.
Start Date	The date the agreement was 'signed and sealed'.
End Date	This is left blank if this version of the section 106 agreement has not been superseded by a new one. If it has, enter the last day this version was in effect, in the same format as the entry-date column.
Planning Application	The planning application reference number
Location	The application location as detailed on the planning application
Description of Development	As detailed on the decision notice.

Table 4: Developer Agreement Contributions

Heading	Information Requirement
Development Agreement Contribution	A unique identifier for the contribution.
Development Agreement	The unique identifier you've created for the agreement, as provided on the Developer Agreements data
Contribution Category	The ID for the intended purpose of the developer contribution. This list of categories is provided by MHCLG
Contribution Detail	The details of the contribution
Amount	The secured contribution amount, in pounds and pence but without a currency symbol or commas (for example 100000.00)
Units	The units of the contribution, or the number of infrastructure pieces to be provided, if a non-financial contribution is secured

Table 5: Developer Agreement Transactions

Heading	Information Required
developer-agreement-transaction	A unique identifier for the transaction.
developer-agreement-contribution	Enter the unique identifier you created for the contribution.

Heading	Information Required
contribution-funding-status	<p>One of the following is input to indicate what stage the funding for the contribution is currently in:</p> <p>‘secured’: the trigger clauses associated with the contribution have been met, meaning the developer is now required to pay all or part of the contribution.</p> <p>‘received’, the developer has paid all or part of the money due to the local planning authority,</p> <p>‘allocated’: the received money has been allocated to a team within the local planning authority, who will spend the money,</p> <p>‘transferred’: the received money has been transferred to an organisation outside the planning authority (for example another local authority or Transport for London), who will spend the money,</p> <p>‘spent’: the received money has been spent on the purpose specified in the section 106 or 278 agreement,</p> <p>‘returned’: the received money (or a portion of it) has been returned to the developer. If more than one status applies (for example if some money was spent and some returned), please create a separate row for each status. Fill in each row with all other fields.</p>
amount	The amount of money for each funding status.
unit	The units of the contribution, or the number of infrastructure pieces provided, if a non-financial contribution is secured
entry-date	Enter the date that you record this data (for example today’s date), in the format YYYY-MM-DD. For 1 February 2019, for example, you should enter 2019-02-01.
start-date	For section 106 planning obligations, enter the date the agreement was ‘signed and sealed’.
end-date	Leave this blank if this version of the section 106 agreement or CIL demand notice has not been superseded by a new one. If it has, enter the last day this version was in effect, in the same format as the entry-date column.

5. Providing the Data

- 5.1 This statement comprises the information required to fulfil the requirements of Schedule 2 of the Regulations and a supporting data set outlining for 2020/21 the developer agreements, developer contributions and developer agreement transactions. The supporting data is published separately as required by Government.
- 5.2 The prescribed monitoring requirements for the ‘Section 106 Report’ are set out below in Table 6 with the council’s return based on the best information available.

Table 6: Prescribed Requirements and Data

	Information Required	CDC Data
(a)	The total amount of money to be provided under any planning obligations which were entered into during the report year	£2,400,257.78 This data is provided within Appendix 6 Developer Contributions.
(b)	The total amount of money under any planning obligations which was received during the report year	£629,187.03 This data is provided within Appendix 7 Developer Transactions, where the contribution funding status is 'received'
(c)	The total amount of money under any planning obligations which was received before the report year which has not been allocated by the authority	£225,512.88 This data is provided within Appendix 1 Received Unallocated S106 Contributions
(d)	Summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the report year including details of -	This data is provided within Appendix 6 Developer Contributions
	(i) in relation to affordable housing, the total number of units which will be provided	106 affordable homes were secured in agreements in the reported year
	(ii) in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided	To be provided by Oxfordshire County Council
(e)	The total amount of money (received under any planning obligations) which was allocated but not spent during the report year for funding infrastructure	£13,195,412.77 This data is provided within Appendix 2 Received Allocated S106 Contributions.
(f)	The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)	£105,362.11 This data is provided within Appendix 7 Developer Transactions, where the contribution funding status is either 'spent' or 'transferred'
(g)	In relation to money (received under planning obligations) which was allocated by the authority but not spent during the report year, summary details of the items of infrastructure on which the money has been allocated and the amount of money allocated to each item	This data is provided at Appendix 2 Received Allocated Contributions.
(h)	In relation to money (received under planning obligations) which was spent by the authority during the report year (including transferring it to another person to spend) summary details of -	This data is provided at Appendix 3 Infrastructure Delivery from S106 Contributions 20/21
	(i) The items of infrastructure on which that money (received under planning obligations) was spent and the amount spent on each item	This data is provided at Appendix 3 Infrastructure Delivery from S106 Contributions 20/21
	(ii) the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part)	£0. The Authority did not borrow money for infrastructure delivery in the reported year 20/21
	(iii) the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations	The Authority did not spend any monitoring money received in the reported year 20/21

(i)	The total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year, and where any of the retained money has been allocated for the purposes of longer-term maintenance (“commuted sums”) also identify separately the total amount of commuted sums held	£1,125,806.24 This data is provided within Appendix 4 Received Commuted Sums from S106 Agreements
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- 5.4 The report indicates that £225,512.88 s.106 monies have not yet been spent or allocated. This does not present the most up to date position as: 1) it does not take into account allocations and transactions undertaken since 31 March 2021; 2) does not take into account all payments owing to services/infrastructure providers for the forward funding of infrastructure delivery and/or maintenance; and 3) in some cases the Council’s records may need updating.
- 5.5 The data on developer agreements and contributions has been reproduced at Appendices 5 and 6 with information about the site location, development description and contribution detail. Appendix 7 reproduces the transaction data for ease of reference.

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Appendix 1: Received Unallocated S106 Contributions

This provides a list of all S106 contributions that the district has received, not yet recorded as being spent, and which remain unallocated currently. Each contribution was secured for a specific purpose and will be spent in accordance with the terms of the s106 agreement when the intended infrastructure can be delivered.

Location	Financial Contribution Received
General S106 Funds	£117,218.88
Kingsmere, Bicester	£241.00
Kingsmere Bicester	£341.45
Weston On The Green	£1,016.26
Unknown, Build Team	£27,280.78
Unknown, Car Park Commuted Sum	£79,414.51

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Appendix 2: Received Allocated S106 Contributions

This provides a list of the all the s106 contributions that Cherwell District Council has received, not yet recorded as being spent, but which are allocated for specific infrastructure delivery as detailed in the table.

Location	Area of Allocation	Project Description	Financial Contribution Received to date
Market End Way	Open Space and Leisure	Play Area	£48,241.28
Land south of Talisman Road, Banbury	Open Space and Leisure	Formal Off Site Sports Facilities	£481.23
Land south of Talisman Road, Banbury	Open Space and Leisure	Indoor Sports Facilities	£85,786.48
Land south of Talisman Road, Banbury	Community Facilities	Off Site Community Facility	£1,595.11
Land east of Banbury Mosque, Banbury	Open Space and Leisure	Off Site Sports	£5,836.22
Cattle Market, Banbury	Open Space and Leisure	Changing Pavilion and Car Park Maintenance	£2,445.75
Cattle Market, Banbury	Open Space and Leisure	Landscaped Areas	£2,921.84
Cattle Market, Banbury	Open Space and Leisure	LAP Maintenance	£733.71
Cattle Market, Banbury	Open Space and Leisure	LEAP Maintenance	£2,201.16
Cattle Market, Banbury	Open Space and Leisure	NEAP Maintenance	£4,402.32
Cattle Market, Banbury	Open Space and Leisure	Public Open Space Maintenance	£216.00

Cattle Market, Banbury	Open Space and Leisure	Sports Pitch	£55,342.07
Cattle Market, Banbury	Open Space and Leisure	Urban Squares Maintenance	£1,223.47
Warwick Road, Banbury	Affordable Housing	Affordable Housing	£398,114.04
Wabag, Adderbury	Open Space and Leisure	Off Site LAP	£4,491.88
Wabag, Adderbury	Open Space and Leisure	Public Open Space	£19,353.24
Wabag, Adderbury	Open Space and Leisure	Sports Facility	£4,256.72
Merton Street, Banbury	Community Facilities	Community and Youth Facilities	£49,188.05
Merton Street, Banbury	Community Facilities	Off-Site Community and Youth Facilities	£41,764.64
Merton Street, Banbury	Open Space and Leisure	LAP Maintenance	£2,542.56
Merton Street, Banbury	Open Space and Leisure	Off Site Sports Commuted Sum	£30,970.57
Merton Street, Banbury	Open Space and Leisure	Sports Facility	£96,472.40
Jubilee Garage, Bicester	Open Space and Leisure	Lap Maintenance	£42,916.99
Jubilee Garage, Bicester	Open Space and Leisure	Off Site Sports	£8,800.15

Main Road, Ardley	Open Space and Leisure	Public Open Space Maintenance	£4,202.28
Broughton Road, Banbury	Open Space and Leisure	Off Site Sports	£2,113.58
High Street, Kidlington	Open Space and Leisure	Off Site Sports	£801.15
Ploughly Road, Ambrosden	Open Space and Leisure	LAP and Public Open Space Maintenance	£26,630.18
Ploughly Road, Ambrosden	Open Space and Leisure	Off Site Sports	£38,550.13
Ploughly Road, Ambrosden	Open Space and Leisure	Public Open Space Leisure	£8,649.18
Gossway Fields, Kirtlington	Open Space and Leisure	Play Area Maintenance	£15,547.29
Longford Park, Banbury	Community Facilities	Equipment for Community Centre	£176.86
Longford Park, Banbury	Other	Canal Bridge	£114,433.80
Longford Park, Banbury	Other	Canalside Path	£72,085.35
Longford Park, Banbury	Community Facilities	Community Centre	£134,731.89
Longford Park, Banbury	Community Facilities	Community Development	£6,816.73
Longford Park, Banbury	Open Space and Leisure	Play Equipment	£2,229.27
Longford Park, Banbury	Other	Public Art	£15,365.14

Longford Park, Banbury	Other	Public Art Brief	£13,907.13
Longford Park, Banbury	Open Space and Leisure	Recreation Facilities	£549,817.48
Longford Park, Banbury	Open Space and Leisure	Tree Maintenance	£1,158.90
Spirit Motors, Banbury	Open Space and Leisure	Indoor Sports Facilities	£5,790.21
Spirit Motors, Banbury	Open Space and Leisure	Off Site Sports	£6,797.18
Buckingham Road, Bicester	Open Space and Leisure	Off Site Sports	£12,378.92
Milton Road, Bloxham	Open Space and Leisure	Off Site Sports	£0.49
South of Aynho Road, Adderbury	Open Space and Leisure	Off Site Sports	£3,282.78
South of Aynho Road, Adderbury	Open Space and Leisure	Public Open Space Maintenance	£52,603.40
Bretch Hill, Banbury	Open Space and Leisure	Lap Maintenance	£27,652.09
Ells Lane, Bloxham	Open Space and Leisure	Off Site Sports Maintenance	£11,762.49
Kingsmere, Bicester	Open Space and Leisure	LAP Signs	£1,816.19
Kingsmere, Bicester	Open Space and Leisure	Public Open Space Management Fee SL5 A11	£5,467.67
Kingsmere, Bicester	Open Space and Leisure	Public Open Space Hedgerows SL5 A11	£6,765.03
Kingsmere, Bicester	Open Space and Leisure	Public Open Space Litter Pick, SL5 A11	£5,362.21
Kingsmere, Bicester	Open Space and Leisure	Public Open Space Meadow Grass, SL5 A11	£6,869.19

Kingsmere, Bicester	Open Space and Leisure	Public Open Space Tree Planting, SL5 A11	£35,680.32
Kingsmere, Bicester	Open Space and Leisure	Mitigation Planting, Habitat Corridor	£4,120.71
Kingsmere, Bicester	Open Space and Leisure	Habitat Link to Greenway	£3990.58
Kingsmere, Bicester	Open Space and Leisure	Open Space Management, Habitat Link to Greenway	£643.27
Kingsmere, Bicester	Open Space and Leisure	Amenity Grass, Habitat Link to Greenway	£505.33
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum	£27,450.10
Kingsmere, Bicester	Open Space and Leisure	LAP Maintenance	£2,745.01
Kingsmere, Bicester	Open Space and Leisure	Litter Pick, Habitat Corridor	£358.83
Kingsmere, Bicester	Open Space and Leisure	Habitat Link to Greenway	£696.89
Kingsmere, Bicester	Open Space and Leisure	Management Fee, Habitat Corridor	£3,210.34
Kingsmere, Bicester	Open Space and Leisure	Habitat Corridor School Boundary	£555.89
Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee, Cartmel	£2,589.84
Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee, Perth	£3,589.85
Kingsmere, Bicester	Flood and Water Management	Attenuation Tanks	£5,058.41
Kingsmere, Bicester	Flood and Water Management	Attenuation Tanks	£18,184.26
Kingsmere, Bicester	Flood and Water Management	Attenuation Tanks	£6,461.96

Kingsmere, Bicester	Open Space and Leisure	Additional Landscape Maintenance	£595.17
Kingsmere, Bicester	Community Facilities	Community Hall	£24,463.20
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum	£27,451.22
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Management, SL4	£1,765.40
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Existing Woodland, A1	£6,696.79
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Hedgerows, SL4	£8,550.64
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Litter Pick SL4	£6,576.62
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Meadow Grass SL4	£2,880.96
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Mown Grass Path SL4	£488.46
Kingsmere, Bicester	Open Space and Leisure	Howes Wood New Hedgerow SL4	£1,011.32
Kingsmere, Bicester	Open Space and Leisure	Incidental Open Space Management Fee	£275.99
Kingsmere, Bicester	Open Space and Leisure	Incidental Open Space Amenity Grass	£505.35
Kingsmere, Bicester	Open Space and Leisure	Incidental Open Space Litter Pick	£415.50
Kingsmere, Bicester	Open Space and Leisure	Incidental Open Space Shrubs	£1,303.24
Kingsmere, Bicester	Open Space and Leisure	Indoor Sport	£522,337.06
Kingsmere, Bicester	Other	Interest added to late payments	£1,610.33

Kingsmere, Bicester	Open Space and Leisure	LAP Management	£3,406.56
Kingsmere, Bicester	Other	LEAP Sign Ripon Close	£553.33
Kingsmere, Bicester	Open Space and Leisure	Habitat Corridor Litter Pick	£307.85
Kingsmere, Bicester	Open Space and Leisure	Maintenance of Sports Village Land	£355,461.15
Kingsmere, Bicester	Open Space and Leisure	Mitigation Planting	£25,562.15
Kingsmere, Bicester	Open Space and Leisure	Play Area Cartmel	£24,480.77
Kingsmere, Bicester	Other	Public Art for Benches	£3,513.68
Kingsmere, Bicester	Other	Public Art	£26,614.15
Kingsmere, Bicester	Other	Signage Cartmel KM8	£512.01
Kingsmere, Bicester	Other	Signage Perth KM12	£512.01
Kingsmere, Bicester	Open Space and Leisure	Greenway Tree Planting SL121	£18,994.42
Kingsmere, Bicester	Open Space and Leisure	Greenway Management Fee SL121	£4,111.66
Kingsmere, Bicester	Open Space and Leisure	Greenway Litter Pick SL121	£2,842.41
Kingsmere, Bicester	Open Space and Leisure	Greenway Mown Grass SL121	£3,208.25
Kingsmere, Bicester	Open Space and Leisure	Structural Planting SL13 & 20A7	£175,779.46
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum Haydock Road	£17,896.15

Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee Haydock Road	£2,220.82
Kingsmere, Bicester	Other	Whitelands	£11,066.51
Kingsmere, Bicester	Flood and Water Management	Balancing Pond Commuted Sum	£125,528.32
Kingsmere, Bicester	Flood and Water Management	Balancing Pond Maintenance	£14,065.94
Kingsmere, Bicester	Open Space and Leisure	Play Area Perth KM12	£24,396.17
South West Bicester	Open Space and Leisure	Allotments	£129,377.53
South West Bicester	Other	Cemetery	£8,782.97
South West Bicester	Community Facilities	Community Development	£14,530.06
South West Bicester	Open Space and Leisure	Off Site Indoor Sports	£491,903.21
South West Bicester	Open Space and Leisure	Off Site Outdoor Sports	£367,510.26
South West Bicester	Other	Management Company Monitoring Fee	£4,100.18
Springwell Hill, Bletchingdon	Open Space and Leisure	LAP Maintenance	£11,808.20
Bowood House, Kidlington	Open Space and Leisure	Indoor Sport	£10,700.04
Bowood House, Kidlington	Open Space and Leisure	Off Site Sport Playing Pitch	£784.89
Bowood House, Kidlington	Other	Public Art	£2,531.26

Land South of Buchanan Road, Upper Arncott	Open Space and Leisure	Off Site Sport	£9,548.88
Hanwell Fields, Banbury	Open Space and Leisure	Formal Off Site Sports	£19,890.39
Hanwell Fields, Banbury	Open Space and Leisure	Indoor Sports Facilities	£12,093.01
Hanwell Fields, Banbury	Other	Public Art	£3,934.22
Middleton Road, Banbury	Open Space and Leisure	Indoor Sports	£21,324.89
Middleton Road, Banbury	Open Space and Leisure	Off Site Outdoor Sports	£11,727.82
Milton Road, Bloxham	Other	District Contributions Sum for Indoor & Outdoor Sports, Footpaths and Play Commuted Sums	£213,044.95
Gosford Park, Kidlington	Open Space and Leisure	Formal Off Site Sports	£7.39
Gosford Park, Kidlington	Open Space and Leisure	Indoor Sports Facilities	£15,180.93
Gosford Park, Kidlington	Open Space and Leisure	LAP Commuted Sum	
Greenhill House, Twyford	Open Space and Leisure	LAP	£406.51
Greenhill House, Twyford	Other	Public Art	£761.94

Orchard Fields, Banbury	Open Space and Leisure	Indoor Sports	£13,758.22
Orchard Fields, Banbury	Monitoring Fees	Monitoring Fee	£220.87
Orchard Fields, Banbury	Other	Public Art	£7,730.38
Orchard Fields, Banbury	Other	Public Art Maintenance	£541.12
Cassington Road, Yarnton	Open Space and Leisure	Informal Open Space Maintenance	£7,884.60
Cassington Road, Yarnton	Other	District Contributions	£612,410.16
Cassington Road, Yarnton	Open Space and Leisure	Play Space Sign	£1,030.51
Milton Road, Bloxham	Open Space and Leisure	Formal Off Site Open Space	£17,031.40
Milton Road, Bloxham	Open Space and Leisure	Play Area Commuted Sum	£741.53
Milton Road, Bloxham	Open Space and Leisure	Landscaping	£97,963.31
Avoncroft, Little Bourton	Open Space and Leisure	Off Site Sports	£19,621.02
Chapel Street, Bicester	Open Space and Leisure	LAP Commuted Sum	£25,849.49
Chapel Street, Bicester	Open Space and Leisure	Off Site Indoor Sports	£12,958.73
Chapel Street, Bicester	Open Space and Leisure	Off Site Outdoor Sports	£19,773.70
Telford Road, Bicester	Other	Public Art	£1,306.46

Launton Road, Bicester	Other	Public Art	£7,759.03
Buchanan Road, Upper Arccott	Community Facilities	Off Site Community Facility	£41,125.24
Buchanan Road, Upper Arccott	Open Space and Leisure	Off Site Indoor Sports	£33,892.59
Buchanan Road, Upper Arccott	Open Space and Leisure	Off Site Outdoor Sports	£51,102.73
Oak Farm, Milcombe	Open Space and Leisure	Footpath	£567.96
Oak Farm, Milcombe	Open Space and Leisure	Indoor Sports	£16,619.65
Oak Farm, Milcombe	Open Space and Leisure	Outdoor Sports	£25,124.26
Oak Farm, Milcombe	Open Space and Leisure	Play Area and Open Space	£62,670.27
Longfield, Duns Tew	Affordable Housing	Affordable Housing	£272,414.04
High Town Road, Banbury	Monitoring Fee	Monitoring Fee	£548.71
High Town Road, Banbury	Open Space and Leisure	Off Site Sports For Sports Pitches	£13,067.74
Graven Hill, Bicester	Community Facilities	Community Development Worker	£26,510.40
Bourne Lane, Hook Norton	Open Space and Leisure	Off Site Open Space	£111,322.87
Banbury Gateway, Banbury	Other	Interest on Late Payment	£245.49

Chalker Way, Banbury	Other	Public Art	£72,229.47
Station Road, Launton	Open Space and Leisure	LAP and Public Open Space	£277,673.43
Station Road, Launton	Open Space and Leisure	LAP Signage	£1,214.57
Station Road, Launton	Open Space and Leisure	Mature Trees	£3,284.86
Station Road, Launton	Open Space and Leisure	Off Site indoor Sports	£8,627.23
Station Road, Launton	Open Space and Leisure	Sports Pitch Maintenance	£513.48
Station Road, Launton	Other	Public Art	£6,511.10
Station Road, Launton	Other	Refuse and Recycling	£0.01
Station Road, Launton	Open Space and Leisure	Outdoor Sports	£44,314.34
Station Road, Launton	Open Space and Leisure	Open Space Maintenance	£2,442.26
Crouch Farm, Bloxham	Community Facilities	Community Development	£2,628/38
Crouch Farm, Bloxham	Open Space and Leisure	Off Site Sports Facility	£37,098.88
Crouch Farm, Bloxham	Open Space and Leisure	Indoor Sports Facility	£138,989,74
Oxford Road, Bodicote	Community Facilities	Community Development	£3,120.14
Oxford Road, Bodicote	Community Facilities	Community Hall	£4,123.47
Oxford Road, Bodicote	Open Space and Leisure	Off Site Indoor Sports	£15,853.82

Oxford Road, Bodicote	Open Space and Leisure	Off Site Outdoor Sports	£23,510.01
Oxford Road, Bodicote	Other	Public Art	£2,497.44
Green Lane, Chesterton	Open Space and Leisure	Informal Open Space	£42.39
Green Lane, Chesterton	Monitoring Fees	Monitoring Fees	£4,394.34
Green Lane, Chesterton	Open Space and Leisure	Open Space Maintenance	£42,144.06
Station Road, Hook Norton	Open Space and Leisure	Off Site Sport	£6,487.83
Barford Road, Bloxham	Open Space and Leisure	Outdoor and Indoor Sports Facility	£36,802.19
Hanwell Chase, Banbury	Community Facilities	Community Facility	£102,190.91
Hanwell Chase, Banbury	Monitoring Fee	District Monitoring Fee	£5,043.76
Hanwell Chase, Banbury	Monitoring Fees	Open Space Monitoring Fees	£4,842.67
Hanwell Chase, Banbury	Other	Refuse and Recycling	£10.91
Hanwell Chase, Banbury	Other	Thames Valley Police	£38,291.57
Hanwell Chase, Banbury	Open Space and Leisure	Indoor Sports	£171,358.02
Cotefield Farm, Bodicote	Community Facilities	Off Site Community Facility	£31,752.84

Cotefield Farm, Bodicote	Open Space and Leisure	Off Site Indoor Sports	£122,083.65
Cotefield Farm, Bodicote	Open Space and Leisure	Off Site Outdoor Sports	£181,040.31
Cotefield Farm, Bodicote	Other	Public Art	£24,216.36
Southam Road, Banbury	Open Space and Leisure	Off Site Indoor Sports, Woodgreen Leisure Centre (2)	£126,610.39
Southam Road, Banbury	Open Space and Leisure	Off Site Indoor Sports, Woodgreen Leisure Centre (3)	£218,325.04
Southam Road, Banbury	Other	Public Art	£64,799.66
Southam Road, Banbury	Other	Thames Valley Police	£49,445.15
Chestnut Close, Launton	Community Facilities	Community Hall	£365.90
Chestnut Close, Launton	Open Space and Leisure	Indoor Sport	£11,611.21
Chestnut Close, Launton	Open Space and Leisure	Open Space	£20,783.35
West Bar, Banbury	Other	Adult Learning	£464.50
West Bar, Banbury	Other	Day Car Provision	£3,669.53
West Bar, Banbury	Health	Health Contribution	£4,993.34

West Bar, Banbury	Open Space and Leisure	Indoor Sports	£8,023.48
West Bar, Banbury	Community Facilities	Library	£2,438.60
West Bar, Banbury	Community Facilities	Museum Resource Centre	£139.35
West Bar, Banbury	Open Space and Leisure	Outdoor Sport	£9,337.08
West Bar, Banbury	Open Space and Leisure	Spiceball Skate Park	£5,806.21
Oxford Road, Deddington	Open Space and Leisure	Off Site Outdoor Sports	£102.13
Milton Road, Adderbury	Open Space and Leisure	Outdoor Sports	£29,695.89
Land at Tadmarton Road, Bloxham	Open Space and Leisure	Off Site Sports	£25,648.17
Land at Tadmarton Road, Bloxham	Open Space and Leisure	Sports Pitch	£70,728.94
Land at Tadmarton Road, Bloxham	Community Facilities	Village Hall	£6,788.57
Warwick Road, Banbury	Community Facilities	Community Facilities Contribution	£32,236.77
Warwick Road, Banbury	Open Space and Leisure	Off Site Outdoor Sports	£193,862.03
Warwick Road, Banbury	Open Space and Leisure	Off Site Indoor Sports	£140,644.10

Broughton Road, Banbury	Open Space and Leisure	Off Site Outdoor Sports	£49,873.89
Broughton Road, Banbury	Open Space and Leisure	Off Site Indoor Sports	£36,208.01
Aynho Road, Adderbury	Community Facilities	Community Facilities	£2,528.92
Aynho Road, Adderbury	Monitoring Fee	Monitoring Fee	£2,915.37
Aynho Road, Adderbury	Open Space and Leisure	Outdoor Sports	£205.26
Heron Place, Kidlington	Open Space and Leisure	Indoor and Outdoor Sports	£1,518.54
Heron Place, Kidlington	Affordable Housing	Affordable Housing	£329.92
Hanwell Fields, Banbury	Community Facilities	Community Facilities	£44,640.83
Hanwell Fields, Banbury	Monitoring Fees	Monitoring Fees	£4,950.24
Hanwell Fields, Banbury	Open Space and Leisure	Off Site Indoor Sport	£65,513.24
Hanwell Fields, Banbury	Open Space and Leisure	Off Site Outdoor Sport	£44,182.24
Hanwell Fields, Banbury	Other	Refuse Bins	£6,501.81
Skimmingdish Lane, Bicester	Open Space and Leisure	Off Site Outdoor Sports	£52,956.92
Skimmingdish Lane, Bicester	Other	Thames Valley Police	£17,645.15

Sibford Road, Hook Norton	Open Space and Leisure	Outdoor Sports	£66,402/70
Milton Road, Bloxham	Open Space and Leisure	Off Site Play Area	£39,090.40
Salt Way, Banbury	Community Facilities	Community Facility	£1,068.38
Salt Way, Banbury	Community Facilities	Community Facility	£50,653.58
Salt Way, Banbury	Community Facilities	Community Facility	£1,389.39
Salt Way, Banbury	Open Space and Leisure	Off Site Indoor Sports	£20,632.65
Salt Way, Banbury	Open Space and Leisure	Off Site Outdoor Sports	£200,728.56
Bloxham Road, Bodicote	Monitoring Fee	Monitoring Fee	£1,006.06
Station Road, Hook Norton	Open Space and Leisure	Informal Amenity Areas & LAP	£52,856.37
South of Cotefield Business Park, Bodicote	Community Facilities	Community Hall	£6,441.39
Launton Road, Bodicote	Community Facilities	Community Hall	£18,020.21
Milton Road, Bloxham	Open Space and Leisure	Off Site Sports	£4,788.50
Blackthorn Road, Ambrosden	Community Facilities	Community Hall	£20,869.12
Blackthorn Road, Ambrosden	Open Space and Leisure	Indoor Sports	£64,551.17

Blackthorn Road, Ambrosden	Other	Interest on Sports Contribution	£3,178.71
Blackthorn Road, Ambrosden	Open Space and Leisure	Outdoor Sports	£143,179.44
Bicester Gateway, Bicester	Other	Biodiversity Consultant	£33,127.60
Banbury Rise, Banbury	Health	Health Contribution	£281,062.70
Banbury Rise, Banbury	Monitoring Fee	Monitoring Fee	£9,656.39
Banbury Rise, Banbury	Open Space and Leisure	Off Site Indoor Sport	£399,155.99
Banbury Rise, Banbury	Community Facilities	Sunshine Centre	£497,203.05
Banbury Rise, Banbury	Other	Thames Valley Police	£28,704.53
Banbury Rise, Banbury	Open Space and Leisure	Off Site Outdoor Sports	£46,911.80
Milton Road, Adderbury	Open Space and Leisure	Indoor Sport	£5,544.83
Milton Road, Adderbury	Other	Interest due to late Payments	£3,482.84
Milton Road, Adderbury	Open Space and Leisure	Outdoor Sports	£8,222.87
Milton Road, Adderbury	Community Facilities	Community Facility	£441,269.70
Kingsmere, Bicester	Affordable Housing	Affordable Housing	£69,897.01
Kingsmere, Bicester	Open Space and Leisure	Indoor Sports	£7,019.40

Kingsmere, Bicester	Open Space and Leisure	Play Provision	£13,029.76
Southam Road, Banbury	Monitoring Fee	Monitoring Fee	£607.34
Skimmingdish Lane, Bicester	Open Space and Landscaping	Management Fee	£1,518.76
Skimmingdish Lane, Bicester	Other	Public Art	£15,187.52
Warwick Road, Banbury	Monitoring Fee	Monitoring Fee	£7.79
Oxford Road, Kidlington	Open Space and Leisure	Open Space	£14,435.99
Oxford Road, Kidlington	Open Space and Leisure	Play Area	£23,348.97
Howes Lane, Bicester	Other	Biodiversity	£18,942.05
Howes Lane, Bicester	Monitoring Fee	Monitoring Fee	£1,136.19
Howes Lane, Bicester	Other	Public Art	£80,200.47
Hanwell Fields, Banbury	Open Space and Leisure	LAP Commuted Sum	£27,371.27
Hanwell Fields, Banbury	Open Space and Leisure	LAP Maintenance	£3,073.74
Hanwell Fields, Banbury	Community Facilities	Community Hall Equipment	£59.45
Hanwell Fields, Banbury	Community Facilities	Community Hall and Youth Wing	£45,976.57

Hanwell Fields, Banbury	Open Space and Leisure	NEAP Maintenance	£54,643.74
Bure Park, Bicester	Open Space and Leisure	LAP Maintenance	£81,248.33
St Leonards School, Banbury	Open Space and Leisure	Commuted Sum	£0.01
Chapel Lane, Ambrosden	Open Space and Leisure	LAP Commuted Sum	£17,629.02
Chapel Lane, Ambrosden	Open Space and Leisure	Public Open Space Commuted Sum	£495.18
Fritwell Play Area, Fritwell	Open Space and Leisure	LAP and Open Space Commuted Sum	£16,590.10
Hanwell Fields, Banbury	Open Space and Leisure	Play Area	£28,175.46
William Close, Banbury	Open Space and Leisure	LAP Maintenance	£14,055.11
William Close, Banbury	Open Space and Leisure	Sports Pitch	£7,931.60
Bicester Fields, Bicester	Open Space and Leisure	Replacement Planting	£4,876.54
Fisher Close, Banbury	Open Space and Leisure	Additional Maintenance	£711.98
Cumberford Close, Bloxham	Open Space and Leisure	Landscaping Commuted Sum	£2,668.84
Victoria Place, Banbury	Other	Bridge Link	£4,500.02
Bicester Fields, Bicester	Open Space and Leisure	LAP	£29,062.62

Bicester Fields, Bicester	Open Space and Leisure	Open Space Landscaping	£3,000.00
Castle Quay, Banbury	Other	Cycle Racks	£4,895.20
Saturn Echo Park, Banbury	Open Space and Leisure	Landscaping	£65,325.42
Wendlebury Road, Chesterton	Monitoring Fee	Monitoring Fee	£1,001.04
The Ley, Yarnton	Monitoring Fee	Monitoring Fee	£1,000.59
Tramway Road, Banbury	Monitoring Fee	Monitoring Fee	£1,000.67
Kingsmere, Bicester	Open Space and Leisure	Whitelands Sports Village	£59,369.19
Kingsmere, Bicester	Open Space and Leisure	Whitelands Sports Village	£44,446.75
Kingsmere, Bicester	Community Facilities	Community Worker	£2,315.18
Kingsmere, Bicester	Community Facilities	Community Worker	£1,805.84
Kingsmere, Bicester	Open Space and Leisure	Play Areas	£76,850.82
Kingsmere, Bicester	Open Space and Leisure	Play Areas	£59,943.70
Kingsmere, Bicester	Open Space and Leisure	Off Site Indoor Sports	£44,891.08
Kingsmere, Bicester	Open Space and Leisure	Off Site Indoor Sports Bicester Leisure Centre	£35,014.04
Kingsmere, Bicester	Open Space and Leisure	Open Space Contribution	£12,418.41

Kingsmere, Bicester	Open Space and Leisure	Open Space Contribution	£9,686.23
The Green, Milcombe	Open Space and Leisure	Play Areas	£39,200.89
The Green Milcombe	Community Facilities	Community Facilities	£41,091.88
Milton Road, Bloxham	Open Space and Leisure	Off Site Play Area	£109,121.72

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Appendix 3: Infrastructure Delivery from s106 Contributions 20/21

This provides a list of the infrastructure which had been delivered in the reported year and the expenditure for each item.

Infrastructure Type	Project Description	Transaction code	Amount	Total for Project
Community Hall	Community Hall Improvements	13/00186/001/001	£2,462.00	£2,462.00
Open Space and Leisure	Outdoor Gym	06/01213/003/001	£29,249.00	£29,249.00
Other	Refuse Bin Provision	14/00844/012/001	£4,462.63	£4,462.63
Other	Refuse Bin Provision	09/01592/013/001	£6,800.00	£6,800.00
Other	Refuse Bin Provision	10/00106/004/001	£1,120.14	£1,120.14
Other	Refuse Bin Provision	13/00211/003/001	£1,871.85	£1,871.85
Other	Refuse Bin Provision	07/02135/001/001	£2,457.02	£2,457.02
Other	Refuse Bin Provision	14/01718/004/001	£20.87	£20.87
Other	Refuse Bin Provision	14/01718/004/002	£49.20	£49.20
Other	Refuse Bin Provision	13/01947/002/001	£2,131.49	£2,131.49
Other	Refuse Bin Provision	12/00080/015/001	£12,690.46	£12,690.46
Other	Refuse Bin Provision	07/00632/005/001	£1,565.86	£1,565.86
Other	Refuse Bin Provision	12/01789/013/001	£20,481.59	£20,481.59
Affordable Housing	On Site Affordable Housing	10/01642/001/001	3	3
Affordable Housing	On Site Affordable Housing	12/01789/018/001	5	5
Affordable Housing	On Site Affordable Housing	10/01642/001/002	14	14
Affordable Housing	On Site Affordable Housing	15/02074/001/004	6	6
Affordable Housing	On Site Affordable Housing	12/01789/018/002	11	11

Affordable Housing	On Site Affordable Housing	14/00066/001/001	6	6
Affordable Housing	On Site Affordable Housing	05/01337/001/019	5	5
Affordable Housing	On Site Affordable Housing	18/01591/001/001	14	14
Affordable Housing	On Site Affordable Housing	10/01642/001/003	8	8
Affordable Housing	On Site Affordable Housing	06/00967/002/008	9	9
Affordable Housing	On Site Affordable Housing	11/00617/001/001	8	8
Affordable Housing	On Site Affordable Housing	13/00656/001/001	11	11
Affordable Housing	On Site Affordable Housing	05/01337/001/020	4	4
Affordable Housing	On Site Affordable Housing	12/01789/018/003	4	4
Affordable Housing	On Site Affordable Housing	14/01188/019/001	20	20
Affordable Housing	On Site Affordable Housing	13/00847/001/001	45	45
Affordable Housing	On Site Affordable Housing	11/00617/001/002	8	8
Affordable Housing	On Site Affordable Housing	10/01642/001/004	12	12
Affordable Housing	On Site Affordable Housing	13/00847/001/002	17	17
Affordable Housing	On Site Affordable Housing	05/01337/001/021	15	15
Affordable Housing	On Site Affordable Housing	13/00656/001/002	9	9
Affordable Housing	On Site Affordable Housing	13/00444/012/004	2	2

Affordable Housing	On Site Affordable Housing	12/01789/018/004	2	2
Affordable Housing	On Site Affordable Housing	13/00656/001/003	4	4
Affordable Housing	On Site Affordable Housing	14/01871/001/002	20	20
Affordable Housing	On Site Affordable Housing	12/01789/018/005	12	12
Affordable Housing	On Site Affordable Housing	13/00847/001/003	12	12

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Appendix 4: Received Commuted Sums from s106 Agreements

This provides a list of the commuted sums that Cherwell District Council has received, but not yet recorded as being spent.

Location	Area of Allocation	Project Description	Financial Contribution Received to date
Cattle Market, Banbury	Open Space and Leisure	Changing Pavilion and Car Park Maintenance	£2,445.75
Cattle Market, Banbury	Open Space and Leisure	LAP Maintenance	£733.71
Cattle Market, Banbury	Open Space and Leisure	LEAP Maintenance	£2,201.16
Cattle Market, Banbury	Open Space and Leisure	NEAP Maintenance	£4,402.32
Cattle Market, Banbury	Open Space and Leisure	Public Open Space Maintenance	£216.00
Cattle Market, Banbury	Open Space and Leisure	Urban Squares Maintenance	£1,223.47
Merton Street, Banbury	Open Space and Leisure	LAP Maintenance	£2,542.56
Merton Street, Banbury	Open Space and Leisure	Off Site Sports Commuted Sum	£30,970.57
Jubilee Garage, Bicester	Open Space and Leisure	Lap Maintenance	£42,916.99
Main Road, Ardley	Open Space and Leisure	Public Open Space Maintenance	£4,202.28
Ploughly Road, Ambrosden	Open Space and Leisure	LAP and Public Open Space Maintenance	£26,630.18
Gossway Fields, Kirtlington	Open Space and Leisure	Play Area Maintenance	£15,547.29

Longford Park, Banbury	Open Space and Leisure	Tree Maintenance	£1,158.90
South of Aynho Road, Adderbury	Open Space and Leisure	Public Open Space Maintenance	£52,603.40
Bretch Hill, Banbury	Open Space and Leisure	Lap Maintenance	£27,652.09
Ells Lane, Bloxham	Open Space and Leisure	Off Site Sports Maintenance	£11,762.49
Kingsmere, Bicester	Open Space and Leisure	Public Open Space Management Fee SL5 A11	£5,467.67
Kingsmere, Bicester	Open Space and Leisure	Open Space Management, Habitat Link to Greenway	£643.27
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum	£27,450.10
Kingsmere, Bicester	Open Space and Leisure	LAP Maintenance	£2,745.01
Kingsmere, Bicester	Open Space and Leisure	Management Fee, Habitat Corridor	£3,210.34
Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee, Cartmel	£2,589.84
Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee, Perth	£3,589.85
Kingsmere, Bicester	Open Space and Leisure	Additional Landscape Maintenance	£595.17
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum	£27,451.22
Kingsmere, Bicester	Open Space and Leisure	Howes Wood Management, SL4	£1,765.40
Kingsmere, Bicester	Open Space and Leisure	Incidental Open Space Management Fee	£275.99
Kingsmere, Bicester	Open Space and Leisure	LAP Management	£3,406.56

Kingsmere, Bicester	Open Space and Leisure	Maintenance of Sports Village Land	£355,461.15
Kingsmere, Bicester	Open Space and Leisure	Greenway Management Fee SL121	£4,111.66
Kingsmere, Bicester	Open Space and Leisure	LAP Commuted Sum Haydock Road	£17,896.15
Kingsmere, Bicester	Open Space and Leisure	LAP Management Fee Haydock Road	£2,220.82
Kingsmere, Bicester	Flood and Water Management	Balancing Pond Commuted Sum	£125,528.32
Kingsmere, Bicester	Flood and Water Management	Balancing Pond Maintenance	£14,065.94
Orchard Fields, Banbury	Other	Public Art Maintenance	£541.12
Cassington Road, Yarnton	Open Space and Leisure	Informal Open Space Maintenance	£7,884.60
Milton Road, Bloxham	Open Space and Leisure	Play Area Commuted Sum	£741.53
Chapel Street, Bicester	Open Space and Leisure	LAP Commuted Sum	£25,849.49
Station Road, Launton	Open Space and Leisure	Sports Pitch Maintenance	£513.48
Station Road, Launton	Open Space and Leisure	Open Space Maintenance	£2,442.26
Green Lane, Chesterton	Open Space and Leisure	Open Space Maintenance	£42,144.06
Skimmingdish Lane, Bicester	Open Space and Landscaping	Management Fee	£1,518.76
Hanwell Fields, Banbury	Open Space and Leisure	LAP Commuted Sum	£27,371.27

Hanwell Fields, Banbury	Open Space and Leisure	LAP Maintenance	£3,073.74
Hanwell Fields, Banbury	Open Space and Leisure	NEAP Maintenance	£54,643.74
Bure Park, Bicester	Open Space and Leisure	LAP Maintenance	£81,248.33
St Leonards School, Banbury	Open Space and Leisure	Commuted Sum	£0.01
Chapel Lane, Ambrosden	Open Space and Leisure	LAP Commuted Sum	£17,629.02
Chapel Lane, Ambrosden	Open Space and Leisure	Public Open Space Commuted Sum	£495.18
Fritwell Play Area, Fritwell	Open Space and Leisure	LAP and Open Space Commuted Sum	£16,590.10
William Close, Banbury	Open Space and Leisure	LAP Maintenance	£14,055.11
Fisher Close, Banbury	Open Space and Leisure	Additional Maintenance	£711.98
Cumberford Close, Bloxham	Open Space and Leisure	Landscaping Commuted Sum	£2,668.84

Appendix 5: Developer Agreements

This provides a list of the s106 Agreements that Cherwell District Council entered into between April 2020 and March 2021.

Developer Agreement	Start Date	End Date	Planning Application	Location	Description of Development
17/02534	2020-05-06		17/02534/OUT	Land North Of Bicester Avenue Garden Centre Oxford Road Bicester	OUTLINE - The erection of a business park of up to 60,000 sq.m (GEA) of flexible Class B1(a) office / Class B1(b) research & development floorspace; associated vehicle parking, landscaping, highways, infrastructure and earthworks
20/01966	2020-09-17	2020-09-17	20/01966/M106	Marks & Spencer 36 Bridge Street Banbury OX16 5PN	Modification of Section 106 - 11/01870/F
18/02147	2020-04-06		18/02147/OUT	Stone Pits Hempton Road Deddington Banbury OX15 0QH	Outline planning application for up to 21 dwellings comprising 1, 2, 3 and 4 bedroom dwellings together with access, garaging and landscaping (all matters reserved except the principal means of access from Hempton Road)
19/02311	2020-08-10		19/02311/OUT	Kings End Antiques Kings End Bicester OX26 2AA	10 apartments within a scheme of 2 to 2.5 storeys
20/01561	2021-02-17		20/01561/F	The Ley Community Sandy Lane Yarnton OX5 1PB	Erection of 10no dwellings (C3 Use Class) and Care Home (C2 Use Class), new access, parking, landscaping, demolition and other ancillary works
19/02444	2021-02-22		19/02444/F	Land South Of Home Farm House	Outline planning permission for the

Developer Agreement	Start Date	End Date	Planning Application	Location	Description of Development
				Clifton Road Deddington OX15 0TP	residential development of up to 14 dwellings - all matters save for the means of access are reserved for subsequent approval - revised scheme of 19/00831/OUT
19/00831	2020-06-22		19/00831/OUT	Land South Of Home Farm House Clifton Road Deddington	OUTLINE - Residential development of up to 15 dwellings
16/02446	2020-04-06		16/02446/F	Heyford Park Camp Road Upper Heyford Bicester OX25 5HD	Erection of 296 residential dwellings (Use Class C3) comprising a mix of open market and affordable housing, together with associated works including provision of new and amended vehicular and pedestrian accesses, public open space, landscaping, utilities and infrastructure, and demolition of existing built structures and site clearance works
19/00128	2020-07-20		19/00128/HYBRID	Ban 15 Land Adj M40 J11 and West of Daventry Road Banbury	Part A: Full planning application - the development of a new priority junction to the A361, internal roads and associated landscaping with 2 no. commercial buildings having a maximum floorspace of 33,110m ² and with a flexible use [to enable changes in accordance with Part 6 Class V of the Town and Country Planning (General Permitted Development) Order 2015 (as amended)] within Class B2 or B8 of

Developer Agreement	Start Date	End Date	Planning Application	Location	Description of Development
					the Town and Country Planning (Use Classes) Order 1987 as amended, and ancillary Class B1 offices; and Part B: Outline planning application - the development of up to 2 no. commercial buildings having a maximum floorspace of 16,890m2 and having a flexible use [to enable changes in accordance with Part 6 Class V of the Town and Country Planning (General Permitted Development) Order 2015 (as amended)] within Class B2 or B8 of the Town and Country Planning (Use Classes) Order 1987 as amended, and ancillary Class B1 offices, with all other matters reserved for future approval.
19/01746	2020-09-24		19/01746/OUT	Land Adj To Promised Land Farm Wendlebury Road Chesterton	Outline planning application (with all matters reserved excluding access) for B1 development (B1a and/or B1b and/or B1c); access and associated landscaping and infrastructure works
20/00247	2021-02-12		20/00247/F	Land South East Of Town And Country Scaffolding Ltd Tramway Road Banbury	Erection of three B1 (c) light industrial units
20/00530	2020-06-05		20/00530/F	Symmetry Park Phase 2 Morrell Way Ambrosden	Full planning application for 4,635sq. m of logistics floor space, within Class B8, including ancillary Class B1 (a) office, (592sq.m), a customer collection

Developer Agreement	Start Date	End Date	Planning Application	Location	Description of Development
					facility (112 sq.m), staff mess pod (142 sq.m), and associated infrastructure including external service yard, lorry, van and staff car parking, re-fuelling facility, fencing, landscaping, storm water drainage and private sewage treatment plant
20/00608	2020-08-13		20/00608/F	Land Adjacent To The M40 South Of Overthorpe Road Banbury	Full planning permission for 21,839 sq.m / 235,073 sq.ft. of logistics floorspace within Class B2 or B8 of the Town and Country Planning (Use Classes) Order 1987, with ancillary Class B1(a) offices together with the extension of Chalker Way, access from Chalker Way, associated site infrastructure including lorry parking, fuelling bay and vehicle wash facility (Unit 9 only), landscaping, amenity open space and surface water attenuation works
20/01167	2020-11-19	2020-11-19	20/01167/M106	The Bungalow Station Road Milcombe OX15 4RS	Modification of section 106 - 10/01108/F (Removal of planning note 2)

Appendix 6: Developer Agreement Contributions

This data set provides a list of the contributions secured within each s106 that was completed in the reporting period April 2020-March 2021.

Developer Agreement Contribution	Developer Agreement	Contribution Category	Contribution Detail	Amount	Units
20/01966/001	20/01966	other	Obligation securing discharge		1
20/01966/002	20/01966	other	Fees for Discharge	£1,030	
18/02147/001	18/02147	affordable-housing	On site affordable housing		7
18/02147/002	18/02147	open-space-and-leisure	Hedgerow Commuted Sum	£20.66	
18/02147/003	18/02147	monitoring-fees	Open Space Monitoring Fee	£2,881.42	
18/02147/004	18/02147	open-space-and-leisure	Open Space Commuted Sum	£9.82	
18/02147/005	18/02147	flood-and-water-management	SuDS Commuted Sum	£32.16	
18/02147/006	18/02147	community-facilities	Community Hall	£22,830.12	
18/02147/007	18/02147	open-space-and-leisure	Off-Site Outdoor Sports	£42,357.63	
18/02147/008	18/02147	open-space-and-leisure	Off Site Indoor Sports	£17,433	
18/02147/009	18/02147	open-space-and-leisure	Play Equipment Commuted Sum	£52,533.18	
18/02147/010	18/02147	other	Waste and Recycling	£2,226	
19/02311/002	19/02311	monitoring-fees	CDC Monitoring Fee	£1,000	
19/02311/003	19/02311	community-facilities	Community Hall	£8,494.65	
19/02311/004	19/02311	open-space-and-leisure	Off Site Outdoor Sports	£14,986	
19/02311/005	19/02311	open-space-and-leisure	Off Site Indoor Sports	£6,203.40	
19/02311/006	19/02311	open-space-and-leisure	Off Site Play Area	£23,068.60	

Developer Agreement Contribution	Developer Agreement	Contribution Category	Contribution Detail	Amount	Units
19/02311/007	19/02311	transport-and-travel	Pedestrian and Cycle Way Improvements	£30,000	
20/01561/001	20/01561	community-facilities	Community Hall	£19,067.60	
20/01561/002	20/01561	open-space-and-leisure	Off Site Play Area	£39,890.40	
20/01561/003	20/01561	other	Default Deposit	£16,341.15	
20/01561/004	20/01561	open-space-and-leisure	Open Space Commuted Sum	£19,735.49	
20/01561/005	20/01561	open-space-and-leisure	Outdoor Sports	£28,594.80	
20/01561/006	20/01561	health	Primary Care	£37,730	
20/01561/007	20/01561	other	Wate and Recycling	£1,060	
20/01561/008	20/01561	monitoring-fees	CDC Monitoring Fee	£1,000	
19/024444/002	19/02444	monitoring-fees	CDC Monitoring Fee	£1,000	
19/024444/003	19/02444	affordable-housing	Affordable Housing Provision		5
19/024444/004	19/02444	community-facilities	Community Hall	£40,880	
19/024444/005	19/02444	open-space-and-leisure	Off Site Play Area	£55,748.56	
19/024444/006	19/02444	open-space-and-leisure	Off Site Open Space	£11,149.60	
19/024444/007	19/02444	open-space-and-leisure	Off Site Outdoor Sports	£28,238.42	
19/024444/008	19/02444	open-space-and-leisure	Off Site Indoor Sports	£4,694.48	
19/024444/009	19/02444	other	Waste and Recycling	£1,484	
19/00831/002	19/00831	monitoring-fees	CDC	£1,000	
19/00831/003	19/00831	affordable-housing	Affordable Housing Provision		5
19/00831/004	19/00831	community-facilities	Community Hall	£43,800	
19/00831/005	19/00831	open-space-and-leisure	Off Site Play Area	£59,730.60	
19/00831/006	19/00831	open-space-and-leisure	Off Site Open Space Provision	£11,946	
19/00831/007	19/00831	open-space-and-leisure	Off Site Outdoor Sports	£30,255.45	
19/00831/008	19/00831	open-space-and-leisure	Off Site Indoor	£5,029.80	

Developer Agreement Contribution	Developer Agreement	Contribution Category	Contribution Detail	Amount	Units
			Sports		
19/00831/009	19/00831	other	Waste and Recycling	£1,590	
16/02446/003	16/02446	monitoring-fees	CDC Monitoring Fees	£1,500	
16/02446/004	16/02446	affordable-housing	Affordable Housing Provision		89
16/02446/005	16/02446	open-space-and-leisure	LAP Play Areas		3
16/02446/006	16/02446	open-space-and-leisure	LEAP Play Areas		2
16/02446/007	16/02446	open-space-and-leisure	NEAP Play Area		1
16/02446/008	16/02446	open-space-and-leisure	Trim Trail		1
16/02446/009	16/02446	open-space-and-leisure	Allotment Contribution	£11,475.91	
16/02446/010	16/02446	open-space-and-leisure	Allotment Site		1
16/02446/011	16/02446	community-facilities	Community Hall	£410,315	
16/02446/012	16/02446	other	Community Worker Contribution	£36,402	
16/02446/013	16/02446	health	Health Care Facility		1
16/02446/014	16/02446	health	Health Care Contribution	£296,296	
16/02446/015	16/02446	land	Heritage Land		1
16/02446/016	16/02446	open-space-and-leisure	Indoor Sports	£222,296	
16/02446/017	16/02446	other	Public Art	£44,400	
16/02446/018	16/02446	other	Waste and Recycling	£1,480	
16/02446/019	16/02446	open-space-and-leisure	Sports Contribution	£597,040.88	
16/02446/020	16/02446	land	Strategic Ecology Land		1
16/02446/021	16/02446	other	Training and Employment Plan		1
16/02446/022	16/02446	other	Waste and Recycling	£31,376	
19/00128/002	19/00128	monitoring-fees	CDC Monitoring Fee	£5,000	
19/00128/007	19/00128	other	Air Quality Mitigation Scheme		1
19/00128/008	19/00128	other	CCTV Maintenance Sum	£30,000	

Developer Agreement Contribution	Developer Agreement	Contribution Category	Contribution Detail	Amount	Units
19/01746/002	19/01746	monitoring-fees	CDC Monitoring Fee	£5,000	
20/00247/002	20/00247	monitoring-fees	CDC Monitoring Fee	£1,000	
20/00247/003	20/00247	land	Land transfer of Foot/Cycle way		1
20/00530/002	20/00530	monitoring-fees	CDC Monitoring	£1,000	
20/00608/002	20/00608	monitoring-fees	Monitoring Fee	£2,040	
20/00608/005	20/00608	land	Land Reservation for SERR		1
20/00608/006	20/00608	land	Land Reservation for WLR		1
20/01167/001	20/01167	other	Obligation securing discharge		1

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Appendix 7: Developer Transactions

This provides a list of each transaction that Cherwell District Council carried related to s106 contributions within the reported year.

developer-agreement-transaction	developer-agreement-contribution	contribution-funding-status	amount	units	entry-date	start-date
19/00045/001/001	19/00045/001	received	£39,156.37		2021-10-13	2019-09-11
20/00247/002/001	20/00247/002	received	£1,000		2021-10-13	2021-02-12
06/00967/008/001	06/00967/008	received	£2,314.89		2021-10-13	2008-06-27
06/00967/0026/001	06/00967/026	received	£44,877.46		2021-10-13	2008-06-27
06/00967/022/001	06/00967/022	received	£12,414.67		2021-10-13	2008-06-27
06/00967/032/001	06/0067/032	received	£6,827.67		2021-10-13	2008-06-27
06/00967/043/001	06/00967/043	received	£59,351.30		2021-10-13	2008-06-27
06/00967/008/002	06/00967/008	received	£1,666.43		2021-10-13	2008-06-27
06/00967/0026/002	06/00967/026	received	£32,311.84		2021-10-13	2008-06-27
06/00967/022/002	06/00967/022	received	£8,938.44		2021-10-13	2008-06-27
06/00967/032/002	06/0067/032	received	£55,315.97		2021-10-13	2008-06-27
06/00967/043/002	06/00967/043	received	£41,015.41		2021-10-13	2008-06-27
17/00189/002/001	17/00189/002	received	£48,153.19		2021-10-13	2017-11-10
17/00189/003/001	17/00189/003	received	£33,615.23		2021-10-13	2017-11-10
17/00189/004/001	17/00189/004	received	£2,326.24		2021-10-13	2017-11-10
17/00189/006/001	17/00189/006	received	£41,872.34		2021-10-13	2017-11-10
17/00189/007/001	17/00189/007	received	£46,897.02		2021-10-13	2017-11-10
20/01561/008/001	20/01561/008	received	£1,000		2021-10-13	2021-02-17
15/02086/007/001	15/02086/007	received	£41,045.21		2021-10-13	2017-09-22
14/01017/008/001	14/01017/008	received	£109,087.35		2021-10-13	2015-03-09
10/00807/006/001	10/00807/006	spent	£720		2021-10-13	2019-11-20
14/00844/012/001	14/00844/012	spent	£4,462.63		2021-10-13	2015-03-31

12/01789/013/001	12/01789/013	spent	£20,481.59		2021-10-13	2019-04-02
07/00632/005/001	07/00632/005	spent	£1,565.86		2021-10-13	2007-08-28
05/01337/032/001	05/01337/032	spent	£20,000		2021-10-13	2009-09-30
11/01878/002/001	11/01878/002	allocated	£91,865.22		2021-10-13	2012-11-27
13/01528/013/001	13/01528/013	allocated	£500		2021-10-13	2014-01-01
09/01592/013/001	09/01592/013	spent	£6,800		2021-10-13	2011-07-20
06/01213/003/001	06/01213/003	spent	£29,249		2021-10-13	2006-09-27
13/00186/001/001	13/00186/001	allocated	£2,462		2021-10-13	2013-09-04
12/00080/015/001	12/00080/015	spent	£12,690.46		2021-10-13	2013-03-20
13/01947/002/001	13/01947/002	spent	£2,131.49		2021-10-13	2014-08-27
07/01718/004/001	14/01718	spent	£20.87		2021-10-13	2007-12-11
07/01718/004/002	14/01718	spent	£49.20		2021-10-13	2007-12-11
10/00106/004/001	10/00106/004	spent	£1,120.14		2021-10-13	2011-01-11
13/00211/003/001	13/00211/003	spent	£1,871.85		2021-10-13	2013-08-28
07/02135/001/001	07/02135/001	spent	£2,457.02		2021-10-13	2008-01-23
10/01642/001/001	10/01642/001	received		3	2021-11-17	2011-12-22
12/01789/018/001	12/01789/018	received		5	2021-11-17	2014-09-02
10/01642/001/002	10/01642/001	received		14	2021-11-17	2011-12-22
15/02074/001/004	15/02074/001	received		6	2021-11-17	2016-08-01
12/01789/018/002	12/01789/018	received		11	2021-11-17	2014-09-02
14/00066/001/001	14/00066/001	received		6	2021-11-17	2015-04-02
05/01337/001/019	05/01337/001	received		5	2021-11-17	2009-09-30
18/01591/001/001	18/01591/001	received		14	2021-11-17	2019-03-28
10/01642/001/003	10/01642/001	received		8	2021-11-17	2011-12-22
06/00967/002/008	06/00967/002	received		9	2021-11-17	2008-06-27

11/00617/001/001	11/00617/001	received		8	2021-11-17	2017-03-14
13/00656/001/001	13/00656/001	received		11	2021-11-17	2014-01-14
05/01337/001/020	05/01337/001	received		4	2021-11-17	2009-09-30
12/01789/018/003	12/01789/018	received		4	2021-11-17	2014-09-02
14/01188/019/001	14/01188/019	received		20	2021-11-17	2015-11-10
13/00847/001/001	13/00847/001	received		45	2021-11-17	2017-05-26
11/00617/001/002	11/00617/001	received		8	2021-11-17	2017-03-14
10/01642/001/004	10/01642/001	received		12	2021-11-17	2011-12-22
13/00847/001/002	13/00847/001	received		17	2021-11-17	2017-05-26
05/01337/001/021	05/01337/001	received		15	2021-11-17	2009-09-30
13/00656/001/002	13/00656/001	received		9	2021-11-17	2014-01-14
13/00444/012/004	13/00444/012	received		2	2021-11-17	2016-03-10
12/01789/018/004	12/01789/018	received		2	2021-11-17	2014-09-02
13/00656/001/003	13/00656/001	received		4	2021-11-17	2014-01-14
14/01871/001/002	14/01871/001	received		20	2021-11-17	2015-06-08
12/01789/018/005	12/01789/018	received		12	2021-11-17	2014-09-02
13/00847/001/003	13/00847/001	received		12	2021-11-17	2017-05-26

Section 106 Report Matters

The matters to be included in the section 106 report for each reported year are—

- (a) the total amount of money to be provided under any planning obligations which were entered into during the reported year
- (b) the total amount of money under any planning obligations which was received during the reported year
- (c) the total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority
- (d) summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year, including details of—
 - (i) in relation to affordable housing, the total number of units which will be provided
 - (ii) in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided
- (e) the total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure
- (f) the total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)
- (g) in relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the items of infrastructure on which the money has been allocated, and the amount of money allocated to each item;
- (h) in relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—
 - (i) the items of infrastructure on which that money (received under planning obligations) was spent, and the amount spent on each item
 - (ii) the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part)
 - (iii) the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations
- (i) the total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year, and where any of the retained money has been allocated for the purposes of longer term maintenance (“commuted sums”), also identify separately the total amount of commuted sums held

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Cherwell District Council

Executive

6 December 2021

Council Tax Reduction Scheme 2022 – 2023

Report of Director of Finance

This report is public

Purpose of report

To enable members to consider Council Tax discounts and to seek a recommendation to Council of the proposed levels of Council Tax discounts for the financial year 2022-23.

To enable members to consider the banded scheme for Council Tax Reduction and to seek approval to recommend to Council a Council Tax Reduction Scheme for the financial year 2022-23.

1.0 Recommendations

The meeting is recommended:

1.1 To note the contents of this report and any financial implications for the Council

1.2 To recommend to Council:

- the option of no-change to the Council Tax Reduction Income Banded Scheme for Working Age Customers for 2022-23;
- to amend the Working Age Regulations in line with annual uprating; and
- to amend the Council Tax Regulations for pensioners in line with uprating announced by Department for Levelling Up, Housing and Communities.

1.3 To recommend to Council the levels of Council Tax discounts and premiums for 2022- 23 remain unchanged and remain as follows

- Retain the discount for second homes at zero
- Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter zero.
- Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

2.0 Introduction

- 2.1 The Council Tax Reduction caseload has been monitored and there has been an increase in the number of live cases. In June 2020 the caseload was 6,573, in June 2021 the caseload was 6,743 and by November 2021 the caseload position had reduced to 6,562
- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they can receive.

3.0 Report Details

Council Tax Reduction

- 3.1 Since the introduction of the Council Tax Reduction Scheme (CTRS) the landscape has drastically changed. Universal Credit is based on real time information which means that any change in income generates a change in Council Tax Reduction through data files received directly from the Department for Work and Pensions. Residents were therefore, receiving multiple bills and letters during the year making the process a poor user experience and making budgeting very difficult.
- 3.3 In December 2019 the Council agreed a move to a new income banded scheme for those of working age. The scheme assesses the maximum level of Council Tax Reduction based on the net income of the applicant and household members, the main principles of the scheme are as follows:
- If the applicant or partner is in receipt of one of the main passported benefits (Income Support, Job Seeker's Allowance Income Based and Income Related Employment and Support Allowance or receiving War Widows or War Disablement Pensions) they will automatically be placed in the highest band of the scheme and will receive 100% support.
 - Working age households will receive a discount, depending on their level of income and the band that they fall into.
 - Under this scheme, as part of our ongoing commitment to support disabled people, we will continue to disregard Disability Living Allowance, Personal Independence Payments, War Disablement Benefits and will also continue to disregard Child Benefit and child maintenance.
 - As highlighted earlier in this report the introduction of Universal Credit and Real Time Information files means that customers can experience frequent changes in their Council Tax Reduction which in turn impacts on the amount of Council Tax payable. This makes budgeting for households more of a challenge and is impacting on our ability to collect Council Tax.
 - Continuing with the banded scheme will remain simpler for residents to understand and any future changes to the value of awards can be achieved by simply adjusting the banding thresholds. This will also mean that residents will experience less change in their Council Tax Reduction and will reduce the number of letters and Council Tax demands.

- 3.4 The new scheme was introduced from April 2020 following a period of consultation and engagement. In general, it has been well received with limited contact from customers affected by the change.

Council Tax discounts

- 3.5 The Local Government Finance Act 2012 also abolished certain exemptions with effect from 1 April 2013 and replaced them with discounts which can be determined locally.
- 3.6 Council determined that furnished chargeable dwellings that are not the sole or main residence of an individual (i.e. second homes) should not receive a discount. At the time of writing this report there were 483 in this category
- 3.7 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be reduced to 25% for a period of six months and thereafter to zero. At the time of writing this report there were 552 in this category.
- 3.8 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for a period of 12 months. At the time of writing this report there 44 in this category.
- 3.8 Prior to 1 April 2013 billing authorities could charge up to a maximum of 100% council tax on dwellings that have been empty for more than two years. From April 2013 local authorities were given the powers to charge a premium of up to 50% of the council tax payable. New legislation was introduced in April 2019 which allows for 100% premium. At the time of witing this report there are 123 properties being charged the additional premium.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The current scheme is understood by customers and has enabled them to budget for their council tax payments. One of the main advantages of the banded scheme is that it reduces the number of changes that the customer will experience enabling more effective personal budgeting. A revision to the scheme would yield a limited financial benefit to the Council but would increase the customer's council tax payable. There is still a degree of financial uncertainty for some customers and in the current financial climate the existing scheme should be retained.

5.0 Consultation

Budget Planning Committee considered the scheme at its meeting on 13th July 2021 and recommended that the scheme remain unchanged for 2022/23.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The alternative option is to undertake a review of the current CTRS but paragraph 4.1. explains the rationale for not taking this course of action.

7.0 Implications

Financial and Resource Implications

- 7.1 The MTFS has assumed the current scheme will be retained. Any changes to the existing caseload will be accommodated as part of the budget process with final estimates included in the annual council tax base calculation.

Comments checked by:

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

Legal Implications

- 7.2 The Council is required to review its Council Tax Reduction Scheme on an annual basis and if it determines to make changes then it must consult on the revised scheme. Failure to do so would adversely affect the reputation of the Council and would have a financial implication for residents as well as exposing the Council to potential challenge for failing to comply with the legislative requirements of the Local Government Finance Act 1992. The Council is considered to have complied with the relevant statutory provisions when the scheme was introduced therefore, maintaining the status quo does not have any legal implications

Comments checked by:

Christopher Mace, Solicitor 01295 221822, Christopher.mace@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no risk implications. If any, they will be managed as part of the operational risk register for the service and escalated as and when necessary to the leadership risk register.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 There have been no changes to the scheme we are adopting as it follows the same policy, no ECIA required if the proposal is accepted.

Comments checked by:

Emily Schofield Acting Head of Strategy 07881 311707
emily.schofield@cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no sustainability issues

Comments checked by:

Sarah Gilbert Climate Action Team Leader sarah.gilbert@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Tony Ilott, Lead Member for Finance and Governance

Document Information

Appendix number and title

None

Background papers

None

Report Author and contact details

Jacey Scott - Interim Revenue & Benefit Manager
01295 221548 jacey.scott@cherwell-dc.gov.uk

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Cherwell District Council

Executive

6 December 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 October 2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report
- 1.2 To approve the changes in use of reserves as set out in Appendix 6.

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 October 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 2021-22 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 closely monitored and analysed. The mandatory lessons learned data continues to be implemented and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to ELT (Extended Leadership Team) 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. The Leadership Risk Register and strategy are reviewed on an annual basis as part of the budget and business planning process, reflecting on the priorities of the council for the forthcoming year. The Leadership Risks reflected in this report have been thoroughly reviewed by ELT and will continue to be updated on a monthly basis.

2.6 The main report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are seven appendices to this report:

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report - October
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Finance Capital Oct
- Appendix 5 – COVID Funding
- Appendix 6 – Use of reserves and grant funding
- Appendix 7 – CDC Customer Service Centre – Service in Focus




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)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

Priority: Housing that meets your needs

- 3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.
- 3.5 Overview of our performance against this strategic priority:

Homeless Prevention reported Amber for October and year to date. Demand on the Housing Team remains high, officers are prioritising the support to customers presenting in crisis. Plans are in place to increase resources for prevention and early intervention.



Homeless improved through enforcement action reported Red for October and Green for year to date (6 against target of 9). Six homes had improvements completed through our interventions. The reduced number this month reflects the unavoidable commitment of officer's time to a number of complex cases. However, overall performance is ahead of target with just under 12 premises improved, each month, on average.

Average time taken to process Housing Benefit New Claims reported Amber for October and Green for year to date (15.01 days against a target of 15 days). There was a large increase in claims received this month. The last 2 months (September and October) have seen 190 claims received per month (where we'd normally expect 120-150). There are new starters working on claims, so this should improve.

Major applications overturned at appeal reported Green for October and Red for year to date (0.00% against a target of 10%). No Major Planning Appeals were overturned by the Planning Inspectorate during October 2021.

Priority: Leading on 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:

Reduction of fuel consumption used by fleet reported Green for October and Amber for year to date (36,290 against target for the month of 37,712). Slight decrease from same time last year, even when there are more vehicles been used this year. Extra fuel usage is due to the rapid growth of the district and people continuing to work from home, which has increased the amount of waste collected by 10% and leads to increased vehicle use and mileage.



% of Waste Recycled & Composted reported Amber for October and Green for year to date (55.11% against target of 56%). Dry recycling and residual tonnage is comparable to last year, with

garden waste down by over 500 tonnes due to a poor weather summer. Glass tonnage is down by more than 400 tones, we attribute this to the full opening of hospitality. We're on track to reach our target of 56% at the end of year, however, this month and the next few months we envision the result will stay lower because of the garden waste reduction in winter.

Ensure Clean & Tidy Streets reported Green for October year to date. The start of the leaf-fall season is late this year, due to a mild autumn. The leaf-fall clean-up will be underway in mid-November and we predict this will be a period of high demand for the service.

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:

Council Tax collected, increase Council Tax Base reported Amber for October and year to date (8.89% against target of 9.75%). As of 1st November, the amount due to be collected risen by over £1.9m (since April 2021 this figure was just over £117.2m), which impacted in-month collection rates. Recovery action remains ongoing, reminder notices continued to be issued and those customers remaining in arrears and are being pursued through court action.

Develop Our urban Centres – The council keeps supporting revitalisation of Cherwell's urban centres through service provision and continued engagement with partners. Through a number of activities such as: liaison and collaboration with Banbury BID; support to Bicester Town Centre Task Group; involvement in 'Meanwhile in Oxfordshire', a project aimed to fill empty premises. Also, focusing on reopening high streets safely, via the Welcome Back Fund projects and support for the continued resilience of businesses.



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:

Promote Health and Wellbeing – During October the “Containing Outbreak Management” funding has enabled new programmes to be launched to provide several opportunities for residents to become more active, including bike libraries and top up

swimming sessions for schools. “Move Together” continues to grow as a pathway for people who became socially and physically inactive during the period of local and national restrictions.

Half term holiday hubs - Parents were able to secure their children’s places during October’s half-term in Cherwell activity hubs. Our holiday hubs put creativity on a level playing field with sports, offering arts and crafts alongside everything from tag rugby to hockey, basketball, and swimming. Sessions in Banbury and Bicester were available for children from five to 15 years old, with a cost the equivalent of just £2.50 per hour.

Summary of Performance

3.12 The Council reports monthly on performance against 27 monthly Business Plan Measures, with 12 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 (27)

Status	Description	October	%	YTD	%
Green	On target	2	85%	22	85%
Amber	Slightly off target	4	12%	4	12%
Red	Off target	1	3%	1	3%

3.13 Climate Action Programme – October update

This report updates Executive on the delivery of the 22 Cherwell District Council and joint (with Oxfordshire County Council) priority actions set by the Climate Action Programme Board for 2021/22. By the end of October, actions were rated:

Status	Description	October	October %
Green	On target	14	66.7%
Amber	Slightly off target	6	28.6%
Red	Off target	1	4.8%
Completed		1	4.8%

Support planting 3,000 trees at Banbury Country Park – reported Red due to the 3000 trees will not be planted during the current planting season because there are insufficient resources to the complete the tasks involved (community liaison, contact procurement, site supervision and monitoring). A project officer is being recruited to lead on progressing both Banbury Country Park & Burnehyll Community woodland. New Planning Application for Banbury Country Park is pending.

3.14 Service in Focus - Cherwell District Council Customer Service Centre (CSC)

Cherwell’s Customer Service Centre provides First Point of Contact (FPoC) to residents and businesses across a range of Council Services including - Revenues and Benefits, Waste and Recycling, Housing Services, Elections Services, Environmental Services, Parking Services and General Enquires. Customers access our service via a range of different channels including phone, email, webforms, face to face and phone appointments to assist with complex enquiries.

The Team supports both the Cherwell and Oxfordshire CSCs with Capacity Planning and Efficiency, Quality and Performance, Business Development, Recruitment and Training, and Voice of the Customer activities. This specialist support will allow the CSC service delivery teams to focus on the customer at first point of contact, while giving an effective focus on projects, proactive process improvements and customer feedback.

Recent Improvement Projects and activities:

- Implementation of Service Improvement Logger (SIL) to enable proactive barrier removal and improvements
- Transfer of telephony system to a shared platform with OCC to enable future savings and shared virtual contact centre
- Work Force Management System Implementation in progress to enable demand led resourcing
- Stand up of Oxfordshire Local Contact Tracing Service, handling over 12.5K cases and successfully completing tracing for over 8.7k cases to date Future Improvement Projects
- Digital Transformation Phase 2 project, to include document verification via the Post Office service and further online end to end transaction capabilities
- Web chat as a contact channel
- Social Media as a direct contact channel
- Automated email filing to Revs and Bens account to reduce contact handling time
- Improved Quality and Performance Monitoring system capabilities to further improve service levels
- Bring First Point of Contact into the CSC from further CDC service areas

Risk Update

3.15 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.

3.16 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks

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

3.17 The table below provides an overview of the Leadership Risk Register 21/22

Leadership Risk	Score	Direction	Latest Update
	Page 88	Gravel	

L01 Financial Resilience	16 High Risk	↔	09/11/21 - Mitigations and Comments updated.
L02 Statutory functions	9 Low Risk	↔	12/11/2021 - Comments updated.
L03 CDC Local Plan	12 Medium Risk	↔	10/11/2021 - Comments updated.
L04 Business Continuity	12 Medium Risk	↔	09/11/2021 - Comments and mitigating actions updated.
L05 Emergency Planning	12 Medium Risk	↔	09/11/2021 - Comments updated.
L06 Health & Safety	8 Medium Risk	↔	02/11/2021 - No changes.
L07 Cyber Security	15 Medium Risk	↔	12/11/2021 - No changes.
L08 Safeguarding the Vulnerable	8 Medium Risk	↔	01/11/2021 – No changes
L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↔	13/10/2021 - No changes.
L10 Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	04/11/2021 - No changes.
L11 Corporate Governance	9 Low Risk	↔	16/11/2021 - Comments updated.
L12 Oxfordshire Growth Deal	15 Medium Risk	↔	15/11/21 - Comment Updated.
L13 Joint Working	9 Low Risk	↔	16/11/2021 - No changes.
L14 Legacy Shared Services Partnership – West Northamptonshire Council	4 Low Risk	↓	16/11/2021 - Residual Risk Updated.
L15 Workforce Strategy	8 Medium Risk	↔	11/11/21 - Comments updated.
L16 COVID-19 Community and Customers	16 High Risk	↔	12/11/2021 - No changes.
L17 COVID-19 Business Continuity	9 Low Risk	↔	16/11/2021 - No changes.
L18 Post COVID-19 Recovery	9 Low Risk	↔	16/11/2021 - No changes.

During October the leadership risk register had one score change, “L14 Legacy Shared Services Partnership” (score decreased from 12 Medium Risk to 4 Low Risk). For full details please see Appendix 3 Leadership Register CDC.

Finance Update

3.18 The Council's forecast position for 2021/22 at the end of October shows a £0.655m overspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.648m and an overspend of £0.007m on business-as-usual costs as shown in Table 2.

3.19 Report Details

Table 1: Forecast Year End Position

	Original Budget	Current Budget	Year End Position at October	October Variance (Under) / Over	% Variance to current budget	September Variance (Under) / Over	Change since September (better) / worse
Forecast overview - October 2021	£m	£m	£m	£m	%	£m	£m
Environment and Place	6.699	10.018	11.156	1.138	11.4%	1.158	(0.020)
Customers, Org. Dev. And Resources	5.682	6.399	6.665	0.266	4.2%	0.409	(0.143)
Adults and Housing Services	1.844	2.700	2.620	(0.080)	-3.0%	(0.010)	(0.070)
Public Health and Wellbeing	1.816	2.969	3.054	0.085	2.9%	0.160	(0.075)
Comm. Dev. Assets and Inv.	0.076	1.788	1.523	(0.265)	-14.8%	1.354	(1.619)
Subtotal Directorates	16.117	23.874	25.018	1.144	4.8%	3.071	(1.927)
Executive Matters	2.769	(3.613)	(3.933)	(0.320)	-8.9%	(0.459)	0.139
Policy Contingency	3.487	2.112	1.943	(0.169)	-8.0%	(1.802)	1.633
Total	22.373	22.373	23.028	0.655	2.9%	0.810	(0.155)
FUNDING	(22.373)	(22.373)	(22.373)	0.000	0.0%	0.000	0.000
(Surplus)/Deficit	0.000	0.000	0.655	0.655		0.810	(0.155)

Table 2: Analysis of Forecast Variance – October

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Mitigations	Savings Non-Delivery
	£m	£m	£m	£m
Environment and Place	1.138	0.956	(0.218)	0.400
Customers, Org. Dev. And Resources	0.266	0.271	(0.098)	0.093
Adults and Housing Services	(0.080)	(0.030)	(0.090)	0.040
Public Health and Wellbeing	0.085	0.122	(0.052)	0.015
Comm. Dev. Assets and Inv.	(0.265)	(0.192)	(0.173)	0.100
Subtotal Directorates	1.144	1.127	(0.631)	0.648
Executive Matters	(0.320)	(0.320)	0.000	0.000
Policy Contingency	(0.169)	(0.169)	0.000	0.000
Total	0.655	0.638	(0.631)	0.648
FUNDING	0.000	0.000	0.000	0.000
(Surplus)/Deficit	0.655	0.638	(0.631)	0.648

3.20 Of the £0.648m savings not expected to be delivered in 2021/22, £0.568m of this is also not expected to be delivered in future years. To partly address against the forecast base budget, overspend and non-delivery of savings, £0.631m mitigations have been identified and are detailed below.

Environment and Place

Environmental Services - £0.088m identified as mitigation in relation to waste collection “gate fee” reductions, car park management fee reduction and a landscape post vacancy.

Growth & Economy have identified £0.050m of in year savings (£0.030m on vacancy and £0.020m on Recovery Prosperity Strategy).

Planning & Development have identified additional planning fee income (£0.050m), operational cost reduction within planning policy of (£0.020m) and (£0.080m) Pre Planning Advice Income.

Customers, Organisational Development & Resources - £0.098m identified as mitigation in relation to recharging appropriate costs to CSN Resources, savings on consultants’ fees and a reduction in payments for joint OCC staff.

Adults and Housing Services - £0.090m identified as mitigation due to a restructure and staff retirement as well as the use of the Homelessness Prevention Reserve.

Public Health and Wellbeing - £0.052 identified as mitigation identified from benchmarking income from Parkwood, additional Sports Development Grant, OCC Self Isolation funding support to be received and savings on project and initiative funding.

Commercial Development Assets & Investments - £0.173m identified as mitigation relating to rental income from the Eco Business Centre, staff savings and the Growth and Commercial Director vacancy.

- 3.21 The Council has incurred costs and lost income during 2021/22 in relation to Covid-19 across all areas of the Council. As the Covid-19 restrictions have eased additional costs linked to Covid-19 are reducing. 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.
- 3.22 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 £2.112m 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 £0.113m from the Sales, Fees and Charges compensation scheme which was open until the end of June. 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 Impacts included in the 2021/22 Outturn Forecast

Covid Costs 2021/22	£m
Environment and Place	0.546
Customers, Org. Dev. And Resources	0.004
Adults and Housing Services	0.000
Public Health and Wellbeing	0.169
Comm. Dev. Assets and Inv.	2.337
Subtotal Directorates	3.056
Executive Matters	(0.833)
Policy Contingency	0.000
Total	2.223

Note: Executive Matters holds the General Covid funding received.

3.23 Report Details

Environment and Place

Environment and Place have forecast an overspend of £1.138m against a budget of £10.018m (11.4%). This forecast overspend includes £0.956m expected base budget costs, £0.400m in potential savings non-delivery and (£0.218m) of mitigations detailed in table 2 above.

<p>Environment and Waste</p> <p>Variation £1.056m overspend</p> <p>Variance to last month's forecast £0.040m</p>	<p>The forecast variance for Environmental Services for October is due to continued pressure within Car Parks. There is a £0.864m reduction in anticipated car parks income. This is a deterioration of £0.112m from September's monitoring due to usage not increasing as anticipated even with price increase, (£0.474m of the deterioration is estimated to be due to the impact of COVID-19). There is also a £0.086m increase in national non-domestic rates and supplies and services.</p> <p>The pressure within Waste and Recycling has been altered to reflect the provisional start date of the food and garden waste roll out. The collection start date is still not confirmed due to supply problems with the vehicles. That issue should be resolved imminently, and a start date confirmed.</p> <p>The anticipated income is expected to see a £0.485m reduction, this is partially off set by (£0.417m) saving in employee costs due to non-recruitment to posts, refuse disposal charges and reductions in gate fees plus other small variances across the service of £0.038m.</p> <p>This forecast includes the (£0.088m) identified through in year savings/mitigations.</p>
<p>Planning & Development</p> <p>Variation (£0.043m) underspend</p> <p>Variance to last month's forecast (£0.080m)</p>	<p>Planning and Development are forecasting an underspend due to increased income (£0.023m) from Application fees and Planning Performance Agreements as well as (£0.020m) saving in Planning Policy expenditure.</p>
<p>Growth & Economy</p> <p>Variation £0.125m overspend</p>	<p>Growth and Economy are forecasting £0.125m overspend which is made up of £0.045m consultancy costs, £0.105m associated relocation costs of Town Centre House, £0.057m corporate costs in relation to Oxford to Cambridge ARC and the annual Growth board contribution plus £0.006m</p>

of various overspends across the department. Offsetting this is (£0.088m) of staff savings. As part of the 2021/2022 budget setting process, Growth and Economy provided savings of (£0.366m) of which all are on target to be delivered.

Variance to last month's forecast
£0.020m

There is a £0.020m deterioration in the forecast from last month despite in-year saving mitigations of (£0.030) recruitment freeze and (£0.020m) saving against the Recovery Prosperity Strategy budget. This is due to further costs associated with Town Centre roof.

Customers, Organisational Development and Resources

Customers, Organisational Development and Resources have forecast an overspend of £0.266m against a budget of £6.399m (4.2%). This forecast overspend includes £0.266m base budget costs, savings of £0.093m at risk of delivery and mitigations of (£0.098m) detailed in table 2.

HR/IT/Comms/Cultural Services

Variation
£0.031m
overspend

Variance to last month's forecast
(£0.081m)

HR are forecasting an underspend of (£0.025m). This is because Health and Safety now fall within their service resulting in a (£0.060m) underspend due to a vacant post. This is partly offset by £0.035m overspend (due to joint working income no longer being received, less an underspend in Computer software). A further underspend in HR of (£0.040m) has been offered up as a mitigation to the overall in year Council overspend, resulting in a total underspend of (£0.065m) for HR

Customer Services and Land Charges are largely on target, with further salary savings now offsetting any previous minor overspends

CS&I are showing a (£0.021m) underspend comprising: (£0.05m) which will go towards the £0.020 income recovery target (currently showing as £0.015m achieved) and (£0.016m) further in year savings (mitigation to the overall in year overspend for the Council)

An overspend of £0.117m within IT is due to a pressure on the delivery of savings required of £0.093m and small overspends across the service of £0.024m

Finance

Variation
£0.235m
overspend

Variance to last month's forecast

After review and external audit there is an unavoidable recovery of overpaid Housing Benefit subsidies by DWP (Department of Works and Pension) to the value of £0.174m for the financial year 1920.
The one-off project and recruitment costs relating to the establishment of the new Revenues and

(£0.062m)	Benefits team has been offset by additional government grants.
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There is a £0.070m overspend on insurance premiums offset by (£0.009m) various small savings across the service.

Adults and Housing Services

Adults and Housing Services have forecast an underspend of (£0.080m) against a budget of £2.700m, (3.0%). This forecast underspend includes (£0.030m) base budget savings, £0.040m in potential savings non-delivery and mitigations of (£0.090m) detailed in table 2 above.

Housing & Social Care	Housing is forecasting an underspend of (£0.080m) due to in-year saving mitigations which include the use of Homelessness Prevention Grant to fund the Connections Outreach contract (£0.045m), savings on salaries due to staff retirement and restructure (£0.015m) and other underspends of (£0.020m) across the service.
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Variation (£0.080m) underspend

Variance to last month's forecast (£0.070m)

The movement from last month relates to in-year saving mitigations of (£0.060m) and other base budget savings of (£0.010m) identified.

Public Health & Wellbeing

Public Health & Wellbeing forecast an overspend of £0.085m against a budget of £2.969m (2.9%). This forecast overspend includes £0.122m within the base budget, £0.015m in potential savings non-delivery and mitigations totalling (£0.052m) detailed in table 2 above.

Wellbeing	Wellbeing is forecasting an overspend of £0.085m which relates to loss of benchmarking income in relation to the leisure contract as a direct impact of Covid of £0.150m. Offsetting this are savings of (£0.065m) on Parkwood management fees for Woodgreen Leisure centre due to a change in the contract cost.
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Variation £0.085m overspend

Variance to last month's forecast (£0.075m)

The forecast has improved from last month due to in-year saving mitigations of (£0.052m) which include (£0.030m) benchmarking income from Parkwood, (£0.005m) additional grant received in Sports Development, (£0.008m) self – isolation support funding from OCC and (£0.009m) of project and initiative funding savings. Also Leisure are now expecting to receive (£0.014m) of sport pitch hire at North Oxfordshire Academy previously reported as undeliverable. Finally (£0.009m) of other base budget savings have been identified.

Healthy Place
Shaping

Healthy Place Shaping are currently projecting to be on target.

Variation
£0.000m

Variance to last
month's forecast
£0.000m

Commercial Development, Assets and Investments

The Directorate is forecasting an underspend of (£0.265m) against a budget of (£1.788m) 14.8%. This forecast underspend includes (£0.192m) base budget costs, £0.100m in potential savings non-delivery and mitigations of (£0.173m) detailed in table 2 above.

Property

Castle Quay is anticipating a net overspend of £0.165m. This is partly due to construction delays in the delivery of Premier Inn and the car park beneath Lidl resulting in a delay to rental and other income. Of the overall overspend £0.580m is due to loss of commercial income alongside additional void costs for empty units. Mitigating this are savings of (£0.415m) on other costs.

Variation
(£0.275m)
underspend

The rest of Property is forecasting an underspend of (£0.440m). This is as a result of improved commercial income of (£0.265m), staff savings of (£0.130m) and (£0.045m) various underspends across the department.

Variance to last
month's forecast
(£1.625m)

The main reason for the improvement in the forecast is that the Castle Quay budget has been increased as a result of an allocation of £1.603m from Policy Contingency. This contingency budget had been set aside to address potential losses of income at Caste Quay in 2021/22.

Regarding the remaining Property portfolio, the forecast has improved due to mitigations identified including (£0.120m) rental income from Bicester Eco Business Centre and (£0.005m) staff savings.

Procurement

Procurement are forecasting to have a small underspend against budget.

Variation
(£0.004m)
underspend

Variance to last
month's forecast
(£0.004m)

Law and Governance	There is a £0.116m pressure on income recovery. (£0.028m) of this can be offset by an underspend elsewhere within the service. There is £0.022m pressure on salaries due to use of locums and minor overspend of £0.002 across the rest of the service.
Variation £0.112m overspend	
Variance to last month's forecast £0.010m	
Growth and Commercial	The underspend forecast is due to savings on a vacant post.
Variation (£0.048m) underspend	
Variance to last month's forecast £0.000m	
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 and other minor variances across the services.
Variation (£0.050m) underspend	
Variance to last month's forecast (£0.000m)	

Executive Matters

Executive Matters forecast is an underspend of (£0.320m) against the budget of (£3.613m) (8.9%).

Interest	There is positive variance forecast against the budget, mostly as a result of lower interest rate on borrowings.
Variation (£0.277m) underspend	
Variance to last month's forecast £0.157m	Additional £0.157m increase in forecast cost added since September mainly due to taking advantage of low interest rates and taking on additional long-term borrowing. This is a higher rate than short term borrowing but provides long-term certainty of costs at historically low interest rates.
Corporate	The council is forecasting receipt of £0.113m Covid-19 funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30 June 2021
Variation (£0.113m)	

underspend

Variance to last month's forecast (£0.018m)

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 overspend

Variance to last month's forecast £0.000m

Policy Contingency

Policy contingency will meet the (£0.169m) shortfall in Leisure Contract benchmarking payments. There remains £0.865m unallocated after these assumptions are taken into account. £1.603m has been transferred to the Castle Quay budget to partially offset the net loss of Castle Quay income.

3.24 Forecast Earmarked Reserves and General Balances at October 2021

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

Reserves	Balance 1 April 2021	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed October 2021	Forecast Balance 31 March 2022
	£m	£m	£m	£m	£m
General Balance	(5.087)	0.000	0.000	0.000	(5.087)
Earmarked	(21.328)	(0.577)	1.049	(0.730)	(21.586)
Ringfenced Grant	(31.556)	22.073	4.934	0.000	(4.549)
Subtotal Revenue	(57.971)	21.496	5.983	(0.730)	(31.222)
Capital	(0.676)	0.000	0.020	0.000	(0.656)
Total	(58.647)	21.496	6.003	(0.730)	(31.878)

3.25 Government Grants

No grant funding received this month.

3.26 Capital

There is a forecast in-year underspend of £7.243m, of which £6.835m is anticipated to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of £0.408m.

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	2.484	1.720	0.389	(0.375)	(0.375)
Comm Dev Assets total	28.577	23.649	4.765	(0.163)	(0.101)
Customers, Org Dev & Resources Total	1.314	1.088	0.225	(0.001)	(0.000)
Environment and Place Total	9.308	7.988	1.456	0.136	0.142
Public Health Wellbeing Total	0.657	0.652	0.000	(0.005)	(0.004)
Total	42.340	35.098	6.835	(0.408)	(0.339)

3.27 Forecast Variances

Housing:

Housing is forecasting an underspend of (£0.375m) due to reduced activity in delivering Disabled Facilities Grant works during the pandemic.

Commercial Development, Assets & Investments:

Property is forecasting to spend £23.634m across various capital schemes. It is anticipated that there will be an overall saving of (£0.163m) but with the majority of schemes still anticipating full utilisation of budget over the timeline of the projects.

Regulatory Services are forecasting to spend £0.015m this year to enable agile working.

Customers Organisational Development & Resources:

ICT are currently forecasting a £0.033m overspend against the Land and Property Harmonisation Scheme. This is offset by underspends across other schemes.

Finance are reporting on target.

Environment and Place:

Growth and Economy are forecasting to spend £5.189m by year end. This is an overspend of £0.136m of which £0.078m relates to retention payments due next year.

Environmental Services are forecasting to spend £2.799m across various capital schemes by year end.

Public Health & Wellbeing:

Wellbeing is forecasting to spend £0.652m which is (£0.005m) underspend against budget.

3.28 Re-profile beyond 2021/22

Housing

£0.093m Discretionary grants - This budget supports a number of discretionary grants, all of which are reactive/demand led. Landlords Home Improvement Grants (which secure nomination-rights over improved private rented accommodation for otherwise homeless households) are responsible for the largest spend, but we are currently experiencing lower demand at this stage of the year than expected.

£0.296m unspent DFG to be reprofiled to continue to support the programme alongside future Better Care Fund allocations.

Commercial Development, Assets & Investments:

£3.797m Castle Quay - reprofiling of the budget beyond 21/22 is necessary because retention payments will be due following the 12-month defect period from September 2021. Also delays to the project caused by Brexit and reduced productivity to maintain social distancing.

£0.100m Banbury Health Centre - refurb of ventilation, heating & cooling system Engagement with the tenant required, however due to pressures with the decarbonisation works, delivery of this project has been delayed.

£0.100m Housing & IT Asset system (joint with OCC) - The IT spend will only happen once the restructure of the joint team comes to that stage that we can start procuring our joint system called 'Single View of Assets'. This is likely to happen next financial year.

£0.055m Horsefair, Banbury due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.071m Bodicote House Fire Compliance - Work on hold due to political pressures with Bodicote House

£0.100m Corporate Asbestos Surveys - Final phase of works need to be carried out due but to pressures with the decarbonisation works, delivery of this project has been delayed.

£0.147m Works from Compliance Surveys – due to pressures with the decarbonisation works, delivery of this project has been delayed.

£0.100m Feasibility of utilisation of proper space - Bodicote House Plans are being considered due to complexities that have been identified in the project

£0.030m Bicester East Community Centre - works on track just reprofiled some monies not required this year

£0.030m Thorpe Place Roof Works - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.117m H&S Works to Banbury Shopping Arcade - Due to pressures with the Decarbonisation works, delivery of this project has been delayed.

£0.048m Banbury Museum Pedestrian Bridget - Slight delay caused by decarbonisation works but works instructed for March 22 start (roofing works put back due to winter weather).

£0.070m Retained Land - works are being carried out in 2022/2023.

Environment and Place:

Growth and Economy

£0.160m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - A new structural engineer consultant has been appointed and further survey work is required to establish the specification for the tender documents. It is still anticipated that the insurance or warranty will cover the cost.

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

£0.525m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022 (£0.061m). Bicester Library received planning consent at September's Planning Committee, as a result 70% of the budget has been reprofiled beyond 2021/22. This will be continually reviewed in line with the project programme.

£0.120m - Fairway Flats Refurbishment. Planning have endorsed the proposed scheme and have recommended formal submission for planning consent which is likely to be obtained before 31st March 2022. Therefore, the main capital expenditure will happen when works commence in 2022/2023.

£0.005m – East West Railways. The timescales for this are largely reactive to requirements and are therefore planning to reprofile 0.005 into 2022/2023.

Environmental Services

£0.050m Car Park Refurbishments - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid-19, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.018m Off Road Parking - Reprofile of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.299m Vehicle Replacement Programme - Reprofile of the remainder of this budget in to 22/23 is required to allow for further investigation into electric vehicles, decarbonisation of the fleet and correct infrastructure implemented.

£0.012m On Street Recycling Bins - Reprofiting of this budget is to allow for a review of current on street containers in urban centres and due to delivery lead times.

£0.130m Thorpe Lane Depot Capacity Enhancement - Due to delays of the food and garden waste roll out, slippage of this budget is required in to 2022/2023 to allow for further development of site requirements.

£0.085m Car Park Action Plan Delivery - Reprofiting of this budget in to 2022/2023 is required due to delays as a result of covid, staffing and progression of pay on exit sites and additional sites slower than anticipated.

£0.035m Depot Fuel System Renewal - Reprofiting in to 2022/2023 is required due to delays with Bicester depot redevelopment

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 2022/2023 Financial Year. The supplier payment will be aligned with timeline.

4.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during October 2021, 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. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Financial Procedure Rules and Reserves Policy

5.0 Consultation

- 5.1 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.

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. 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 council's Financial Procedure Rules and Reserves Policy and within existing budgets.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial and Resource implications - Are detailed within section 3.18 to 3.28 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218

Lorna.baxter@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer,

Sukdave.Ghuman@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of October 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, Tel: 01295 221556

Celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 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:

Emily Schofield, Acting Head of Strategy, Tel: 07881 311707

Emily.Schofield@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Ilott – Lead member for Finance and Governance

Document Information

Appendix number and title

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report - October
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Finance Capital Oct
- Appendix 5 – COVID Funding
- Appendix 6 – Use of reserves and grant funding
- Appendix 7 – CDC Customer Services Centre – Service in Focus

Background papers

None

Report Author and contact details

Louise Tustian – Head of Insight and Corporate Programmes Tel: 01295 221786

Louise.tustian@cherwell-dc.gov.uk

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.

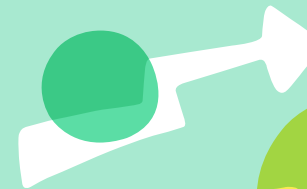


Performance Management Framework

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.



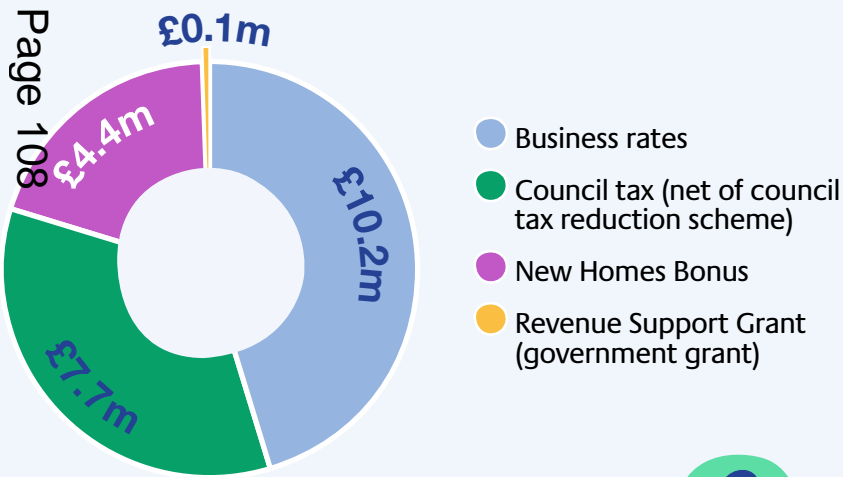
Council funding



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

Email: customer.services@cherwell-dc.gov.uk

Find and email your ward councillor here: www.cherwell.gov.uk/find-member

Phone: 01295 227001

Write:

Cherwell District Council
Customer Services
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA






Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 2 - Performance Report October 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"> Stephen Chandler Vicki Jessop 	29	35	★	The number of households in temporary accommodation is still within target but is rising gradually as the number of clients approaching is increasing. The waiting times for social housing is increasing which will have a knock-on effect for the time households spend in temporary accommodation.	25	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"> Stephen Chandler Vicki Jessop 	58.00	45.00	★	We provided help to 58 households, during October. 27 by means of major adaptations and another 31 by means of smaller works including rails, ramps and key safes.	398.00	315.00	★
BP1.2.03 Homes improved through enforcement action	Cllr L Wing	<ul style="list-style-type: none"> Stephen Chandler Vicki Jessop 	6.00	9.00	▲	We were able to complete the improvement of 6 homes through our interventions, in October. The reduced number this month reflects the unavoidable commitment of officer's time to a number of complex cases. However, overall performance is ahead of target with just under 12 premises improved, each month, on average.	83.00	63.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr L Wing	<ul style="list-style-type: none"> Stephen Chandler Vicki Jessop 	55.00	55.00	★	We have recorded 55 interventions this month, made up of responses to 43 service requests and 12 enforcement notices issued. Overall performance remains ahead of target with an average of 60 interventions per month to-date.	425.00	385.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	<ul style="list-style-type: none"> Claire Taylor Kerry MacDermott 	15.01	15.00	●	There was a large increase in claims received this month (possibly due to the ending of furlough), resulting in a figure slightly over target of 15 days. The last 2 months (Sept & Oct) have seen 190 claims per month received (where we'd normally expect 120-150). We now have our new starters working on claims, so this should improve.	13.46	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	<ul style="list-style-type: none"> Claire Taylor Kerry MacDermott 	3.58	8.00	★	Well within target of 8 days	5.55	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> Bill Cotton David Peckford 	100%	60%	★	3 Major Planning Applications were determined during October 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"> Bill Cotton David Peckford 	94%	70%	★	115 Non-Major Planning Applications were determined during October 2021, 108 of them within National Indicator target or agreed timeframe.	90%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> Bill Cotton David Peckford 	0.00%	10.00%	★	No Major Planning Appeals were overturned by the Planning Inspectorate during October 2021.	12.14%	10.00%	▲
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> Bill Cotton David Peckford 	0.00%	10.00%	★	No Non-Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during October 2021	0.00%	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"> ■ Alison Adkins ■ Stephen Chandler 	Cllr L Wing	●	●	Demand on the Housing Team remains high, officers are prioritising the support to customers presenting in crisis. Plans are in place to increase resources for prevention and early intervention.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> 6 monthly Registered Provider Forum	●	The Registered Providers Forum has been postponed until 22nd November to allow details of the Revised Allocations Scheme to be included.			
<input checked="" type="checkbox"/> Download 2nd quarter HCLIC Data	●	The Delta return to central government has been completed for the 2nd quarter period July 21 - Sept 21			

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"> ■ Bill Cotton ■ Ed Potter 		55.11%	56.00%	●	Dry recycling and residual tonnage are comparable to last year with garden waste, and down over 500 tonnes, due to a poor summer. Glass tonnage is down 400+ tonnes, due to hospitality opening. it is on track to reach its 56% at the end of year. The reason this month and the next few months is lower is because of the garden waste reducing because of winter.	57.94%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 		36,290	37,712	★	Very slight decrease from same time last year. As previously stated, more vehicles are being used than last year. The reason for the extra fuel usage is the rapid growth of the district and people continuing to work from home, which has increased the amount of waste collected by 10% and leads to increased vehicle use and mileage.	39,123	37,688	●

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"> ■ Bill Cotton ■ Ed Potter 	Cllr D Sames	★	★	All services are still being delivered to plan, there have been some delays to bin deliveries, but we expect these to be back on track within a few days.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Environmental blitz carried out	★	Due to the COVID-19 situation we are not carrying out full environmental blitzes in 2021/22. We are, instead, carrying out smaller contamination projects on highlighted areas.			
<input checked="" type="checkbox"/> High levels of recycling collected	★	Dry recycling levels continue to be higher than 12 months ago apart from the glass due to hospitality opening.			
<input checked="" type="checkbox"/> Social media posts	★	Social media campaign is currently running for 15 vacant posts and a new campaign, all in place for the launch of the new food and garden waste service in December, January, and February.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.2 Ensure Clean & Tidy Streets	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	Cllr D Sames	★	★	The start of the leaf fall season is late, this year, with a mild autumn. The leaf fall clean-up will be underway in midNovember and this will be a period of high service demand.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Fourth Environmental blitz. Clean the A34 verges	★				
<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"> ■ Bill Cotton ■ Richard Webb 	Cllr C Clarke	★	★	51 fly tips were investigated. 14 warning letters were sent, 2 fixed penalty notices were served for duty of care offences, and 5 interview letters under caution were sent. There was one successful prosecution for fly tipping. The offender was fined £75 and required to pay legal and clean-up costs, of £200 and £113 respectively (a total of £388).
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Responding to reports of fly tipping and investigating the fly tips	★				

An enterprising economy with strong & vibrant local centers - 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"> ■ Claire Taylor ■ Kerry MacDermott 	8.89%	9.75%	●	As at 1.11.2021, the amount of Council Tax due to be collected, in 2021/22, has risen by over £1.9m and since 1.4.2021 to just over £117.2m; the figure collected is 65.69% against a target of 66.75%. The amount of Council Tax due to be collected increased by nearly £375k, in October, which has also impacted in month collection rates. Whilst the in-month collection & year to date figures is both slightly short of 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.	65.69%	66.75%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	10.01%	9.50%	★	As at 1.11.2021, the amount of business rates due to be collected in 2021/22, now stands at £80.1m, and are reduced due to multiple assessments of rateable value reductions. The team have continued to formally recover any arrears by issuing reminder notices and taking court action where appropriate. The team are also proactively chasing outstanding balances by telephoning businesses to try to secure payment or to make payment arrangements.	61.42%	68.00%	●

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"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	Hospitality venues and visitor attractions have been able to welcome domestic visitors since the lifting of social restrictions in July. International visitor numbers remained low in October due to travel restrictions.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Work with partners to promote the district and support the visitor economy sector	★	Stage One of the A J Bell Women's Cycle Tour on Monday, 4th October, with its Bicester start and Banbury finish, brought a welcome boost in visitor numbers to hospitality venues in both towns. There was also valuable national and regional media coverage of the event, including television.			
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"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	The emerging ten-year Economic Strategy for Cherwell has been reframed and refocused as a ten-year post COVID Recovery and Prosperity strategy.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Consultation on strategy draft, with internal and external stakeholder	★	Socialisation of the draft strategy with internal stakeholders continues.			
<input checked="" type="checkbox"/> Review consultation responses; completion of final draft	★	Consultation responses are being collated and reviewed.			
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"> ■ Bill Cotton ■ Robert Jolley 	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.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Business Engagement	★	Cherwell businesses have benefited from one-to-one advice and guidance and other business support such as overcoming difficulties with recruitment. Additional specialist advice has been introduced to help businesses with their resilience planning. Support has been provided to inward investors and property developers. Active involvement continues 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"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	Supported revitalisation of Cherwell's urban centres through service provision and continued engagement with partners.
Key Actions	Status	Comments			
<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 premises; a focus on reopening high streets safely via the Welcome Back Fund projects; and support for the continued resilience of 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"> ■ Bill Cotton ■ Robert Jolley 	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.
Key Actions	Status	Comments			
<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 Amount of visits/usage of District Leisure Centre	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	112,444.	38,571	★	Usage figures, for Leisure Centres across the District, remained consistent with previous month. Bicester Leisure Centre showed an increase of circa 1,000 visits against September, with Kidlington and Spiceball showing a decrease of similar numbers. Woodgreen showed a decrease of around 1,000 visits, however, this would have been linked to the pool being opened, in September, but not in October.	726,985.00	270,000.00	★

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"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	<p>In October the Community Safety team supported a number of events in the district including-</p> <ul style="list-style-type: none"> ● The start and finish of the Women's Tour cycle race stage in Banbury. ● Banbury Michaelmas fair where they enforced the Public Spaces Protection Order to prevent street drinking. ● Organised a community engagement event on the Ruscote Estate with Thames Valley Police. ● Carried out patrols on Halloween to promote community safety. Worked with Thames Valley Police to engage with a group of youngpeople causing concern about anti-social behaviour. <p>Whilst on patrol the Team met a woman late at night who told them she wanted to end her life. Team members stayed with her until Ambulance and Police support arrived. The women were found to have a piece of broken glass concealed in her clothing.</p> <p>The team also supported Thames Valley Police in joint high visibility patrols in the Glory Farm Estate area of Bicester due to ongoing concerns about drug dealing and anti-social behaviour and carried out patrols in the town centre following the recent stabbing in the town. They also patrolled in Finmere following recent arsons in the area. In Finmere the team also attended the local primary school with Police Community Support Officers and is continuing to provide a more regular presence, in Kidlington and Yarnton, building awareness of their work and ability to help in local problems.</p> <p>Following reports of young people entering an empty shop unit on the High Street, in Banbury, the team attended the premises and found that a gas line had been opened. Having alerted the Police and Fire Service the building was made safe.</p> <p>Plans for November include</p> <ul style="list-style-type: none"> ● Continue to build links with Kidlington/Yarnton and respond to reported ASB in the areas. ● Arranging community engagement events across the district to highlight the current risks of drink and needle spiking ● Patrolling on bonfire night.

Key Actions	Status	Comments
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<input checked="" type="checkbox"/> Halloween and fireworks community safety risk reduction initiatives	★	In October the Community Safety team carried out patrols on Halloween to promote community safety, to provide a reassurance presence and to deter any anti-social behaviour. In November the team will be patrolling on bonfire night and attending organised fireworks displays.
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Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.2 Promote Health & Wellbeing	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	Cllr A McHugh	★	★	Containing Outbreak Management funding has enabled new programmes to be launched to provide several opportunities for residents to become more active, including bike libraries and top up swimming sessions for schools. Move Together continues to grow as a pathway for people who became socially and physically inactive during the period of local and national restrictions.

Key Actions	Status	Comments
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<input checked="" type="checkbox"/> Deliver Youth Activator programme and expand a Mental Health programme in schools	★	The Youth Activator Programme, since September, has been in 32 schools and had over 5000 attendances on a variety of different programmes delivered. This includes the Mental Health programme, for year six students, which has been delivered in 6 schools and expanded, in October, into secondary schools targeting year seven, as a transition year.
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<input checked="" type="checkbox"/> Promote Good Neighbour schemes and encourage more schemes to develop.	★	Good Neighbour Schemes mapping exercise is underway. Presentations at Parish Liaison Meeting, on 10 November, will encourage participation by local groups.
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Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.5 Enhanced Community resilience	<ul style="list-style-type: none"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	<p>In October, the community resilience focus of the council was on winter preparations. The County Council Emergency Planning team, who support Cherwell with our emergency incident preparations and responses, attended Met office winter preparedness training to get the latest information on winter weather and what are the latest tools available for responders, in preparation for any winter weather events.</p> <p>The Emergency Planning team, also, provided support to the Parish councils in relation to the larger Halloween events in the district, especially Caversfield where leaflets were distributed to all residents to keep them informed of the planning and safety of residents and public, during the event.</p> <p>Event plans, for Bicester and Yarnton Fireworks displays, were reviewed along with other events in the district.</p> <p>Early, in October, the team were supporting the response to the distribution of fuel, to retail filling stations across the country, including facilitating priority access to bunkered fuel stores for critical council services.</p> <p>Liaison with parish councils and community associations continue to promote local community resilience plans. During October, 345 community resilience bags and ICE (in case of emergency) bottles were given out, in Cherwell, to support older vulnerable residents.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Winter preparations campaign	★	<p>In October, the community resilience focus of the council was on winter preparations. The County Council Emergency Planning team, who support Cherwell with our emergency incident preparations and responses, attended Met office Winter preparedness training to get the latest information on winter weather and what are the latest tools available for responders in preparation for any winter weather events.</p> <p>During October, 345 community resilience bags and ICE (in case of emergency) bottles were given out, in Cherwell, to support older vulnerable residents.</p>			

Appendix 3 – Leadership Risk Register as at 16/11/2021

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

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

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully effective Partially effective Not effective	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	Review of workload and capacity across the team. Interim Capital Accountant post recruited to. New Finance Business Partner Corporate started in October. Permanent appointment made to support VAT and S106. Support to the corporate accountant starting at the end of November. 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 new business grant schemes that have been introduced as a result of lockdown restrictions.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. New financial system helping to support the monitoring process. New interim Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload.	Risk reviewed - 09/11/21 - Mitigations and Comments updated	
	Reduction in services to customers	Balanced medium term and dynamic ability to prioritise resources				Fully	Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.							Investment options considered as and when they arise, MTFs and budget setting being developed to enhance the scrutiny and quality of investments.			
	Increased volatility and inability to manage and respond to changes in funding levels	Highly professional, competent, qualified staff				Partially	Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project up and running providing improved management information.							Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.			
	Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally				Fully	Asset Management Strategy being reviewed and refreshed.										
	Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly				Fully	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										
	Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly				Fully	Finance support and engagement with programme management processes continuing.							Finance business partners involved with reflection locally on outcomes.			
	Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams				Fully	Further integration and development of Performance, Finance and Risk reporting.							Integrated reporting has been embedded			
	Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO				Fully	Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.							Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2021/22 and impact on our MTFs.			
	Lack of officer capacity to meet service demand	Treasury management and capital strategies in place				Fully	Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.							Regular training will be undertaken.			
	Lack of financial awareness and understanding throughout the council	Investment strategies in place				Fully	2021/22 Budget set, a review of the process to be discussed at budget planning committee (13/7/21) and revised process to be developed for 2022/23. Updated budget monitoring for 2021/22 with a greater focus on savings delivery.							2021/22 budget set. Review of the 2021/22 budget setting process being planned.			
	Increased inflation in the costs of capital schemes	Regular financial and performance monitoring in place				Fully	Regular utilisation of advisors as appropriate.							Review of borrowing approach being considered alongside our financial advisors.			
		Independent third party advisers in place				Fully	Internal Audits being undertaken for core financial activity and capital as well as service activity.							Regular reporting of progress on internal audits considered by the committee.			
		Regular bulletins and advice received from advisers				Fully	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 or 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.							No detail in the Spending Review to be able to plan for additional resources with any confidence - must wait for Local Government Finance Settlement to understand the detail behind the announcement.			
		Property portfolio income monitored through financial management arrangements on a regular basis				Partially Fully	Financial forecasts of resources for 2021/22 have assumed a reduction in resources that will be available from business rates compared to February 2020 assumptions. The budget for 2021/22 has been agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2021/22 with mitigations required if slippage is identified. If resources fell significantly below the 2021/22 forecast level then 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.							The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Chancellor's Spending Review confirmed the delay of the business rates reset. Only a 1 year SR so no additional certainty of funding and any additional Covid related funding is likely to be for one year only. Provisional local government finance settlement has announced some one-off funding to support local government in 2021/22. The Council set its 2021/22 budget on 22 April 2021 and now needs to monitor the delivery of the budget and begin preparations for the 2022/23 budget process. The Government has announced that a 3 year Spending Review for 2022/23 - 2024/25 will be announced on 27 October 2021. This will provide the resource envelope for Government Departments to operate in, but is not expected to provide any specific funding allocations for individual local authorities.			
		Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully	A business rates reset is now 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 2022/23 will begin shortly to identify further savings necessary to operate within this level of resources.													
				Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered.													
				New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected.													

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors. Partially Clear accountability for responding to consultations with defined process to ensure Member engagement Fully National guidance interpreting legislation available and used regularly Fully Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Fully Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Partially Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Fully Internal Audit Plan risk based to provide necessary assurances Fully Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles. Fully Senior Members aware and briefed regularly in 1:1s by Directors Fully Arrangements in place to source appropriate interim resource if needed Fully Ongoing programme of internal communication Fully Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Fully CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Fully Partnership Working Group established with OCC to oversee joint working opportunities. Fully		Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR. Learning and development opportunities identified and promoted by the Chief Executive and Directors. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Following Brexit and the end of the EU transition period legal advice is provided upon emerging issues. Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published . Additional steps are under way in conjunction with OCC Legal Services to develop a regular review of legislative developments that will be service team focused to enhance awareness of statutory obligations and legal developments.	Risk reviewed - 12/11/2021 Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
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2021/22																	
L03 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Fully Partially	Councillor Colin Clarke	Bill Cotton	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan. Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). An Options Consultation for the Oxon Plan was undertaken in Summer 2021. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options consultation was undertaken from 29 September to 10 November 2021. The programmes for work on the Canalside SPD and CIL have been re-aligned to the Local Plan review timetable in the new LDS.	Risk reviewed 10/11/2021 - comments updated
L04-	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and update plans Business Continuity Plans tested annually All services maintain business continuity plans	Fully Fully Fully Partially Fully Partially Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework being revised to align with OCC and create an incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged (on hold due to pandemic response) Updated Incident management framework agreed August 2021	Business continuity status reports continue to be collated and reviewed monthly as part of pandemic response. The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A new incident management framework has been adopted for the council and aligns our incident response arrangements with OCCs. Recent fuel disruption managed with no impact on services. Work has started on aligning the council's BC statement of intent and framework support this new incident management framework.	Risk Reviewed 09/11/2021 - Comments and mitigating actions updated

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2021/22																	
L05 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships Reputational damage	4	4	16	Emergency Plan in place and key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from Oxfordshire County Council's Emergency Planning Team. Under partnership arrangements. Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Fully Fully Partially Partially Fully Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide Refreshed incident management plan agreed to align with OCC response arrangements and roll-out being progressed Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained and to be updated to reflect recent staffing changes Authority continues to be represented at the Local Resilience Forum	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic are now being relaxed as the situation improves. Recovery work continues. Partners continue to liaise with organisers of planned events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being organised. The council is maintaining its duty director rota for any other emergency incidents that might arise. A refresh of the council's emergency plans is being progressed to provide a clearer framework for incident response aligned with the Local Resilience Forum. Senior manager training for duty directors taking place in November to support extension of duty director rota from January 2022.	Risk Reviewed 09/11/2021 - Comments updated
L06-	Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public Criminal prosecution for failings Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) Reputational Impact	5	4	20	H&S policies (incl. responsibilities) and procedures have been reviewed and adopted Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. H&S Training provision in place including essential training for all staff and induction. Consultation arrangements in place with unions. H&S monitoring will be carried out in selected services to assess compliance. Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents, accidents including RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Lynn Pratt	Steve Jorden	Martin Green	2	4	8	↔	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook some workplace controls are expected to remain in place for longer term e.g. improved ventilation and cleaning. Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. As part of agile working improvements around DSE Assessments, provision of work equipment and prevention of ill health. New project initiated for replacement H&S reporting system (Joint-OCC/CDC)	Risk score remains amber to reflect increasing COVID cases nationally and in Cherwell. H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. To achieve 'Green' RAG rating a downward trend and low case numbers needed to reduce likelihood of exposure. Currently at Stage 4 of Roadmap. Important to note legal duties under H&S legislation still apply including req to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance. H&S/FM developing proposals for return to offices with focus on improving ventilation, regular cleaning and encouraging hand hygiene and wearing of face coverings. Field Monitoring by H&S Team ongoing including high risk activities i.e. Environmental Services and Roadside Waste Collections. Corporate H&S for OCC/CDC now aligned in terms of management support and where possible aligned governance processes.	Risk reviewed 02/11/2021 - No changes

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2021/22																	
L09-	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Steve Jorden	Robert Fusezi	2	3	6	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place. Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	Council dissolving partnership with SNH so CSN as a company will no longer exist after Nov 2021. Services being brought back in house. Graven Hill – company continues to respond to market changes as a result of Covid and supply chain restrictions, no areas of concern at this stage. Crown House continues to enjoy high occupancy rates but there is some concern over cash flow, which is being looked in to. Management of Crown House now being undertaken by the Property Team. CSN exit strategy being implemented. Service being brought back in house and company to be dissolved. First years trading will identify overall financial impact of pandemic. Governance review completed and accepted by Shareholder committee. Action plan developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 13/10/2021 - No changes
L10-	Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures Intelligence unit set up procurement Hub to monitor supplier and contractor market Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Partially Partially Fully Fully	Councillor Tony Illot	Steve Jorden	Melissa Sage	3	4	12	↔	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. 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 Business continuity plans in place		Risk reviewed 04/11/2021 - No changes

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L11-	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council. Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings). Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statement process undertaken for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group has taken an aligned approach (with Oxon CC) to work up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR. CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully Fully Fully Partially Fully Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures. Post election member induction programme has been delivered, including governance sessions to councillors on the Constitution, data protection and FOI, finance, equalities and code of conduct. Monitoring Officer to attend management team meetings. Annual Governance Statement process was reviewed and strengthened and completed. Corporate Lead Statements which identify potential actions for 2021/22 have been produced and reviewed by the Corporate Governance Assurance Group. Signed off by Audit Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement). The Council continues to exit in an orderly manner from its joint working arrangements in respect of the delivery of a Revenues and Benefits Service to the Council. Model Code of Conduct has been published by LGA and all Oxon Council Monitoring Officers have met to give initial consideration. Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across County, District, City, Town and Parish Councils. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022 this is dependent upon each Council being in agreement to the proposed approach. Meetings in physical form have been successfully and safely held since May 2021 and continue to do so, keeping track of public health advice and developments in guidance. Recruitment process has commenced for the appointment of Independent Persons to assist the Monitoring Officer on member code of conduct complaints. The Standards Committee considered the job profile on 11 October 2021. This will now proceed to advert with interviews set for late November. Action plans have been set to strengthen the information governance arrangements	Risk reviewed 16/11/2021 - Comments updated
L12	Oxfordshire Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers Oxfordshire Plan delivered late	4	5	20	Established programme structure and partnership ethos to support effective programme delivery. Put suitable arrangements in place to deliver the Project Management function. Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery. Identify potential "top up" schemes to supplement GD affordable housing scheme. Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review. Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Fully Fully, when implemented (not implemented yet). Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	TBA	5	3	15	↔	A CDC GD programme and programme board capability. Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function. Work stream plans of work (work stream brief, schedule, RAID log). Structured engagement with developers to better understand their needs. Appropriate escalation of issues to agree programme flexibilities where required. Improved collaboration working with partners. Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.	Discussions are progressing amongst key officers to address the gaps left by the departure of the former Programme Management Officer. An interim solution has been found whereby a Service Manager has been assigned, temporarily, to support the programme. Year Four Plans of Work continue to be delivered and the Cherwell Programme currently remains broadly speaking on track.	Risk reviewed and Comment Updated 15/11/21.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L13-	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place. Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place. Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.	Fully Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	3	9	↔	Regular reporting on joint working proposals to the senior management team. HR policies in place to enable joint working proposals to be delivered	The Audit plan for 2021/22 will ensure joint working arrangements are included. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. Additional briefings have taken place with new Members at OCC to ensure the scope and scale of the partnership is understood and embedded.	Risk reviewed 16/11/2021 -No changes
L14-	Legacy Shared Services Partnership – West Northamptonshire Council: Failure to effectively manage legacy partnership arrangements with WNC results in increased costs or service provision / operational risks.	Services impacted by the legacy partnership are HR (payroll), IT and revenues and benefits.	4	4	16	<ul style="list-style-type: none"> Plan in place to transition IT arrangements. Plan in place to transition revenues and benefits service, recruitment plans in place to plug any provision gaps. Project teams are in place to oversee both transitional projects. HR engaging with WNC regarding payroll provision. All affected services subject to internal audit and performance management regimes. Governance advice sought with regards to CSN (teckal co) 	Partially effective. Full effectiveness requires ongoing engagement from WNC. It is anticipated that this risk will reduce during 2021/22	Councillor Barry Wood	Yvonne Rees	Claire Taylor	2	2	4	↓	Ongoing delivery of transition projects. Ongoing staff communications. Legal advice sought where appropriate. Plans are in place to transition all of the affected services. These are monitored through project governance and bi-lateral discussions between the s151 officers of the two councils.	On-going service delivery arrangements to SNC (now WNC) set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. WNC have now set out a timeframe for or transitional arrangements for revenues and benefits services going into West Northamptonshire Unitary. Legal advice has been sought with regards to governance and technical advice has been sought regarding technology. CEDR level shareholder and governance roles clarified with regards to shared services delivery company CSN. It is expected that this risk will reduce further in the coming months, the insourcing of revenues and benefits is on track and will be completed by 5 November 2021.	Risk reviewed 16/11/2021 - Residual Risk Updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L15-	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially effective Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	4	8	↔	Development of relevant workforce plans. IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is collected and monitored fortnightly. HR monitors and report sickness absence data on a weekly basis. Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensura 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. 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. 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.	HR continues to work closely with all service heads at the council, to address a range of HR requirements. Work continues with the implementation of iTrent ,the HR payroll system, to improve the quality of data and reporting from the system. Sickness absence continues to be monitored along with the impact on services across the council. HR is working with areas experiencing recruitment difficulties.	Risk reviewed 11/11/21 - comments updated
L16-	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day. Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID Response Programme is in place and supporting with ongoing response and recovery work. Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Oxfordshire Health Protection Board. There is continuing monitoring of case numbers and infection rates in population through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk	Risk reviewed 12/11/2021 -No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L17-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested. Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces. Remote working in place. Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice. Sanitisers in washrooms. Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Full health, safety and HR response in place. IT remote working arrangements are sustainable. Review and updating of service level business continuity plans to commence during Quarter 3	The nature of the risk is such that national public health guidelines will determine the councils' response. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. Plans in place as part of the national government's pathway to open up. Monitoring of impacts is ongoing and there are arrangements in place to stand-up heightened Covid response as required. Agile working and flexibility to continue as the final stages of the covid roadmap are implemented. Hybrid meetings are tested and operational. Staffing absence remains low. Arrangements are in place for council meetings to accommodate greater staff and member presence in the office, hybrid working remains in place to facilitate flexibility, resilience and on-going business continuity.	Risk reviewed 16/11/2021 -No changes
L18-	Post Covid-19 Recovery challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic Requirement to review service delivery Budget implications	4	4	16	Local plans have been revised in line with the national winter plan and revised contain strategy. Most legal restrictions now removed. CDC fully participates in cross county partnerships to plan for the post-pandemic period. Lessons learnt review underway and actions will inform future plans Working through a new corporate programme underpinned by policy research and budget planning.	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Governance programme reviewed, shared and implemented. Programme support arrangements in place and work underway to formally review lessons learnt and next steps. Executive received full update to offer assurance and begin lessons learnt review at committee 5 July 2021 In year budget on track.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available. Longer term recovery and renewal strategy is under development for Executive in Jan. The COMF (contain outbreak management fund) allocation to Cherwell has been confirmed and plans are under development to ensure effective allocation of this grant to reduce the incidence of COVID in Cherwell and support the community.	Risk reviewed 16/11/2021 -No changes

L03 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Oxfordshire Plan 2050

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

An options consultation was undertaken in Summer 2021. The timetable for the Plan (agreed by the Oxfordshire Growth Board on 24 November 2020), provides for a proposed Plan to be consulted upon in Spring 2022, the submission of the Plan for Examination in September 2022 and its adoption in 2023. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore continuing risk of some delay.

Local Plan Review

The timetable for the Local Plan Review in the Local Development Scheme is as follows:

- District Wide Issues Consultation (Regulation 18): July - August 2020
- District Wide Options Consultation (Regulation 18): October - November 2021
- Consultation on draft Plan (Regulation 18): June/July 2022
- Consultation on Proposed Submission Plan (Regulation 19): January - February 2023
- Submission (Regulation 22): May 2023

An issues consultation was prepared and completed in 2020. There has been some delay to the original programme. Consultation on an Options Paper commenced on 29 September 2021. Consultation on an Options Paper was undertaken from 29 September to 10 November 2021.

Banbury Canalside Supplementary Planning Document

The timetable for the Banbury Canalside SPD as set out in the Local Development Scheme follows that for the review of the Local Plan. It requires

- preparation and engagement: May 2023 (onwards)
- formal consultation: February-March 2024
- adoption: May 2024

Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the Local Development Scheme is aligned to Local Plan preparation (unless national policy changes). It requires

- evidence gathering and engagement: June-July 2022
- preparation of draft charging schedule: July-December 2022
- consultation on charging schedule January-February 2023
- potential (if approved) submission of charging schedule: May 2023

Staff resources are presently focused on the Oxfordshire Plan and Local Plan Review. In that context, an SPD is not being prioritised at present.

Community Infrastructure Levy (CIL)

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

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

Work on CIL has not yet recommenced due to other priorities. Expected changes to the planning system may affect the decision whether or not to proceed.

Appendix 4

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	10	1	5	5		-	-	Cherwell's role is to support East West Rail on, inter-alia, the land drainage, environmental protection, planning and transportation issues that arise in connection with both the temporary and permanent works associated with the project. This takes the form of attending meetings, providing advice and on occasions undertaking site visits. The times spent on the project are largely reactive to its progress and requirements.
40206	Robert Jolley	Garden Town Capital Funding	4,550	0	4,550	0		-	-	This is the major infrastructure scheme in Bicester's Banbury Road roundabout.
40106	Jane Norman	Coach House Mews (Phase 1)	0	(94)	(7)	0		(7)	(7)	£87.5k is the disposal proceeds of no. 5 Worcester House (will be moved to Capital Receipts). The £7k credit is the balance of an accrual
40125	Jane Norman	Newton Close (Phase 1)	0	(105)	0	0		-	-	
40121	Jane Norman	Bicester Library (phase 1b)	664	6	200	464		-	-	Bicester Library: The first archaeological investigations have been completed and information sent to the County archaeologist for approval to proceed. The demolition contract has been re-tendered as the 3 month time limit had been reached. The project received planning consent in September 2021. Current FY expenditure has been reduced to £200k with the remaining budget reprofiled - this will be continually reviewed against project programme and securing permission to proceed.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	0	(275)	6	61		67	67	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'. Actuals include a credit of (£330k) which relates to capital receipts from the sale of property and will be transferred out at year end.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	6	(17)	0	0		(6)	-	Creampot Crescent - Although the home is complete and has been sold under shared ownership, CDC are still holding retention money and are in the final stages of negotiations with the developer with the works associated with the retention due. This will definitely be paid before year end.
40214	Jane Norman	Creampot Crescent Cropredy Repurchase co	350	0	350	0		-	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property.
40177	Jane Norman	Bullmarsh Close (Phase 2)	0	66	65	17		82	82	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £17k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	160		-	-	The capital expenditure relates to Town Centre House roof work including provision of a mansafe system to ensure that the roof meets health and safety requirements when people are required to work there. This might include cleaning rainwater channels.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40224	Jane Norman	Fairway Flats Refurbishment	140	3	20	120		-	-	We have worked proactively with the Planning Department to agree the scope and details of the project. Planning have endorsed the proposed scheme and have recommended we formally submit the scheme for planning consent, which is likely to be received in January 2022. Up to 31 st March 2022 the main activities will be securing planning consent and main contractor procurement – the main capital expenditure will happen when works commence in FY22-23. The proposed accrual is therefore £120k.
Growth & Economy Total			5,880	(416)	5,189	827	-	136	142	
40015	Ed Potter	Car Park Refurbishments	79	5	29	50		-	-	£50k slippage required in to 22/23. Remainder of spend to be committed in quarter 3. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	0	18		-	-	£18k slippage required in to 22/23. This project is in conjunction with Car Park Refurbishments project CC 40015 and 40217.
40028	Ed Potter	Vehicle Replacement Programme	1,268	653	969	299		-	-	£299k slippage required in to 22/23 to allow for further investigation in to electric vehicles/decarbonisation of fleet and extension of useful life of current fleet. Currently showing a commitment of £244k. Remaining £65k to be committed in quarter 3.
40031	Ed Potter	Urban City Electricity Installations	15	0	15	0		-	-	This project is for the refurbishment of electric sockets in Bicester town centre. The Full £15k is expected to be spent in quarter 3 of 21/22.
40186	Ed Potter	Commercial Waste Containers	25	12	25	0		0	0	Full spend is expected in quarters 3 and 4 of 21/22.
40187	Ed Potter	On Street Recycling Bins	22	4	10	12		-	-	£12k slippage required in to 22/23 - currently reviewing containers in urban centres and laybys to when refurbishment required. Remaining £6k to be spent in quarter 4.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	3	44	130		-	-	£130k slippage required in to 22/23 - requirement of space and infrastructure is still being reviewed. Remaining £41k to be committed in quarter 3.
40216	Ed Potter	Street Scene Fencing Street Furniture &	24	0	24	0		-	-	This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Full spend is expected in quarter 4 of 21/22 due to health and safety issues.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	90	85		-	-	£85k Slippage required in to 22/23. Currently showing a commitment of £80k. Remaining £10k to be committed in quarter 3. Projects in conjunction with 40015 & 40026.
40218	Ed Potter	Depot Fuel System Renewal	50	7	15	35		-	-	£35k slippage required in to 22/23 due to delays with progression of redevelopment of Bicester depot. Remaining £8k to be committed in quarter 3.
40220	Ed Potter	Horsefair Public Conveniences	150	3	150	0		-	-	Full commitment showing of £153k. Changing places grant applied for - result of applications expected by period 9.
40222	Ed Potter	Burnehyll- Bicester Country Park	175	4	175	0		-	-	Expecting full spend in 21/22. Infrastructure commitments expected by period 9. Country Park projects officer anticipated to start in February 2021 which will increase the progression of project.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	53	0		-	-	Expecting full spend in 21/22, £6m grant funding PSDS project to be completed by Christmas 2021, if resources are then available, confirmation of anticipated spend or slippage will be identified.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	121	1,200	0		-	-	Full spend is expected in 21/22. Currently showing a commitment of £980k. Final spend of £99k to be committed in period 12.
Environment and Waste Total			3,428	811	2,799	629	-	0	0	
Environment and Place total			9,308	395	7,988	1,456	0	136	142	
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	14	0	0		-	-	Works have been charged to revenue.- project closed
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	(50)	0	0			50	50	The budget was prepared some time ago and got delayed due to the commencement of CQ2. The works are now part of the CQ2 and also includes the bridge too. It will than likely be absorbed into the main CQ2 budget cost and will be spent during
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	0	100		-	-	Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £100k by July 2022
40141	Chris Hipkiss	Castle Quay 2	17,509	8,064	15,600	1,859		(50)	(50)	Includes £1.9m refund of s278 Highways Bond Final construction payment to McLaren scheduled in May23
40144	Chris Hipkiss	Castle Quay 1	3,303	79	1,365	1,938	0	(0)	(0)	£3.3m budgeted for works on Castle Quay Shopping centre excluding M&S unit
40162	Robert Fuzesi	Housing & IT Asset System joint CDC/OCC	100	0	0	100		-	-	CDC and OCC are working jointly to purchase an overarching property system (aka project 'Single View of Assets') that would provide the IT background/database for FM and Estate Management. Currently both Councils use their own not-fit-for-purpose or non-existing systems and with the set up of the Joint Property Services the decision was made that a joint IT solution should be purchased. The £100k has been set aside in CDC's capital budget for the contribution of the joint system purchase together with OCC.
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55		-	-	The works design is now completed, pending tender. Expect full utilisation of budget by July 2022
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	35	8	35			-	-	Works relate to Air Handling unit at Banbury museum. All specialist parts now have arrived from Germany. Pending installation but expect full utilisation of the £35k by March 2022
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	71	(8)	0	71		-	-	£141k c/fwd from 20/21. £70k budget held back and will be loaded in to 22/23 Review of scope being carried out to ascertain actual requirements. Spend will not take place until 22/23
40192	Stuart Parkhurst	The Fairway Garage Demolition	0	1	1	0		1	-	Project completed
40196	Stuart Parkhurst	Pioneer Square Fire Panel	0	(3)	(3)	0		(3)	-	Project not going ahead. Credit of £-3k relates to an unmatched accrual to a PO rolled over from 20/21
40197	Stuart Parkhurst	Corporate Asbestos Surveys	160	6	6	100		(54)	(54)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. Anticipated saving of £54k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	0		(80)	(20)	Fire risk assessments are now completed resulting in a saving of £80k
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	(18)	0		(30)	(30)	No further costs are expected. The project is complete and closed from a delivery perspective. The accrual of £18k will remain unmatched in this year
40201	Stuart Parkhurst	Works From Compliance Surveys	147	0	0	147		-	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	100		-	-	Feasibility study for use of office space

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40219	Stuart Parkhurst	Community Centre - Works	209	191	209			-	-	£130k c/fwd from 20/21. Year 2 budget allocation of £190k = £320k total. £110k budget held back and will be loaded in to 22/23. Full spend anticipated by March 2022
40239	Stuart Parkhurst	Bicester East Community Centre	210	0	180	30		-	-	2 year scheme - £210k in yr1 and £1240k in yr 2. Feasibility has been carried out. Designer has been engaged, prepapring documents ready for planning in Q4. Full allocated spend anticipated
40240	Stuart Parkhurst	Bicester Dovecote	41	1	41	0		-	-	Tenders now received pending instruction subject to listed building consent approval expected Oct 2021. Full spend anticipated
40241	Stuart Parkhurst	Thorpe Place Roof Works	35	0	5	30		-	-	Currently scoping the works which will be complete by March 2023
40242	Stuart Parkhurst	H&S Works to Banbury Shopping Arcade	127	0	10	117		-	-	Currently scoping the works which will be completed by March 2023
40243	Stuart Parkhurst	West Bicester Community Centre Car Park	35	24	35	0		-	-	works completed and agreeing final account
40244	Stuart Parkhurst	Flood Defence Works Hanwell Fields Community Centre	20	14	19	0		(1)	(1)	works completed and agreeing final account
40246	Stuart Parkhurst	Banbury Museum Pedestrian Bridge	78	0	30	48		-	-	Works have been instructed pending start date, potential delays from British Waterways for licence to deliver works over canal. Works now planned for March 2022
40247	Stuart Parkhurst	Service Yard at Hart Place Bicester	28	0	32	0		4	4	Works now completed
40249	Stuart Parkhurst	Retained Land	170	0	100	70		-	-	2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Full spend anticipated by February 2023
40225	Stuart Parkhurst	Drayton Pavillion - Decarbonisation Works	86	7	86	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40226	Stuart Parkhurst	Thorpe Lane Depot - Decarbonisation Works	595	25	595	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40227	Stuart Parkhurst	Banbury Museum - Decarbonisation Works	324	19	324	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40228	Stuart Parkhurst	Franklins House - Decarbonisation Works	106	11	106	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40229	Stuart Parkhurst	Stratfield Brake Sports Ground - Decarbonisation Works	159	14	159	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40230	Stuart Parkhurst	Whitelands - Decarbonisation Works	123	10	123	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40231	Stuart Parkhurst	Bicester Leisure Centre - Decarbonisation Works	1,401	55	1,401	0		-	-	The project is PSDS Decarbonisation Grant worth £1.4m to install Air Source Heat Pumps and Solar PV to aid decarbonisation of the Council.
40232	Stuart Parkhurst	Kidlington Leisure Centre - Decarbonisation Works	1,087	40	1,087	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40233	Stuart Parkhurst	Spiceball Leisure Centre - Decarbonisation Works	1,311	48	1,311	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40234	Stuart Parkhurst	Woodgreen Leisure Centre - Decarbonisation Works	795	34	795	0		-	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40245	Richard Webb	Enable Agile Working	15	0	15	0		-	-	Project to assess agile working IT requirements commencing in November following implementation of new case management system. Expect to commit expenditure in last quarter of the year.
Community Development Assets and Investment			28,577	8,633	23,649	4,765	-	(163)	(101)	
Comm Dev Assets total			28,577	8,633	23,649	4,765	0	(163)	(101)	
40204	Michael Furness	Finance Replacement System	215	162	215	0		-	-	On target. Project completion March 2022
40250	Michael Furness	Cashier Finance System Project	45	0	45	0		-	-	Approval was given via delegations for this budget change. Tender process has started and funds are expected to be fully spent by March 2022.
Finance Total			260	162	260	0	-	-	-	
40208	Karen Edwards	Project Manager for HR/Payroll system	100	4	100	0		-	-	Remaining 96K to be spent on further implementation of I Trent.
HR Total			100	4	100	0	-	-	-	
40054	Tim Spiers	Land & Property Harmonisation	0	54	36	0		36	36	PM resource - will be applying for another project to be repurposed. Estimated Completion: Q4 21/22
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	50	0		-	-	50K needed for Hardware replacement in 2022. Estimated completion: Q4, 21/22
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	30	0		-	-	Digital customer Phase 2
40210	Tim Spiers	CDC & OCC Technology Alignment	4	142	4	0		(0)	-	On target
40211	Tim Spiers	Legacy Iworld System Migration	50	0	14	0		(36)	(36)	Repurpose for new project on members IT
40212	Tim Spiers	Procurement of Joint Performance system	20	(17)	20	0		-	-	20K needed for PM resource
40237	Tim Spiers	Council Website & Digital Service	250	16	175	75		-	-	On target. Estimated completion: Q4,22/23
40238	Tim Spiers	IT Shared Services	550	8	400	150		-	-	On target. Estimated completion: Q4,22/23
ICT and Digital Total			954	203	728	225	-	(1)	(0)	
Customers, Org Dev & Resources total			1,314	368	1,088	225	0	(1)	(0)	
40083	Tim Mills	Disabled Facilities Grants	2,271	806	1,600	296		(375)	(375)	The budget comprises of £1,240k Better Care Fund (approved at Full Council 18/10/21), £656k reprofiled from last year and £375k base budget (to be offered up as a saving), giving a total of £2,271k. Our current projection is that we shall spend £1,600k (which includes £90k as yet unpaid Occupational Therapist funding for Qs 2-4)
40084	Tim Mills	Discretionary Grants Domestic Properties	213	62	120	93		-	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £63k reprofiled budget from 20/21. Projected spend of £120k and £93k to be reprofiled to 22/23
Housing Services Total			2,484	868	1,720	389	0	(375)	(375)	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	Outturn	RE-PROFILED BEYOND 2021/22	RE-PROFILED BEYOND 2022/23	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Housing Total			2,484	868	1,720	389	0	(375)	(375)	
40006	Nicola Riley	Community Centre Refurbishments	9	0	9	0		-	-	External lighting project has been delayed as CT Walters have struggled to get materials delivered but should be fitted in the next few weeks
40009	Tom Gubbins	Physical Activity and Inequalities Insight	12	0	12	0		-	-	Insight work and evaluation will be completed by March 2022. Invoice is due in the next 6 weeks.
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	183	0		-	-	The delivery of a new Astro turf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. A report to Cedr before Christmas will determine the profile and scale of spending on this programme.
40019	Liam Didcock	Bicester Leisure Centre Extension	34	0	34	0		-	-	£84k budget reprofiled from 20/21. £34k budget allocated to 21/22 and the remaining £50k allocated to 22/23
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	30	0		-	-	Spend will take place when Castle Quay Waterside is completed and bridge reinstated in this financial year. All works are solely in relation to bridge resurfacing.
40035	Rebecca Dyson	Corporate Booking System	45	0	45	0		-	-	A meeting has taken place with the system developers at Jadu. The next stage is for them to quote on the build work and then to start development if the price is within budget. The work must happen this year.
40131	Tom Darlington	S106 Capital Costs	317	304	317	0		(0)	0	funded from S106
40152	Kevin Larner	Community Capital Grants	15	25	25	0		10	10	Projected overspend of £10k which is offset by underspend declared in 20/21
Leisure and Sport Total			645	330	655	0	0	10	10	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	12	(2)	(2)	0		(14)	(14)	works are now completed and out of the defect period
Wellbeing Total			12	(2)	(2)	0	0	(14)	(14)	
Public Health Wellbeing Total			657	327	652	0	0	(5)	(4)	
Capital Total			42,340	10,591	35,098	6,835	0	(408)	(339)	

Appendix 5 - COVID Funding for 2021/22

Specific Funding

Dept.	Grant Name	Funding
		£
OCC	District Winter Grant	59,004
DOHSC	COMF	185,742
MHCLG	Welcome Back Fund	133,843
MHCLG	Restart Grant	8,304,156
MHCLG	ARG Top up	1,289,860
MHCLG	Test and Trace + Admin Fee	102,633
		10,075,238

General Funding

Description	£
Forecast Sales, Fees & Charges compensation	113,000
Covid Grant	720,000
Total Grant Funding	833,000

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Appendix 6 - Reserves and Grant Funding

Use of Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Legal	Earmarked	Transformation Reserve	Agilysis fee	0.012
Housing	Earmarked	Growth Deal Top-up not required	Can be covered by S106	(0.742)
			Total Earmarked Reserves	(0.730)

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Service in Focus – Cherwell District Council Customer Service Centre (CSC)

Cherwell’s Customer Service Centre provides First Point of Contact (FPoC) to residents and businesses across a range of Council Services including - Revenues and Benefits, Waste and Recycling, Housing Services, Elections Services, Environmental Services, Parking Services and General Enquires. The Post, Bulk Mailing and Scanning functions for the Council are also provided.

Customers access our service via a range of different channels including phone, email, webforms, face to face and phone appointments to assist with complex enquiries.

During the latter part of 19/20 the service benefited from participation in the CSC Optimisation Project along with Oxfordshire County Council CSC. The project had a clear focus on capacity and productivity gains for the service, looking at both short term and longer-term improvement opportunities.

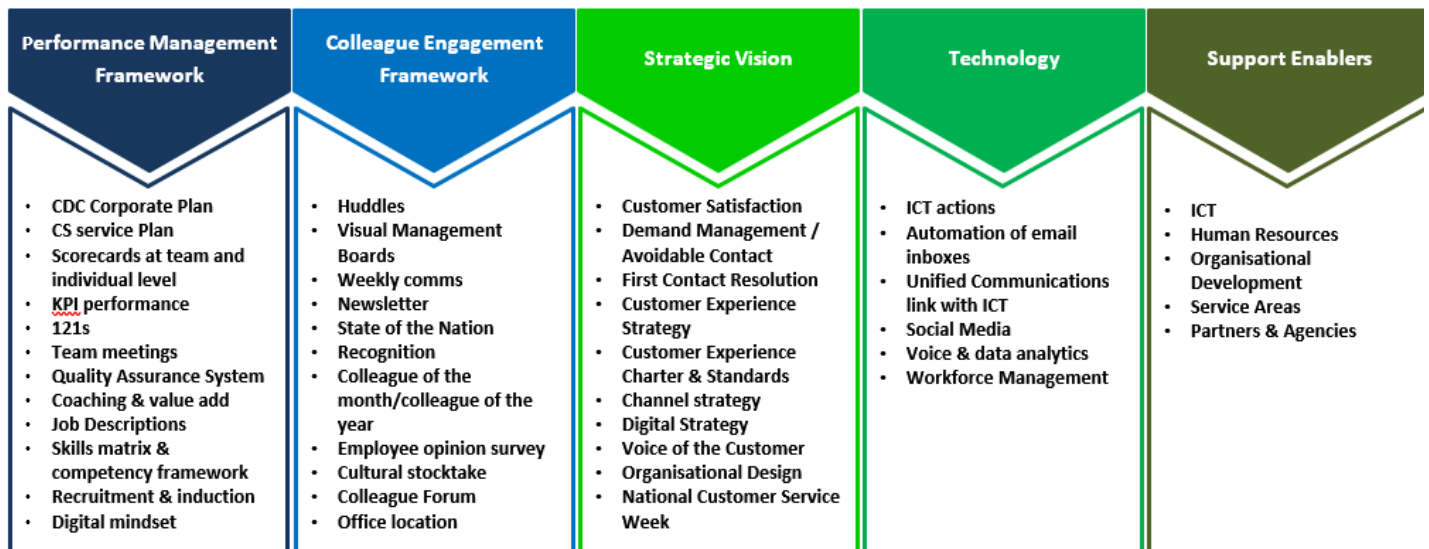
It resulted in a new operating model across the two councils to include a shared Continuous Improvement Team. The Team supports both the CDC and OCC CSC’s with Capacity Planning and Efficiency, Quality and Performance, Business Development, Recruitment and Training, and Voice of the Customer activities. This specialist support will allow the CSC service delivery teams to focus on the customer at first point of contact, while giving an effective focus on projects, proactive process improvements and customer feedback.

The CDC CSC itself is a relatively small team of only 32 people (27.72 FTE) who are focused on delivering “The Best”



B = Business Delivery	E = Engaged colleagues	S = Satisfied Customers	T = Teamwork
<ul style="list-style-type: none"> We work with our directorates and partners to deliver their outcomes and resolve operational or business issues We capitalise on opportunities to grow the business in an agile and creative way We deliver against our targets We promote our digital capability We support the achievement of strategic priorities 	<ul style="list-style-type: none"> We operate with honesty, equality, and integrity We respect, support, and encourage our colleagues We provide development opportunities We are fair to all when filling vacancies We promote a culture of colleague engagement 	<ul style="list-style-type: none"> We aim to give outstanding service to our customers We identify ways to increase customer satisfaction We take ownership of customers problems We try to meet customers’ needs through a single contact We promote quality, resolution, and successful outcomes 	<ul style="list-style-type: none"> We continually seek ways to improve our performance We work for the good of the team, Customer Experience, and the Council overall We share ideas and learning to do things more efficiently and effectively We work collaboratively with our internal services areas – our internal customers

To be the best, the service has focused on key behaviours, visions, projects, and partnership working. These are detailed in our five pillars to operational excellence model:



This ethos has resulted in capacity and efficiencies meaning that the service has been able to realise the challenging savings target In 21/22, as well as significantly improving performance and the customer experience (see Appendix 1).

Recent Improvement Projects and activities

- Implementation of Service Improvement Logger (SIL) to enable proactive barrier removal and improvements
- Transfer of telephony system to a shared platform with OCC to enable future savings and shared virtual contact centre
- Work Force Management System Implementation in progress to enable demand led resourcing
- Stand up of Oxfordshire Local Contact Tracing Service, handling over 12.5K cases and successfully completing tracing for over 8.7k cases to date

Future Improvement Projects

- Digital Transformation Phase 2 project, to include document verification via the Post Office service and further online end to end transaction capabilities
- Web chat as a contact channel
- Social Media as a direct contact channel
- Automated email filing to Revs and Bens account to reduce contact handling time
- Improved Quality and Performance Monitoring system capabilities to further improve service levels
- Bring First Point of Contact into the CSC from further CDC service areas

Celebrating Great Customer Service

The CSC recently participated in National Customer Service Week, a week-long opportunity to raise awareness of customer service and the vital role it plays in successful business practice and the growth of the UK economy.

The CSC shared best practice techniques, celebrated colleagues and highlighted great customer service across the Council. Here's a selection of the celebrations

- Thank you ever so much. What excellent service. Your department is a shining star for Cherwell Council.
- What a professional and efficient team you are! Anytime I have had to call in; I've had my query answered straight away, with a kind word and always very helpful. The best organisation that I have had to deal with....thank you!
- Firstly please let me thank you for your kindness and professionalism when helping me with my application on the phone yesterday, you made a very sensitive situation much less painful and embarrassing. Whilst my circumstances are less than fortunate at the moment, it is times like these when people like myself are really at the lowest that they can be, that kindness and understanding goes a very long way and really does make a difference to someone's day when the chips are down! Your kindness and help were very much appreciated, so thank you
- Thank you very much for all you support - I am very impressed with the efficiency and kindness shown from Johanne, Lee and Michele in helping me make my parents lives a little easier
- it was so great to be able to get through to someone so quickly and get everything sorted over the phone. My experience with other companies has not been anywhere near as good.

As we always say in the CSC - *Customer Service is not a department. It's an ATTITUDE'*

Customer service

2020 - 2021



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Total customer interactions 151,323



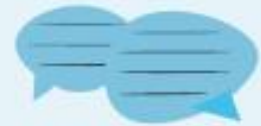
Phone
91,200



Email
59,024



Customer appointments
992



Face to face
177



Calls by service

14,853

General enquiries

Other services areas e.g. Licensing, Landscaping, Safeguarding also signposting or referring onto to other services not dealt with by Customer Service e.g. Planning, Leisure. General advice regarding private lettings

14,081

Waste and recycling

- Bin orders and reports
- Bulky waste bookings
- Street cleansing

10,611
Housing

Housing register applications, help with bidding for properties, homelessness, general advice regarding private lettings

10,062

Benefits

Queries about or claims for housing benefit and council tax reduction

2,232

Environmental

Nuisance reports, food hygiene, health and safety, dog services, animal boarding enquiries

2,230

Elections

Registration of electors, postal and proxy vote applications, information about upcoming elections or referendums

37,131

Council tax and business rates

Moving into or out of a property, advice about discounts and exemptions, advice about business grants and reliefs, payments for council tax and business rates



Emails by service

13,825
Other

11,533
Benefits



33,666
Revenues

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Cherwell District Council

Executive

6 December 2021

Graven Hill Development Company (Dev Co) – Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co.

Report of Shareholder Representative

This report is public. Appendix 1 is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To bring to the attention of the Executive the request from Graven Hill Village Development Company Ltd (Dev Co) for the Council to act as surety in two performance bonds for roadway infrastructure works to be undertaken by Dev Co under section 38 of the Highways Act 1980.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve in principle that the Council act as surety for Dev Co in respect of two performance bonds (up to the sum referred to in exempt Appendix 1 to this report) relating to the construction of highway works by Dev Co pursuant to agreements between Dev Co and Oxfordshire County Council (as local highway authority) to be made under section 38 of the Highways Act 1980.
- 1.2 To delegate to the Shareholder Representative authority to agree the formal documentation in relation to the bonds, in consultation with the s.151 Officer and the Monitoring Officer.
- 1.3 To agree that Dev Co be requested to pay to the council 1% of the value of the agreed bonds for use of the facility.

2.0 Introduction

- 2.1 The report details the performance bonds that are required by Oxfordshire County Council in respect of the future adoption of the roadway infrastructure delivered by Dev Co. There are two bonds required as detailed in the report and attached at exempt Appendix 1. By approving the provision of these bonds, the council is ensuring that Dev Co can act swiftly to meet its aims and delivery objectives in relation to the highway works and in doing so safeguard the council's investment and return on investment.

3.0 Report Details

3.1 Performance bonds (including the two bonds that form the request contained in this report) are a prerequisite to Dev Co entering Section 38 Agreements (Highways Act 1980) with Oxfordshire County Council in respect of the future adoption by the County Council of roadway infrastructure delivered by Dev Co.

3.2 The infrastructure projects that the two bonds are required for are:

- delivery of Phase 1a
- delivery of Phase 1b

Details of the values and timings for these bonds are highlighted in exempt Appendix 1.

3.3 Dev Co (a subsidiary of Graven Hill Village Holding Company Ltd, wholly owned by the district council) have accordingly approached the district council with a request that the district council acts as surety under the section 38 bonds.

3.4 Negotiations on the terms of the section 38 agreements and supporting bond are on-going between Dev Co and the county council, but performance bonds in the sum set out in exempt Appendix 1 to this report are expected to be provided by Dev Co. The value of the bonds is reduced incrementally over time and the bonds would only be called upon in the event that Dev Co defaults on its obligations.

3.5 By agreeing in principle to act as surety up to the total value set out in exempt Appendix 1 to this report a clear boundary is established within which the Shareholder Representative, supported by the Section 151 Officer and Monitoring Officer, can act. This will allow the Shareholder Representative to respond to Graven Hill in a timely manner minimising any delay or impact to its commercial negotiations.

3.6 CDC has previously entered bonds in respect of highways agreements for Dev Co. The details of the previous bonds including value and timing are contained in the table in exempt Appendix 1.

3.7 It is proposed to charge Dev Co 1% of the bond value as consideration for the council acting as surety in this instance, which is consistent with previous arrangements made where the council has been requested to stand for Dev Co as guarantor. This payment is considered necessary and appropriate to represent market value and is seen to accord with how a normal investor would act in the pursuit of securing the value of its investment.

4.0 Conclusion and Reasons for Recommendations

4.1 Through agreeing with the recommendations in this report the council is ensuring that Dev Co can act swiftly to meet its aims and delivery objectives in relation to the highway works and in doing so safeguard the council's investment and return on investment.

5.0 Consultation

The recommendations in this report have been subject to discussion between the Shareholder Representatives, CDC Finance Representatives and the Dev Co Managing Director and Finance Director.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to give a performance bond. This has been dismissed by officers on the grounds that performance bonds are prerequisites for entering section 38 adoption agreements with the county council, and that, by giving a performance bond to a company in which the council has a stake, the council is acting in no less a manner than a parent company would in relation to a subsidiary.

7.0 Implications

Financial and Resource Implications

7.1 Given the extent of the Council's investment in Graven Hill, it is in the Council's interests to ensure that this agreement progresses.

There is no budget for the value of the guarantees and bonds the council has provided to date and/or may be requested to provide in the future. This is because it is not expected to result in a cashflow or financial commitment for the council. The 1% fee payable by Graven Hill will offset the "Fair Value" accounting cost of the guarantee or bond, resulting in a neutral net financial position for the Council.

The council, through its Shareholder governance arrangements, will always seek to work with Graven Hill to avoid any situation in which Graven Hill would be unable to meet its commitments. Should the worst happen, and the council had to step in to pay the bond on behalf of Graven Hill, the appropriate authorisations to do so would be obtained and the Council would have to identify sufficient resources to pay for this.

External Audit is placing significantly greater focus on the number of guarantees/bonds that the Council is agreeing to. This is a significant factor in the Council's "Going Concern" assessment and the Council must place close attention to the combined value of debt and guarantees in relation to its overall borrowing limits.

Comments checked by:

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

Legal Implications

- 7.2 The council's legal unit will assist in the completion of the proposed performance bonds to ensure the same are compliant with usual models and are consistent with bonds previously provided.

Comments checked by:

Richard Hawtin, Team leader – Non-contentious, 01295 221695,
richard.hawtin@cherwell-dc.gov.uk

Risk Implications

- 7.3 The risk implication is derived from the increased financial exposure. Whilst the level of the risk can be clearly defined (up to the sum stated in exempt Appendix 1 to this report) the likelihood of the risk occurring is dependant predominantly on Graven Hill. With the current oversight via the Shareholder Committee, the existing Graven Hill Business plan and ongoing communications between both parties this risk is already managed. Both Graven Hill's Audit record and strong credit rating are evidence of appropriate financial management which would also support an assessment that the likelihood of this risk happening is low. These risks are managed as part of the GH Dev Co risk register.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 There are no equalities and inclusion implications as a result of the above recommendations.

Sustainability Implications

- 7.5 There are no sustainability implications as a result of the above recommendations.

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Not Applicable

Lead Councillor

Not Applicable

Document Information**Appendix number and title**

- Appendix 1 EXEMPT – Total figure table detailing bond amounts and timings

Background papers

None

Report Author and contact details

Steve Jordan, Shareholder Representative. 01295 221526, steve.jordan@cherwell-dc.gov.uk

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